

# AGREEMENT FOR STRATEGIC CAPITAL IMPROVEMENT PLAN SERVICES

This Agreement is made and entered into by and between the County of Lake, hereinafter referred to as “County”, and AMPM Consulting, LLC, hereinafter referred to as “Contractor”, collectively referred to as “parties”.

1. **SERVICES.** Subject to the terms and conditions set forth in this Agreement, Contractor shall provide to County the services described in the Scope of Services attached hereto and incorporated herein as Exhibit A at the time and place and in the manner specified therein. In the event of a conflict in or inconsistency between the terms of this Agreement and Exhibit A – Scope of Services, Exhibit B – Fiscal Provisions, Exhibit C – Compliance Provisions, and Exhibit D – AMPM Proposal, the Agreement shall prevail.
2. **TERM.** This Agreement shall commence on \_\_\_\_\_ and continue in full force and effect until terminated as hereinafter provided.
3. **COMPENSATION.** Contractor has been selected by County to provide the services described hereunder in Exhibit “B” (Scope of Services), attached hereto. Compensation to Contractor shall not exceed **One Hundred, Thirteen Thousand One Hundred Fifty Dollars (\$113,150)** for the work products, **Sixteen Thousand Two Hundred (\$16,200)** for CIP System Implementation, **Twenty-Eight Thousand Six Hundred (\$28,600)** for CIP-System-GIS Integration for a total not to exceed **One Hundred, Fifty- Seven Thousand Nine Hundred Fifty (\$157,950)**.

The County shall compensate Contractor for services rendered, in accordance with the provisions set forth in Exhibit “B” (Fiscal Provisions), attached hereto, provided that Contractor is not in default under any provisions of this agreement. Compensation to Contractor is contingent upon appropriation of federal, state and county funds.

4. **TERMINATION.** This Agreement may be terminated by mutual consent of the parties or by County upon 30 days written notice to Contractor.

In the event of non-appropriation of funds for the services provided under this Agreement, County may terminate this Agreement, without termination charge or other liability.

Upon termination, Contractor shall be paid a prorated amount for the services provided up to the date of termination.

5. **MODIFICATION.** This Agreement may only be modified by a written amendment hereto, executed by both parties; however, matters concerning scope of services which do not affect the compensation may be modified by mutual written consent of Contractor and County executed by the County Administrative Officer.

6. **NOTICES.** All notices between the parties shall be in writing addressed as follows:

County of Lake  
Administration  
255 N Forbes St.  
Lakeport, CA 95453  
Attn: Susan Parker, CAO

AMPM Consulting, LLC  
1339 Hamden Court  
O'Fallon, MO 63368  
Attn: Kevin Corwin

7. **EXHIBITS.** The Agreement Exhibits, as listed below, are incorporated herein by reference:

- Exhibit A – Scope of Services
- Exhibit B – Fiscal Provisions
- Exhibit C – Compliance Provisions
- Exhibit D –AMPM Proposal

8. **TERMS AND CONDITIONS.** Contractor warrants that it will comply with all terms and conditions of this Agreement and Exhibits, and all other applicable federal, state and local laws, regulations and policies.

9. **INTEGRATION.** This Agreement, including attachments, constitutes the entire agreement between the parties regarding its subject matter and supersedes all prior Agreements, related proposals, oral and written, and all negotiations, conversations or discussions heretofore and between the parties.

Executed at Lakeport, California on \_\_\_\_\_.

COUNTY OF LAKE

CONTRACTOR

\_\_\_\_\_

*Kevin Corwin*  
\_\_\_\_\_

CHAIR, Board of Supervisors

Kevin Corwin

ATTEST:  
SUSAN PARKER  
Clerk to the Board of Supervisors

APPROVED AS TO FORM:  
LLOYD GUINTIVANO  
County Counsel

By: \_\_\_\_\_

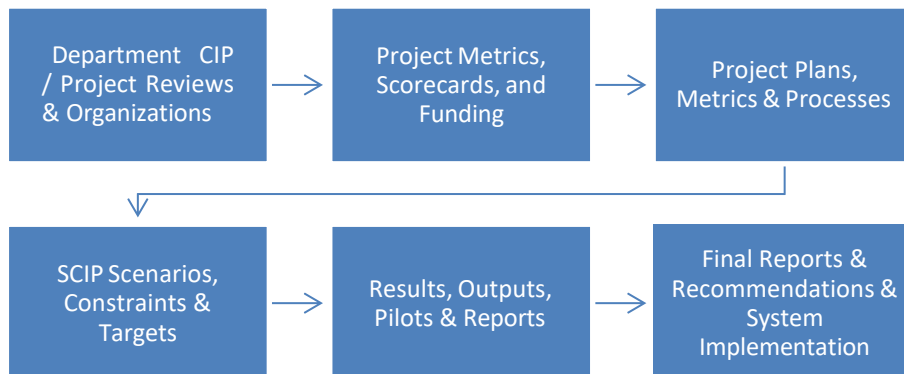
By:  \_\_\_\_\_

## **EXHIBIT “A” – SCOPE OF SERVICES**

### **1. CONTRACTOR RESPONSIBILITIES.**

- 1.1. Project Charter – Assessment of projects within the three departments (Public Services, Public Works, Special Districts), the departments’ overall goals, and the systematic plan for the implementation of the Strategic CIP.
- 1.2. Establish metrics in consultation with departments to rate projects across departments with a standard formulation to quantify project benefits.
  - Prospective Metrics
  - 1.2.1. Conditions (PCI and other indexes utilized)
  - 1.2.2. Age
  - 1.2.3. Nearby Community
  - 1.2.4. Existing /Potential Land Use / Upcoming General Plan
  - 1.2.5. Possible private investment
- 1.3. Establish department scorecards (Public Services, Public Works, Special Districts) as the basis for CIP modeling to establish possible project ordering and constraints.
- 1.4. Establish county-wide scorecard as the basis for CIP modeling based on aggregate funding limit(s).
- 1.5. Construct a project plan (scope, schedule, cost, benefits) for every possible SCIP project.
  - 1.5.1. AMPM on-site validation for a sample of SCIP projects in the three departments.
- 1.6. Establish SCIP scenarios, constraints and targets with County staff.
  - 1.6.1. Time-ranges
  - 1.6.2. Revenue levels and periods
  - 1.6.3. Bonding levels and periods
  - 1.6.4. Funding source options, levels, and periods
  - 1.6.5. A critical project list
- 1.7. Run department and countywide CIP models utilizing multiple fiscal scenarios.
  - 1.7.1. Collaboration with the Debt Advisory Council (DAC) to develop different fiscal scenarios based on the County’s current fiscal parameters and different financing methods the DAC is studying.

- 1.8. Implementation of the InScope CIP project prioritization. Iterative analysis of project costs, schedules, and benefits to maximize public benefit in relation to constraints.
  - 1.8.1. Training for County staff to refine and update department and County CIPs, utilizing InScope, when new project information becomes available.
  - 1.8.2. Feedback from County leadership regarding the inputs to the InScope model.
  - 1.8.3. Refinement of the InScope Lake County model incorporating feedback from departments, the Administration Office, and Treasurer Tax-Collector.
- 1.9. Internal presentations to working group (Department Directors, Administration Office, and Treasurer Tax-Collector) to refine SCIP model and presentation outputs.
- 1.10. Presentation of initial materials to County stakeholders.
  - 1.10.1. Incorporate feedback from General Plan and Local Area Plans under development.
- 1.11. Develop engagement and feedback processes with the Board of Supervisors and the public to both provide input on projects and inform them on project metrics, constraints, and InScope modeling for maximum benefit.
- 1.12. Build out modules and processes for Lake County SCIP process.
  - 1.12.1. Scrum Sprint actions and outputs
  - 1.12.2. InScope System setup and configuration
  - 1.12.3. Validation Google Form test scripts
  - 1.12.4. Validation meeting agenda(s) and minute(s)
- 1.13. Develop public and internal facing CIP System-GIS Integration web mapping.



2. **RECORDS RETENTION.** Contractor shall prepare, maintain and/or make available to County upon request, all records and documentation pertaining to this Agreement, including financial, statistical, property, recipient and service records and supporting documentation for a period of five (5) years from the date of final payment of this Agreement. If at the end of the retention period, there is ongoing litigation or an outstanding audit involving the records, Contractor shall retain the records until resolution of litigation or audit. After the retention period has expired, Contractor assures that confidential records shall be shredded and disposed of appropriately.
  
3. **COUNTY RESPONSIBILITIES.**
  - 3.1. Timely response to AMPM information needs, suggested edits, and project management.
  - 3.2. Coordination between participating departments (Community Development, Public Services, Public Works, and Special Districts).
  - 3.3. Staff participation on regular scheduled meetings, feedback on work products, capital project prioritization, and InScope system implementation.
  
4. **BUDGET.** The total Budget for the Scope of Work shall not exceed \$157,950.00. For items 1.1-1.13 the Scope of Work as detailed in Exhibit "A." Funds may be transferred between budget line items detailed in the Proposal attached as Exhibit "D".

Maximum payment for \$157,950.00 for items 1.1 – 1.13 shall be split as follows: \$56,575.00 for 50% completion of items 1.1 – 1.11, and \$56,575.00 for the completion of items 1.1 – 1.11. A one-time payment of \$16,200.00 shall apply to items 1.12 for the CIP Systems Implementation once this project commences. A one-time payment of \$28,600 shall apply to items 1.13 for the CIP System-GIS Integration once this project commences.

## **EXHIBIT “B” – FISCAL PROVISIONS**

1. **CONTRACTOR’S FINANCIAL RECORDS.** Contractor shall keep financial records for funds received hereunder, separate from any other funds administered by Contractor, and maintained in accordance with Generally Accepted Accounting Principles and Procedures and the Office of Management and Budget’s Cost Principles.
  
2. **INVOICES.**
  - 2.1 Contractor’s invoices shall be submitted for 50% project completion, start of CIP Systems Implementation, and project completion. Invoices shall be itemized and formatted to the satisfaction of the County.
  
  - 2.2 County shall make payment within 20 business days of an undisputed invoice for the compensation stipulated herein for supplies delivered and accepted or services rendered and accepted, less potential deductions, if any, as herein provided. Payment on partial deliverables may be made whenever amounts due so warrant or when requested by the Contractor and approved by the Assistant Purchasing Agent.
  
3. **AUDIT REQUIREMENTS AND AUDIT EXCEPTIONS.**
  - 3.1 Contractor warrants that it shall comply with all audit requirements established by County and will provide a copy of Contractor’s Annual Independent Audit Report, if applicable.
  
  - 3.2 County may conduct periodic audits of Contractor’s financial records, notifying Contractor no less than 48 hours prior to scheduled audit. Said notice shall include a detailed listing of the records required for review. Contractor shall allow County, or other appropriate entities designated by County, access to all financial records pertinent to this Agreement.
  
  - 3.3 Contractor shall reimburse County for audit exceptions within 30 days of written demand or shall make other repayment arrangements subject to the approval of County.
  
4. **BUDGET.** The total Budget for the Scope of Work shall not exceed \$157,950.00. For items in the Scope of Work as detailed in Exhibit “A.” Funds may be transferred between budget line items detailed in the Proposal attached as Exhibit “D.”

Maximum payment for \$157,950.00 for items 1.1 – 1.13 shall be split as follows: \$56,750.00 for 50% completion of items 1.1 – 1.11, and \$56,750.00 for the completion of items 1.1 – 1.11. A one-time payment of \$16,200.00 shall apply to items 1.12 for the CIP System Implementation once this project commences. A one-time payment of \$28,600 shall apply to items 1.13 for the CIP System-GIS Integration once this project commences.

## **EXHIBIT “C” – COMPLIANCE PROVISIONS**

1. **INFORMATION INTEGRITY AND SECURITY.** Contractor shall immediately notify County of any known or suspected breach of personal, sensitive and confidential information related to Contractor’s work under this Agreement.
  
2. **NON-DISCRIMINATION.** Contractor shall not unlawfully discriminate against any qualified worker or recipient of services because of race, religious creed, color, sex, sexual orientation, national origin, ancestry, physical disability, mental disability, medical condition, marital status or age.
  
3. **DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS.**
  - 3.1 The Contractor certifies to the best of its knowledge and belief, that it and its subcontractors:
    - A. Are not presently debarred, suspended, proposed for disbarment, declared ineligible, or voluntarily excluded from covered transactions by any federal department or agency;
  
    - B. Have not, within a three-year period preceding this Agreement, been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public transaction; violation of federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
  
    - C. Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity with commission of any of the offenses enumerated in the preceding paragraph; and
  
    - D. Have not, within a three-year period preceding this Agreement, had one or more public transactions terminated for cause or default.
  
  - 3.2 Contractor shall report immediately to County, in writing, any incidents of alleged fraud and/or abuse by either Contractor or Contractor’s subcontractor. Contractor shall maintain any records, documents, or other evidence of fraud and abuse until otherwise notified by County.
  
4. **INDEMNIFICATION AND HOLD HARMLESS.**

Contractor shall indemnify and defend County and its officers, employees, and agents against and hold them harmless from any and all claims, losses, damages, and liability for damages, including attorney's fees and other costs of defense incurred by County, whether for damage to or loss of property, or injury to or death

of person, including properties of County and injury to or death of County officials, employees or agents, arising out of, or connected with Contractor's operations hereunder or the performance of the work described herein, unless such damages, loss, injury or death is caused solely by the negligence of County.

Contractor's obligations under this Section shall survive the termination of the Agreement.

5. **STANDARD OF CARE.** Contractor represents that it is specially trained, licensed, experienced and competent to perform all the services, responsibilities and duties specified herein and that such services, responsibilities and duties shall be performed, whether by Contractor or designated subcontractors, in a manner according to generally accepted practices.
6. **INTEREST OF CONTRACTOR.** Contractor assures that neither it nor its employees have any interest, and that it shall not acquire any interest in the future, direct or indirect, which would conflict in any manner or degree with the performance of services hereunder.
7. **DUE PERFORMANCE – DEFAULT.** Each party agrees to fully perform all aspects of this agreement. If a default to this agreement occurs, then the party in default shall be given written notice of said default by the other party. If the party in default does not fully correct (cure) the default within 45 days of the date of that notice (i.e. the time to cure) then such party shall be in default. The time period for corrective action of the party in default may be extended in writing executed by both parties, which must include the reason(s) for the extension and the date the extension expires.

Notice given under this provision shall specify the alleged default and the applicable Agreement provision and shall demand that the party in default perform the provisions of this Agreement within the applicable time period. No such notice shall be deemed a termination of this Agreement, unless the party giving notice so elects in that notice, or so elects in a subsequent written notice after the time to cure has expired.

8. **INSURANCE.**
  - 8.1. Contractor shall procure and maintain Workers' Compensation Insurance for all of its employees.



- 8.2. Contractor shall procure and maintain Comprehensive Public Liability Insurance, both bodily injury and property damage, in an amount of not less than one million dollars (\$1,000,000) combined single limit coverage per occurrence, including but not limited to endorsements for the following coverage: personal injury, premises-operations, products and completed operations, blanket contractual, and independent contractor's liability.
- 8.3. Contractor shall procure and maintain Comprehensive Automobile Liability Insurance, both bodily injury and property damage, on owned, hired, leased and non-owned vehicles used in connection with Contractor's business in an amount of not less than one million dollars (\$1,000,000) combined single limit coverage per occurrence.
- 8.4. Contractor shall procure and maintain Professional Liability Insurance for the protection against claims arising out of the performance of services under this Agreement caused by errors, omissions or other acts for which Contractor is liable. Said insurance shall be written with limits of not less than one million dollars (\$1,000,000).
- 8.5. Contractor shall not commence work under this Agreement until it has obtained all the insurance required hereinabove and submitted to County certificates of insurance naming the County of Lake as additional insured. Contractor agrees to provide to County, at least 30 days prior to expiration date, a new certificate of insurance.
- 8.6. In case of any subcontract, Contractor shall require each subcontractor to provide all of the same coverage as detailed hereinabove. Subcontractors shall provide certificates of insurance naming the County of Lake as additional insured and shall submit new certificates of insurance at least 30 days prior to expiration date. Contractor shall not allow any subcontractor to commence work until the required insurances have been obtained.
- 8.7. For any claims related to the work performed under this Agreement, the Contractor's insurance coverage shall be primary insurance as to the County, its officers, officials, employees, agents and volunteers. Any insurance or self-insurance maintained by County, its officers, officials, employees, agents or volunteers shall be in excess of the Contractor's insurance and shall not contribute with it.
- 8.8. The Commercial General Liability and Automobile Liability Insurance must each contain, or be endorsed to contain, the following provision:

The County, its officers, officials, employees, agents, and volunteers are to be covered as additional insureds and shall be added in the form of an endorsement to Contractor's insurance on Form CG 20 10 11 85. Contractor shall not commence work under this Agreement until Contractor has had delivered to County the Additional Insured Endorsements required herein.

Coverage shall not extend to any indemnity coverage for the active negligence of the additional insured in any case where an agreement to indemnify the additional insured would be invalid under subdivision (b) of California Civil Code Section 2782.

- a. Insurance coverage required of Contractor under this Agreement shall be placed with insurers with a current A.M. Best rating of no less than A: VII.

Insurance coverage in the minimum amounts set forth herein shall not be construed to relieve the Contractor for liability in excess of such coverage, nor shall it preclude County from taking other action as is available to it under any other provision of this Agreement or applicable law. Failure of County to enforce in a timely manner any of the provisions of this section shall not act as a waiver to enforcement of any of these provisions at a later date.

- b. Any failure of Contractor to maintain the insurance required by this section, or to comply with any of the requirements of this section, shall constitute a material breach of the entire Agreement.

**8.3 ATTORNEY'S FEES AND COSTS.** If any action at law or in equity is necessary to enforce or interpret the terms of this Agreement, the prevailing party shall be entitled to reasonable attorney's fees, costs, and necessary disbursements in addition to any other relief to which such party may be entitled.

**8.4 ASSIGNMENT.** Contractor shall not assign any interest in this Agreement and shall not transfer any interest in the same without the prior written consent of County except that claims for money due or to become due Contractor from County under this Agreement may be assigned by Contractor to a bank, trust company, or other financial institution without such approval. Written notice of any such transfer shall be furnished promptly to County. Any attempt at assignment of rights under this Agreement except for those specifically consented to by both parties or as stated above shall be void.

**8.5 PAYROLL TAXES AND DEDUCTIONS.** Contractor shall promptly forward payroll taxes, insurances, and contributions to designated governmental agencies.

**8.6 INDEPENDENT CONTRACTOR.** It is specifically understood and agreed that, in the making and performance of this Agreement, Contractor is an independent contractor and is not an employee, agent or servant of County. Contractor is not entitled to any employee benefits. County agrees that Contractor shall have the right to control the manner and means of accomplishing the result contracted for herein.

Contractor is solely responsible for the payment of all federal, state and local taxes, charges, fees, or contributions required with respect to Contractor and Contractor's

officers, employees, and agents who are engaged in the performance of this Agreement (including without limitation, unemployment insurance, social security and payroll tax withholding.)

- 8.7 OWNERSHIP OF DOCUMENTS.** All non-proprietary reports, drawings, renderings, or other documents or materials prepared by Contractor hereunder are the property of County.
- 8.8 SEVERABILITY.** If any provision of this Agreement is held to be unenforceable, the remainder of this Agreement shall be severable and not affected thereby.
- 8.9 ADHERENCE TO APPLICABLE DISABILITY LAW.** Contractor shall be responsible for knowing and adhering to the requirements of Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act, (42 U.S.C. Sections 12101, et seq.). California Government Code Sections 12920 et seq., and all related state and local laws.
- 8.10 HIPAA COMPLIANCE.** Contractor will adhere to Titles 9 and 22 and all other applicable Federal and State statutes and regulations, including the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and will make his best efforts to preserve data integrity and the confidentiality of protected health information.
- 8.11 SAFETY RESPONSIBILITIES.** Contractor will adhere to all applicable CalOSHA requirements in performing work pursuant to this Agreement. Contractor agrees that in the performance of work under this Agreement, Contractor will provide for the safety needs of its employees and will be responsible for maintaining the standards necessary to minimize health and safety hazards.
- 8.12 JURISDICTION AND VENUE.** This Agreement shall be construed in accordance with the laws of the State of California and the parties hereto agree that venue of any action or proceeding regarding this Agreement or performance thereof shall be in Lake County, California. Contractor waives any right of removal it might have under California Code of Civil Procedure Section 394.
- 8.13 NO THIRD-PARTY BENEFICIARIES.** Nothing contained in this Agreement shall be construed to create, and the parties do not intend to create any rights in or for the benefit of third parties.

**8.14 PUBLIC RECORDS ACT.** Contractor is aware that this Agreement and any documents provided to the County may be subject to the California Public Records Act and may be disclosed to members of the public upon request. It is the responsibility of the Contractor to clearly identify information in those documents that s/he considers to be confidential under the California Public Records Act. To the extent that the County agrees with that designation, such information will be held in confidence whenever possible. All other information will be considered public.

**EXHIBIT "D" AMPM PROPOSAL**



AMPM Consulting, LLC  
1339 Hamden Ct.  
O'Fallon, MO  
askampm.com  
636-312-4480

May 15, 2024

Benjamin Rickelman  
Deputy County Administrative Officer  
Lake County California  
CONFIDENTIAL  
Administrative Office  
255 N. Forbes Street  
Lakeport, CA 95453

RE: RFP No. 24-25 Request for Proposals for Strategic Capital Improvement Plan

Dear Mr. Rickelman and Lake County Team,

Thank you for the opportunity to propose AMPM's services to support the development of a Strategic Capital Improvement Plan (CIP) for Lake County, California. AMPM is a consulting firm focused on infrastructure Asset Management and Project Management, (i.e., AMPM). Our mission of, "Creating CIP management systems that get projects done right.", is perfectly aligned with the objectives Lake County has presented. CIPs are the lifeblood of a community's infrastructure, and you want to ensure optimum CIP investment and delivery. The challenges in CIP planning and management are exactly why AMPM was started.

Throughout my career, I have served public infrastructure agencies as both internal engineering employee and trusted consultant, and throughout my career I found myself drawn to and achieving success in developing CIP planning & management systems. Therefore, I started AMPM, with a sole focus on helping organizations create or improve their CIP systems. And true systems are comprised of three things: People, Process, and Technology/Software. One of these alone can't do it. It takes all three because you need to know your internal processes to have them applied by your people to the right tools to systematically achieve your agency's goals.

Thanks to our team's experience with a variety of public agencies, AMPM has been exposed to many CIP processes as well as best (and some not so best) practices. This experience gives us insights into how different agencies achieve success which we frequently use to give our clients new information and insight. **Most consultants will approach your Strategic CIP services in a linear manner, similar to the RFP's outlined scope of services.** And there is nothing wrong with the RFP's detailed scope of services. But it is important to understand that CIP analysis and refinement is an iterative process. To achieve optimum use of CIP funds, Lake County staff and stakeholders will want the ability to iterate and refine CIP analysis results. It should be possible to make adjustments to scenarios, review modified results, present results to stakeholders, and again make adjustments to scenarios based on that feedback. And more importantly, Lake County will want the ability to adapt their Strategic CIP year over year as new project constraints become known. Only a CIP management system will offer this flexibility. With this proposal, **AMPM is offering unlimited scenario modifications for further exploration of funding, planning, metrics, or prioritization options during any stage of this project**, because AMPM is prepared to deliver a complete CIP planning & management system.

The background and experience of our team as well as our detailed scope of services are included in the proposal pages that follow. AMPM has the technical expertise and experience analyzing, developing, and systemizing CIPs, as well as designing, managing, and maintaining the very types of projects found in your capital program. However, **our clients' success is the best qualification we can provide.** We encourage you to contact any of our clients and ask about their experiences with AMPM.



AMPM Consulting, LLC  
1339 Hamden Ct.  
O'Fallon, MO  
askampm.com  
636-312-4480

In closing, I certify that the information and data submitted in this proposal is true and complete to the best of my knowledge and it represents an offer to supply the requested goods and/or services detailed in this response to Lake County CA RFP 24-25. I, Kevin Corwin, as manager of AMPM Consulting LLC, am authorized to bind AMPM to the terms of this proposal, any subsequent contract, and discuss and negotiate technical and/or contractual issues. I will serve as the primary point of contact for AMPM and may be contacted at (636) 312-4480 or [kevinc@askampm.com](mailto:kevinc@askampm.com). AMPM is eager to work with you and demonstrate how we can help Lake County on this important effort.

Thank you again for this opportunity and please feel free to contact me if you have questions or need further information.

Sincerely,  
AMPM Consulting

*Kevin Corwin*

Kevin Corwin, PE, PLS, PMP

# Lake County CA – Strategic Capital Improvement Plan – RFP No. 24-25 – Company Profile

## AMPM Qualifications and Proposal Executive Summary

**Employees:** 5

**Location:** O'Fallon, MO

**Address:** 1339 Hamden Ct.  
O'Fallon, MO 63368

**Phone:** 636-312-4480

**Email:** [ampm@askampm.com](mailto:ampm@askampm.com)

**Website:** [askampm.com](http://askampm.com)

**Contact:** Kevin Corwin

Holly and Kevin Corwin founded AMPM in 2016. AMPM offers fresh solutions to age-old questions – how to deliver projects AND how to maintain created assets more efficiently and more effectively. In a few words, our mission is: “Creating systems that get projects done right”. AMPM’s consulting services combine engineering science know-how with solid business and management expertise. Based in St. Louis, Missouri, AMPM is easily accessible to local, national, and international clients. AMPM supports the Architecture, Engineering, Construction (AEC) Industries along with Government, Transportation, Utility, Institutional, and Industrial Agencies with specialized engineering and management services.

AMPM’s team possesses relevant project experience directly applicable to the needs of any client addressing capital project or asset planning, management and/or systems. Each of AMPM’s past projects have included: the analysis of existing plans; the improvement of internal business processes; the implementation of needed management systems across cross-functional teams; representation of an owner-agency client’s needs; and flexibility and adaptation to achieve the client’s desired outcomes. Greater detail and our references regarding each of these projects can be found in AMPM’s detailed project experience sheets.

### Relevant Project Experience:

- Capital Project Controls System, City of Simi Valley, CA
- Capital Construction Management System, Colorado Dept. of Transportation
- Capital Construction Administration System, Madison (WI) Metropolitan Sewer District
- Capital Project Controls System, Great Rivers Greenway
- Capital Assets Life-Cycle Costs Management System, Great Rivers Greenway
- Capital Project Controls System, City of Broken Arrow, OK
- Capital Projects Management System, City of St. Charles, MO
- Enterprise Asset Management System, City of St. Charles, MO

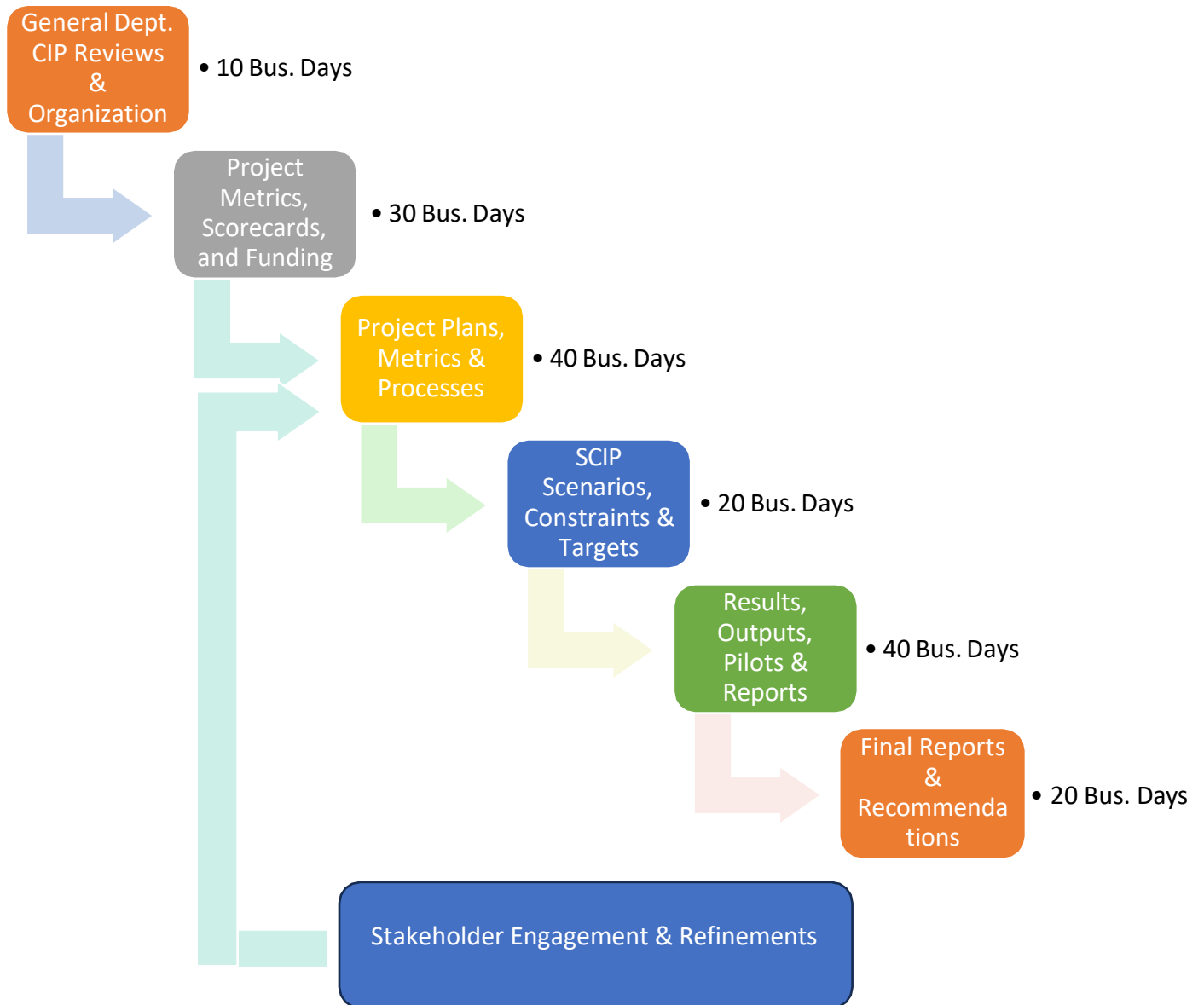
AMPM was started with a focus on “systemization” after witnessing many private companies and public agencies struggle to plan, track and deliver policies, programs, projects, and services with desired results – even after working with traditional consultants. Rather than trying to add this service under traditional civil engineering consulting, AMPM’s core purpose is to create planning & management systems and we do it through process development and technology implementation. At AMPM, we learn and apply core philosophies, principles, and best-practices found in multiple industries and organizations such as the Project Management Institute (PMI), the American Public Works Association (APWA), and the British Standards Institution (BSI). We then merge these with our own expertise, and with the client’s internal experiences and best practices, to deliver the best possible results and systems.

### **Executive Summary:**

The figure below outlines an overview of the project stages AMPM proposes in the creation of Lake County’s (LC’s) Strategic Capital Improvement Plan (SCIP), along with estimated time durations. After similar work with multiple agencies, and by leveraging the latest in software applications, AMPM can work quite efficiently and offers 160 business days to SCIP delivery and system launch (if selected) along with unlimited scenario modifications for further exploration of funding, planning, metrics, or prioritization options during any stage of the project.\*



**Lake County CA – Strategic Capital Improvement Plan – RFP No. 24-25 – Company Profile**  
 AMPM Qualifications and Proposal Executive Summary



\*It should be noted that while some time for scenario refinements has been included in the schedule, prolonged scenario modeling may also prolong the schedule beyond 160 business days.

**General Dept. CIP Reviews & Organization** – This initial stage provides for the general introductions, reviews and organization of department CIP documents and data.

**Establish Dept. & Org. Project Metrics, Scorecards, and Funding Sources** – AMPM will collaborate with each department individually and collectively to establish project metrics that quantify benefits, translate those metrics to an electronic scorecard, and establish possible funding sources and limits.

**Collaborate with Depts. to systemize Project Plans, Metrics & Processes** - AMPM will collaborate with the departments individually and collectively to understand the objectives and scope of each potential SCIP project which AMPM will use to appropriately scale estimated costs and schedules into a “project plan” for every possible SCIP project.

## Lake County CA – Strategic Capital Improvement Plan – RFP No. 24-25 – Company Profile

### AMPM Qualifications and Proposal Executive Summary

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**Establish SCIP Scenarios, Constraints & Targets** – AMPM will work with the departments, treasurer-tax collection, and administration to establish the constraints for SCIP scenarios to be evaluated which may include time-ranges, revenue levels, bonding levels, and other funding source options and levels.

**Develop SCIP Scenario Results, Outputs, Pilots & Reports** – Once SCIP scenario modeling has been refined AMPM will prepare the summary reports, including charts, graphs and narratives, for each of the agreed upon scenarios.

**Prepare & facilitate Stakeholder Engagement & Refinements** – Engagement efforts are anticipated to occur throughout the SCIP analysis process to both align the SCIP work with the General and Area Plans and keep identified LC stakeholders (primarily anticipated to be the Board of Supervisors) apprised of the analyses and progress. AMPM will coordinate with the LC project manager and leadership on the appropriate timing of working sessions and digital updates.

**Deliver Final Reports & Recommendations** – AMPM will compile all SCIP information into a final report to document the approaches, processes, results, engagements, refinements, and decisions in the development of the recommended SCIP.

**Add Option 1: CIP System Implementation** – AMPM is including the option to develop and embed CIP work processes and protocols for a complete CIP planning and management system implementation. A CIP management system will provide LC with the ability to perform ongoing analysis and decision making for future SCIPs as well as assure the systematic execution and tracking of selected CIP projects.

**Add Option 2: CIP System-GIS Integration** – AMPM is also including the option of developing an integration between CIP project management and GIS spatial data. A CIP-GIS integration provides a valuable tool for understanding and visualizing the conditions, schedules, costs, statuses and details of CIP projects in a spatial context.

AMPM's proposed fees for the development of a county-wide Strategic Capital Improvement Plan are:

- Core SCIP Services = \$113,150
- Add Option 1: CIP System Implementation = \$16,200\*
- Add Option 2: CIP System-GIS Integration = \$28,600
- **Grand Total for all services = \$157,950**

\*Note: InScope CIP System licensing is priced at 0.1% of the annual CIP amounts being managed and has not been included at this time since the final annual CIP amounts remain to be determined.

These fees are only estimated at this time.

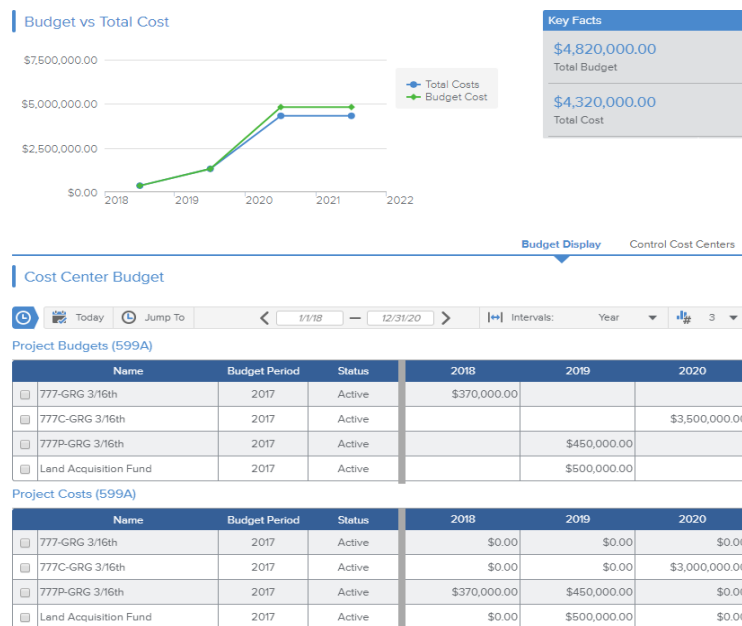
**Lake County CA – Strategic Capital Improvement Plan – RFP No. 24-25 – Company Profile**  
**AMPM Sample Project 1 – Great Rivers Greenway Capital Project Controls System – St. Louis, MO**

<p><b>Project Contact:</b>                  Todd Antoine                  Chief of Planning &amp; Projects                  3745 Foundry Way, Suite 253                  St. Louis, Missouri 63110                  314-932-4903  <a href="mailto:tantoine@grgstl.org">tantoine@grgstl.org</a></p>	<p><b>Key AMPM Personnel:</b> Kevin Corwin, Janice Mattox, Austin Williams</p> <p><b>Key Deliverables:</b></p> <ul style="list-style-type: none"> <li>• Capital Project Mgmt. Process Documentation</li> <li>• Cloud-based SAAS Implementation</li> <li>• Staff Coaching and Training</li> <li>• Project Management Office (PMO) Services</li> </ul>	<p><b>Duration:</b> 2 Years</p> <p><b>Completion:</b> 2019</p> <p><b>PMO:</b> Ongoing</p> <p><b>Cost:</b> \$350,000</p>
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Great Rivers Greenway (GRG) makes the St. Louis region a more vibrant place to live, work and play by developing a network of greenways to connect people to their rivers, parks, and communities. It is a regional sales tax funded public agency, who builds and cares for a network of St. Louis greenways. After some particularly challenging project deliveries, the leadership at GRG set goals to significantly improve the quality and quantity of project output.



To achieve these outcomes, GRG’s leadership recognized that merely purchasing software would be insufficient. Instead, they decided to hire AMPM as their Project Controls Consultant to select appropriate software and act as their owner’s agent in creation of a complete “system”. AMPM not only assisted in the selection of the technology, but also helped determine how project work should be done and embedded the technology and work processes into the organization’s culture. As such, GRG’s Project Controls System (PCS) is comprised of those three basic components: technology, process, and people (organizational culture). AMPM based GRG’s PCS on industry theories and best practices found in the Project Management Institute’s (PMI) 10 Knowledge Areas, SCRUM project management methodologies, the American Public Works Association (APWA), and the American Association of State Highway and Transportation Officials (AASHTO). Post implementation, GRG is witnessing better results within their capital projects program as illustrated in the following examples:



**Before the PCS:** Annual project budgets were known from a budget book and from reports of a restricted access financial software, but there was no systematic way of comparing project budgets to project costs across the time duration of the project (i.e., cost estimates for the entire project existed loosely in network folders and/or in the minds of the project managers)

**After the PCS:** Real-time tables and charts are available which provide actual, committed, and forecasted costs, and compare those to available, multi-year capital project budgets.

*“It previously took several weeks to fully understand project statuses or collect information needed for our Capital Budgeting process. Now we can assemble this information in just a few minutes.”* – Todd Antoine, Chief of Planning & Projects

**Before the PCS:** There were no means of comparing the achievement of organizational priorities against the affordability of the projects or assessing how well GRG was accomplishing its organizational goals through the completed projects.

# Lake County CA – Strategic Capital Improvement Plan – RFP No. 24-25 – Company Profile

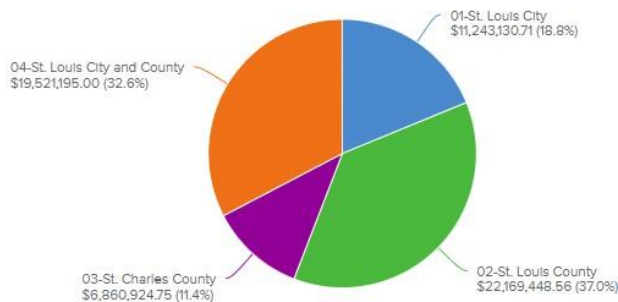
## AMPM Sample Project 1 – Great Rivers Greenway Capital Project Controls System – St. Louis, MO

**After the PCS:** Project ranking (score card) information can be evaluated along with cost and time forecasts to make decisions on the right projects and the right timing. Other project metrics are in place with routines established for the collection of metric data which can be aggregated into reporting and achievements monitored.

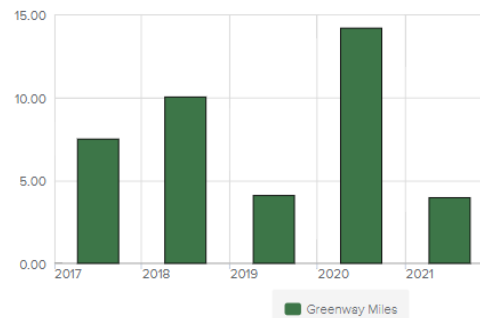
Project Score Cards (Published Projects)

Portfolio Folder	Name	State	Sorter	Start	Finish	Costs	Total Score	River Ring	Connectivity	Equity	Partnerships	Value
01-St. Louis City	<a href="#">305 - Chouteau: Boyle Ave to Sarah Ave</a>	Build	4	1/2/17	8/20/18	\$542,246.50	16	High	Low	N/A	High	High
01-St. Louis City	<a href="#">402 - Mississippi: Burd Garden</a>	Design	2	3/23/17	12/25/19	\$3,621,264.91	21	High	High	Med	High	Med
01-St. Louis City	<a href="#">308 - Chouteau: Design Competition</a>	Planning	1	5/1/17	6/20/18	\$1,097,692.01	23	High	High	Low	High	Med
01-St. Louis City	<a href="#">256 - River Des Peres: Shrewsbury/Lansdowne Metrolink to Francis Slay</a>	Build	4	9/23/16	7/20/18	\$5,736,916.22	19	High	High	Med	Med	Med
01-St. Louis City	<a href="#">057 - Mississippi: Trestle Connections (14th &amp; Branch)</a>	Planning	1	6/23/17	3/29/19	\$102,347.32	22	High	High	High	High	Med

Portfolio Costs Distribution



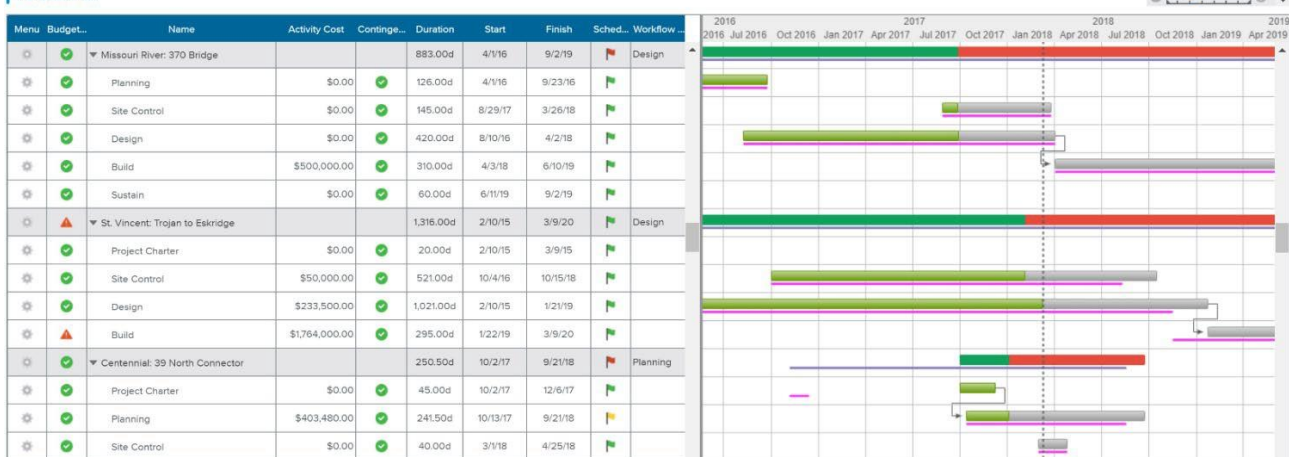
Greenway Mileage Completion Forecasts (5 year)



**Before the PCS:** Frequently, project schedules or progress time estimates did not exist or at best were loosely approximated in the mind of the project managers. No insights could be gained by leadership as to the actual progress of a project or a predicted delivery of its various stages. As a result, the organization was often unprepared to take full advantage of every construction season. Further, projects were occasionally released for a successive stage prior to being fully prepared (i.e., a project might be bid without all permits or easements obtained, available budgets, all design elements completed, etc.)

**After the PCS:** Capital project scheduling is now broken into distinct stages and templates are used to provide consistency. Project managers routinely report on project progress and update their schedule predictions because of the monitoring processes in place. Project scopes, schedules, costs, and procurement are also inter-connected in ways that provide “stage-gates” to assure the completion of standardized steps and that leadership is informed.

Portfolio Plan



**Lake County CA – Strategic Capital Improvement Plan – RFP No. 24-25 – Company Profile**  
 AMPM Sample Project 2 – Colorado DOT (CDOT) Construction Management System – Denver, CO

<p><b>Project Contact:</b>                  Jon Enser, PMP, PSPO                  Capital Engineering Program                  2829 W. Howard Place                  Denver, CO 80204                  303-775-0966  <a href="mailto:jon.enser@state.co.us">jon.enser@state.co.us</a></p>	<p><b>Key AMPM Personnel:</b> Kevin Corwin, Janice Mattox</p> <p><b>Key Deliverables:</b></p> <ul style="list-style-type: none"> <li>Capital Construction Process Documentation</li> <li>Cloud-based SaaS Implementation</li> <li>System Integrations (Finance, Materials, other)</li> <li>Staff Coaching and Training</li> <li>System Performance Evaluations</li> </ul>	<p><b>Duration:</b> 18 mos.</p> <p><b>Completion:</b> 2023</p> <p><b>Cost:</b> \$295,000</p>
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**COLORADO**  
 Department of Transportation

consultant to HKA Technology (<https://www.hka-tech.com/>). After a thorough selection, CDOT chose PMWeb for a comprehensive program and project management platform, including construction. CDOT’s existing construction management system, SiteManager (<https://www.aashtowareproject.org/apr-cm>, developed by AASHTO and licensed by InfoTech) was reaching end of life and would no longer be supported at the end of 2023.

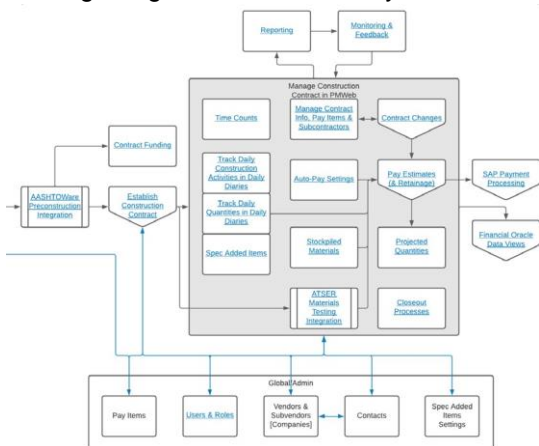
AMPM’s work began with interviewing staff in the Office of Information Technology (OIT) Dept. who support existing capital construction management systems. Through this AMPM built relationships and compiled a detailed inventory of the existing system to gain a full understanding of necessary and aspirational goals. The interviews led to documenting dozens of internal processes and hundreds of requirements to assure the capture, monitoring, analysis, and accessibility of construction information.

After the initial inventory with OIT, AMPM facilitated discovery and validation sessions with 2-3 Subject Matter Experts, or SMEs, from each of CDOT’s five regions across the state plus its headquarters. This required facilitation of nearly 30 SMEs and technical contributors in an effort to achieve state-wide uniformity where required, while also offering Region-based flexibility where allowable. Flow

**Key Project Highlights:**

- Combined three disparate tools and forms for Daily Work Reports into one single PMWeb screen and record
- Used database SSRS to create reports which precisely mimicked CDOT standard formatted pdf reports.
- Automated the association of Daily Quantity tracking and Pay Estimate installed quantities to be paid
- Built integrations for: procurement system; multi-funding SAP financial system; materials testing system; vendor tracking and management system

charts, like the one here, along with screen mockups, were used to establish and refine the entire CDOT construction processes.



As discovery and configuration concepts for each process were finalized, AMPM and HKA would then perform configurations and automations of PMWeb in “Dev” and “Test” environments. AMPM would review and test these configurations and automations with the SMEs as the work progressed. Configurations are now being finalized and AMPM is facilitating final SME acceptance testing along with rollout and training material development.

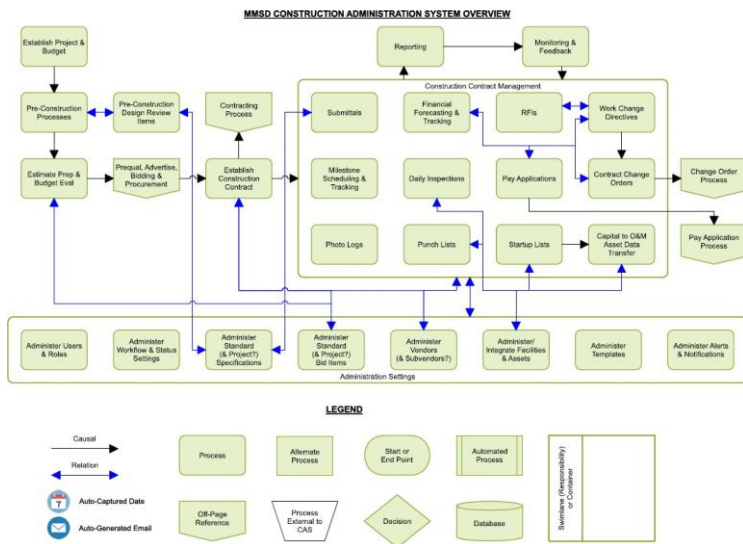
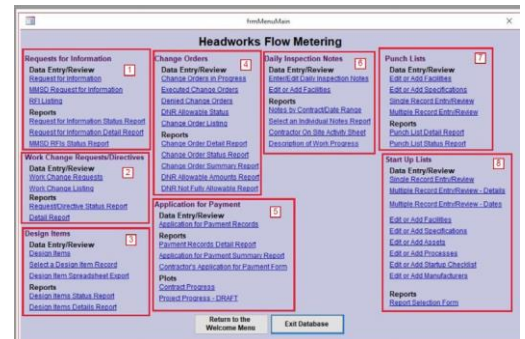
*“AMPM is great. I never have to worry about their work or their guidance to CDOT”* – Karen Lassus, Implementation Project Manager, HKA Tech

**Lake County CA – Strategic Capital Improvement Plan – RFP No. 24-25 – Company Profile**  
**AMPM Sample Project 3 – Madison (WI) Metropolitan Sewer District Construction Admin. System**

<p><b>Project Contact:</b>                  Mike Azzarello, PE                  Engineering Project Coordinator                  Madison Metropolitan Sewerage District                  1610 Moorland Rd                  Madison, WI 53713                  608-222-1201  <a href="mailto:MikeA@madsewer.org">MikeA@madsewer.org</a></p>	<p><b>Key AMPM Personnel:</b> Kevin Corwin, Janice Mattox</p> <p><b>Key Deliverables:</b></p> <ul style="list-style-type: none"> <li>Process Documentation</li> <li>Software Gap Analysis &amp; Requirements</li> <li>Software Selection</li> <li>System Implementation</li> <li>Staff Coaching and Training</li> </ul>	<p><b>Duration:</b></p> <p>Phase 1: 6 mos.</p> <p>Phase 2: 18 mos.</p> <p><b>Completion:</b> 2023</p> <p><b>Cost:</b> \$50,000</p>
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AMPM was selected by Madison Metropolitan Sewer District (MMSD) as their consultant in the selection and establishment of a new construction administration system (CAS). MMSD is a wastewater service district serving 38 communities and managing approximately 42 million gallons per day of wastewater in their commitment to resource recovery and public health protection in central Wisconsin. The general goals of the district's CAS are: assure capital project readiness for construction; support critical construction administration processes such as RFIs, daily inspection reports, schedules, punch lists, commissioning, etc.; support effective construction change analysis, management, and documentation; validate quality assurance and control checks; and facilitate fiscal project accountability. MMSD had been using a series of internal, customized Microsoft Access database tables and screens, built and supported by their IT Department, but this tool was at end-of-life.

Following AMPM's custom system approach, AMPM interviewed staff across Engineering, IT, as well as some Operations leaders, in order to build trust and gain a full understanding of existing and aspirational processes. AMPM also carefully tested and documented MMSD's existing construction management database tool in order to perform a gap analysis between critical functionalities to be decommissioned, preserved, improved, or added. The interviews and testing led to the capture and documentation of engineering business processes as well as the software requirements needed to assure responsibility and accountability in the capture, monitoring, analysis, and achievement of capital project design and construction information.



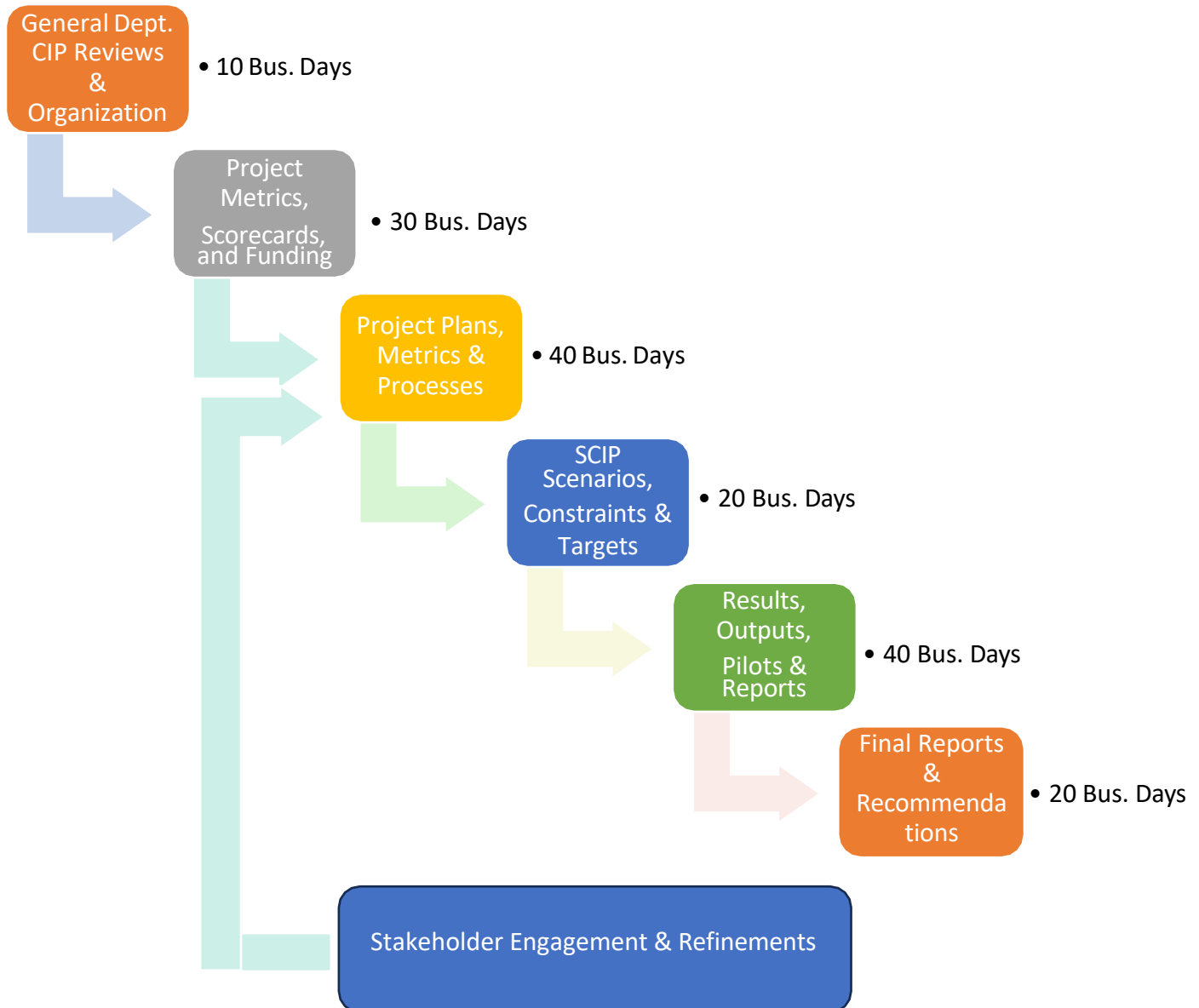
AMPM has been responsible for assisting the Engineering core team as they establish procedural details for all system users and test software. Flow charts like the one here and specialized spreadsheets have been used to document processes as well as collect staff feedback. Staff feedback on the target processes and software requirements has been critical. Not only has it allowed AMPM to make refinements, but it has built excitement and anticipation among the future system users. AMPM acted as District representative as the selected vendor led the configuration and implementation of their platform.

*“AMPM has been wonderful to work with - they are friendly, flexible, responsive, and knowledgeable. They have done a great job working with our team to define and document processes and help us move towards a new software system. MMSD would recommend AMPM to any agency looking to establish a new system of any size”* – Mike Azzarello, PE, Engineering Project Coordinator

# Lake County CA – Strategic Capital Improvement Plan – RFP 24-25 – Work Plan

## AMPM Proposed Scope of Services

Outlined in the figure below is an overview of the project stages AMPM proposes in the creation of Lake County's (LC's) Strategic Capital Improvement Plan (SCIP), along with estimated time durations. LC's proposed approach and scope of services was very close to AMPM's approach and the two have been merged below and in the details that follow. After similar work with multiple agencies, and by leveraging the latest in software applications, AMPM can work quite efficiently and offers 160 business days to SCIP delivery and system launch (if selected) along with unlimited scenario modifications for further exploration of funding, planning, metrics, or prioritization options during any stage of the project.\*



\*It should be noted that while some time for scenario refinements has been included in the schedule, prolonged scenario modeling may also prolong the schedule beyond 160 business days.

### **General Dept. CIP Reviews & Organization**

This stage provides for the general introductions, reviews and organization of department CIP documents and data. This time will be spent orienting AMPM to each LC department's (Public Services', Public Works', and Special Districts') CIP approaches, orient each LC department to AMPM's approaches, and prepare the Project

# Lake County CA – Strategic Capital Improvement Plan – RFP 24-25 – Work Plan

## AMPM Proposed Scope of Services

Charter. The Project Charter will clarify further details of the scope as well as the goals, objectives, and desired results for all subsequent stages. It serves as the foundation of the entire project. Through the Project Charter, AMPM will confirm the stated and aspirational goals and projects within each department’s CIP along with the total Strategic CIP.

In AMPM’s experience, a key goal for an effective Strategic CIP is to systemize its creation and execution. AMPM will use the InScope™ CIP system in its analysis and creation of the SCIP. But AMPM has also included a full implementation of the InScope CIP system as an optional service to support the ongoing management and accountability for the SCIP. AMPM will work closely with the designated LC project manager (PM) and associated leadership team to complete and confirm the initial Project Charter.

### **Establish Dept. & Org. Project Metrics, Scorecards, and Funding Sources**

During this stage, AMPM will collaborate with each department individually and collectively in two key aspects:

First, to establish the metrics appropriate to quantify project benefits. Initial project metrics concepts include but may not be limited to:

- Infrastructure Age
- Infrastructure Condition (e.g., PCI for pavement, FCI for facilities, etc.)
- Proximate Community Characteristics
- Proximate Existing/Potential Land Use

Second, to configure the InScope scorecard template(s) to reflect the collection of the established metrics by department as well as countywide (see sample below).

Project Scorecard

Scorecard Template \*

[GRGCAP2301] GRG Capital Prv Select Template

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**GRG Capital Projects Template** Total Weighted Score **136.60** Save Scorecard

1-EQUITY	WEIGHTING	MAX	RAW SCORE	WTD SCORE	QUESTION
<b>Equity</b>					
Equity_Age (EQAG)	11.1%	100	5	0.56	
Equity_Disabilities (EQDI)	11.1%	100	27	3	
Equity_Education (EQED)	11.1%	100	32	3.55	
Equity_ExcessHousingCosts (EQKH)	11.1%	100	84	9.32	
Equity_LowIncome (EQLI)	11.1%	100	86	9.55	
Equity_Poverty (EQPO)	11.1%	100	0	0	
Equity_Race (EQRA)	11.1%	100	57	6.33	
Equity_SingleParent (EQSP)	11.1%	100	0	0	
Equity_VehicleOwnership (EQVO)	11.2%	100	83	9.30	
<b>TOTALS</b>	<b>99.99999999999999%</b>			<b>41.60</b>	

2-TRANSPORTATION	WEIGHTING	MAX	RAW SCORE	WTD SCORE	QUESTION
<b>Transportation</b>					
Transpo_Walkability (TRWA)	50%	100	0	0	
Transpo_VMTReduction (TRVR)	50%	100	0	0	
<b>TOTALS</b>	<b>100%</b>			<b>0</b>	

3-ENVIRONMENTAL	WEIGHTING	MAX	RAW SCORE	WTD SCORE	QUESTION
<b>Environmental</b>					
Enviro_ConservationAssets (ENAS)	34%	100	0	0	
Enviro_ConservationCorridorsAll (ENCA)	33%	100	90	29.70	
Enviro_ConservationCorridorsPublic (ENCP)	33%	100	95	31.35	

This work provides the basis for the SCIP prioritization modeling. The SCIP modeling evaluates the aggregate benefit of SCIP investment per scenario based on the associated benefit of project investment. In other words, as SCIP dollars are allocated to each project within each time-period during the SCIP scenario modeling, a



## Lake County CA – Strategic Capital Improvement Plan – RFP 24-25 – Work Plan

### AMPM Proposed Scope of Services

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related benefit is calculated based on each project scorecard. Therefore, getting alignment on the project metrics which comprise the scorecards provides the foundation for the subsequent SCIP analysis stages. There are two possible approaches to the SCIP analysis, both of which AMPM is prepared to explore with Lake County:

1. Establish a project scorecard per department and run CIP modeling based on individual department funding limit(s).
2. Establish a county-wide project scorecard and run CIP modeling based on aggregate funding limit(s).

As stated above, both approaches may be used and the benefit of the SCIP systemization is that the metrics, scorecards, and department funding limits can easily be revisited, adjusted, and adapted as the modeling outputs are evaluated which allows for a more iterative refinement of the SCIP analysis.

#### **Collaborate with Depts. to systemize Project Plans, Metrics & Processes**

With the potential SCIP project benefits established via the InScope scorecard, the next step is to establish the cost and time duration (effectively the "effort") for each potential SCIP project. AMPM will collaborate with the departments individually and collectively to understand the objectives and scope of each potential SCIP project which AMPM will use to appropriately scale estimated costs and schedules for each project. From this AMPM will build a "project plan" (scope, schedule, costs, and benefits) for every possible SCIP project. This project plan information supplies the SCIP analysis with the required investments of funds and time to complete the projects.

During this stage, AMPM proposes to perform one week of on-site validations of project plans and approaches, for a random sampling of projects, with each department team most familiar with similar project executions. This enables AMPM to understand each department's project management processes. In addition, AMPM proposes to work with the departments to establish project plan templates they can reuse for new potential projects. Doing this systemizes the approach to executing SCIP projects at Lake County and lays the foundation for meaningful monitoring and control of SCIP implementation.

#### **Establish SCIP Scenarios, Constraints & Targets**

This stage is about the SCIP analysis. With the benefits and efforts of each potential CIP project now quantified, AMPM will work with the departments, treasurer-tax collection, and administration to establish the constraints for the initial SCIP scenarios to be evaluated. Scenario constraints and targets will include:

- Time-ranges
- Revenue levels and periods
- Bonding levels and periods
- Funding source options, levels, and periods
- A critical projects list with their associated start or finish constraints

AMPM understands LC's desire to establish an objective SCIP approach that is defensible and systematic for the optimum use of funding. The InScope CIP system uses specialized capital program planning algorithms which optimize any capital project scoring criteria against capital project costs and schedules by analyzing the combination of projects which provide the greatest benefit, in the shortest time, within available funding. The following descriptions illustrate how AMPM has leveraged this approach to CIPs.

The traditional approach in capital budgeting is to execute some form of the "greatest benefit" projects first, then the next greatest benefit projects, and so forth. On the surface this approach seems reasonable, but it lacks optimizing the variation in project costs, timing, and difficulty. In other words, CIP planning should answer the question: is it better to first execute fewer larger, expensive, lengthy projects with greater benefits or more medium benefit projects at less cost and time? Only an iterative analysis of all possible combinations of project costs, schedules, and benefits can determine this.

# Lake County CA – Strategic Capital Improvement Plan – RFP 24-25 – Work Plan

## AMPM Proposed Scope of Services

The difference is illustrated in the tables below. In the first table, five projects (Projects A-E) are budgeted using the traditional, “greatest benefit”, approach. But as shown in Table 1, available funds are exceeded in 2023.

### 1 - Traditional Approach

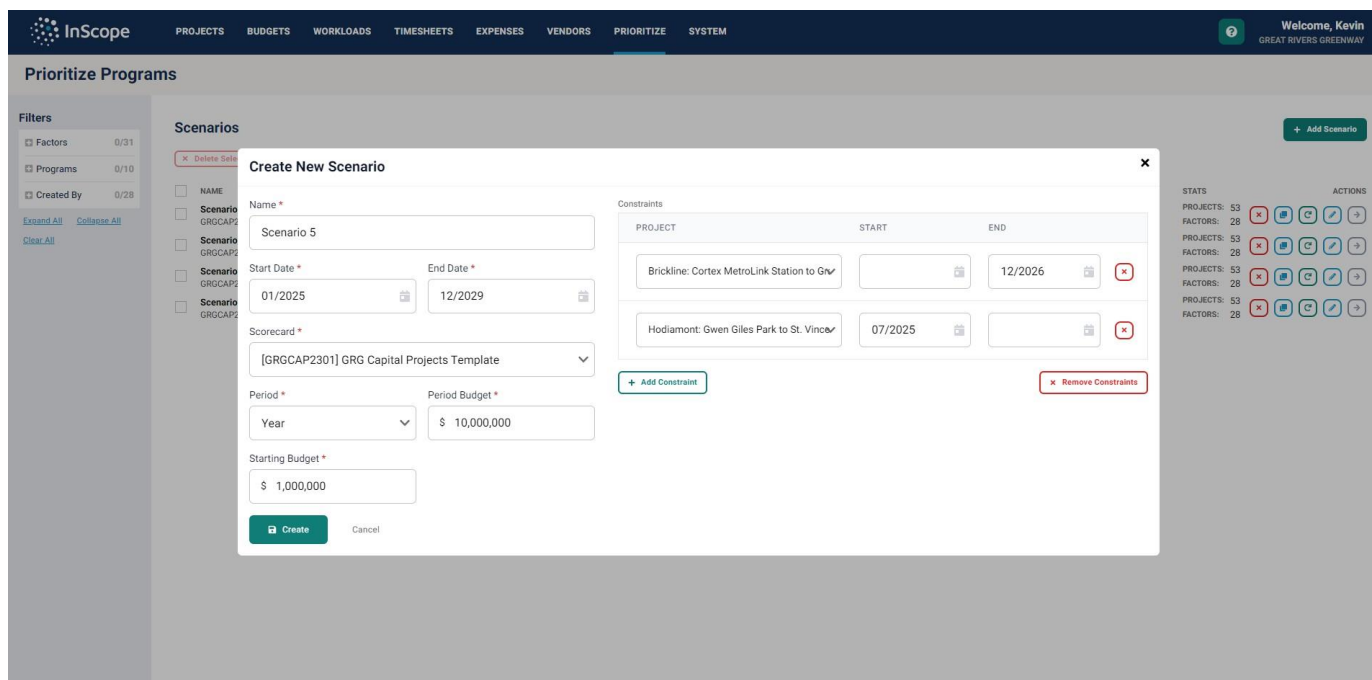
Code	Total Score	2020	2021	2022	2023	2024	2025
Project A	90	\$150,000.00	\$205,000.00	\$1,495,000.00	\$0.00	\$0.00	\$0.00
Project B	80	\$195,000.00	\$615,000.00	\$4,750,000.00	\$1,250,000.00	\$0.00	\$0.00
Project C	70	\$0.00	\$108,000.00	\$715,000.00	\$2,600,000.00	\$0.00	\$0.00
Project D	60	\$0.00	\$0.00	\$180,000.00	\$450,000.00	\$2,237,875.00	\$360,000.00
Project E	50	\$0.00	\$0.00	\$200,000.00	\$325,000.00	\$1,500,000.00	\$750,000.00
<b>\$3,000,000.00</b>	<b>Cost:</b>	<b>\$345,000.00</b>	<b>\$928,000.00</b>	<b>\$7,340,000.00</b>	<b>\$4,625,000.00</b>	<b>\$3,737,875.00</b>	<b>\$1,110,000.00</b>
	<b>Budget:</b>	\$3,000,000.00	\$5,655,000.00	\$7,727,000.00	\$3,387,000.00	\$1,762,000.00	\$1,024,125.00
	<b>Balance:</b>	\$2,655,000.00	\$4,727,000.00	\$387,000.00	(\$1,238,000.00)	(\$1,975,875.00)	(\$85,875.00)
<b>Rolling Total Score:</b>		<b>9.59</b>	<b>19.29</b>	<b>69.32</b>	<b>89.84</b>	<b>103.57</b>	<b>106.94</b>

However, if a specialized analysis is performed using InScope’s CIP Optimizer to evaluate all possible selections, it is clear from Table 2, the annual available budget is never exceeded, more projects are finished sooner, and a greater rolling combined benefit score is achieved. In other words, there is more benefit achieved faster and within available funds simply by analyzing the combination of projects and their planned timing in a CIP.

### 2 – InScope Optimization

Code	Total Score	2020	2021	2022	2023	2024	2025
Project A	90	\$150,000.00	\$205,000.00	\$1,495,000.00	\$0.00	\$0.00	\$0.00
Project B	80	\$0.00	\$0.00	\$0.00	\$195,000.00	\$615,000.00	\$4,750,000.00
Project C	70	\$108,000.00	\$715,000.00	\$2,600,000.00	\$0.00	\$0.00	\$0.00
Project D	60	\$180,000.00	\$450,000.00	\$2,237,875.00	\$360,000.00	\$0.00	\$0.00
Project E	50	\$0.00	\$200,000.00	\$325,000.00	\$1,500,000.00	\$750,000.00	\$0.00
<b>\$3,000,000.00</b>	<b>Cost:</b>	<b>\$438,000.00</b>	<b>\$1,570,000.00</b>	<b>\$6,657,875.00</b>	<b>\$2,055,000.00</b>	<b>\$1,365,000.00</b>	<b>\$4,750,000.00</b>
	<b>Budget:</b>	\$3,000,000.00	\$5,562,000.00	\$6,992,000.00	\$3,334,125.00	\$4,279,125.00	\$5,914,125.00
	<b>Balance:</b>	\$2,562,000.00	\$3,992,000.00	\$334,125.00	\$1,279,125.00	\$2,914,125.00	\$1,164,125.00
<b>Rolling Total Score:</b>		<b>12.85</b>	<b>31.13</b>	<b>88.92</b>	<b>97.92</b>	<b>102.07</b>	<b>111.37</b>

InScope’s CIP Optimizer is a powerful tool LC can use and AMPM will also train LC staff how to continually refine and replan execution of their SCIPs as more information improves project plans (a screenshot is shown below).



## Lake County CA – Strategic Capital Improvement Plan – RFP 24-25 – Work Plan

### AMPM Proposed Scope of Services

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Using InScope, the agreed upon SCIP scenarios will be modeled with results delivered upon completion. However, scenarios may be easily adjusted, adapted and iterated based on initial review and feedback from LC so there is no limit to the number of scenarios that may be considered.

#### **Develop SCIP Scenario Results, Outputs, Pilots & Reports**

Once the SCIP scenario modeling has been refined through initial reviews and feedback, AMPM will prepare the summary reports, including charts, graphs, and narratives, for each of the agreed upon scenarios. The differences between the scenario setups and results will be highlighted for presentation to stakeholders. AMPM has found it beneficial to perform “desktop pilots” to simulate the execution of a series of selected projects and their funding sources and levels. The proposed projects are only simulated for the purpose of mimicking the SCIP output and performance. During this work, AMPM will again be on-site to work with departments on review of the SCIP outputs and desktop pilots. AMPM will work closely with the LC PM and leadership to ensure the outputs are easy to visualize and comprehend including the overall benefits derived from various alternatives of CIP funding sources and levels.

#### **Prepare & facilitate Stakeholder Engagement & Refinements**

For stakeholder feedback, AMPM will prepare mock materials and presentations for validation by the LC PM and identified team members via ad-hoc individual or group meetings (especially as it relates to non-discrimination and equal access through digital properties under the Americans with Disabilities Act (ADA) and under Section 508 of the Rehabilitation Act of 1973). AMPM will make adjustments based on these reviews. Materials and presentations may be provided live during working sessions or simply as pre-recorded updates via digital media with associated online feedback forms and instructions. Topics are anticipated to include, but may not be limited to the following:

- Project metrics, scorecards, and funding sources
- Project execution plans and processes
- SCIP scenario constraints and targets
- SCIP scenario results, outputs, pilots, and reports

Engagement efforts are anticipated to occur throughout the SCIP analysis process to both align the SCIP work with the General and Area Plans and keep identified LC stakeholders (primarily anticipated to be the Board of Supervisors) apprised of the analyses and progress. AMPM will coordinate with the LC PM and leadership on the appropriate timing of working sessions and digital updates.

AMPM will be prepared to receive feedback on any level of the analysis and will return to and refine any aspect of the SCIP scenario building or modeling. AMPM will continue to do so until the LC staff and stakeholders are satisfied with the final SCIP results.

#### **Deliver Final Reports & Recommendations**

Once SCIP outputs and materials have received final approvals from identified stakeholders, AMPM will compile all SCIP information into a final report to document the approaches, processes, results, engagements, refinements, and decisions in the development of the recommended SCIP. Recommendations will also be included for strategies to systemize the ongoing planning, execution, monitoring and control of projects identified within the SCIP as well as the adjustment processes for the SCIP itself.

#### **Add Option 1: CIP System Implementation**

Near the completion of the SCIP work, all of LC’s SCIP data will already be loaded in the InScope CIP management system. And a CIP management system will provide LC with the ability to perform ongoing analysis and decision making for future SCIPs as well as assure the systematic execution and tracking of selected CIP

## Lake County CA – Strategic Capital Improvement Plan – RFP 24-25 – Work Plan

### AMPM Proposed Scope of Services

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projects. Therefore, AMPM is including the option to develop and embed CIP work processes and protocols for a complete CIP planning and management system implementation. System implementations take two forms: technology and people. Each will be part of an iterative Scrum “Sprint” where certain components of the software are designed, configured, tested, and released to LC staff who will then be coached on business processes as well as the use of the software in accomplishing their work.

#### **Build**

AMPM will use its SCIP work to document existing CIP project work processes as well as draft new ones which may only exist informally to be part of the system. AMPM seeks to understand what staff members desire the system could do, what leadership desires the system would do, and what policies or best practices specify the system should do. AMPM will work with the LC PM to facilitate the needed tenant setups and settings for the software. With the software and processes established, AMPM will work with the InScope team to prepare software configurations, automations (as innately available), and reports/dashboards needed to support the defined processes.

Once modules are operational, AMPM will work closely with the LC PM and identified stakeholders to conduct testing using as much real project data/information as possible. AMPM prefers to use basic survey tools, such as Google Forms, to define testing scripts and collect validations. It is highly likely that operational discoveries will be made during this stage which will result in necessary changes to the processes and/or software configurations. AMPM will adapt the processes, software, and system through the iterative Scrum methods according to LC’s needs. Throughout this stage, AMPM will use its ongoing Scrum Sprints to collaborate with the LC PM and identified stakeholders to make modifications based on testing and feedback.

Deliverables from this work are anticipated to include:

- Scrum Sprint actions and outputs
- InScope System setup and configuration
- Validation Google Form test scripts
- Validation meeting agenda(s) and minute(s)
- Completed testing validations
- Updates to processes documentation

(Note: Integrations are specialized computer programs to transfer information between different software platforms. AMPM can, and often does, provide integration services with implementations; however, because of the range of integration complexities, integrations are not included in this proposed scope beyond the identified GIS integration, but could be made available for an additional negotiated scope and fee.)

#### **Deploy**

This effort is designed to prepare InScope for deployment and embed processes in the project management work performed by LC staff, and their consulted teams (if needed); i.e., to make it part of the “work culture”. Working through the final Scrum Sprints with LC, the reporting, monitoring and control requirements will be determined. AMPM will design the methods, roles and responsibilities for generating and distributing records/reports, monitoring them, and performing control actions based on them. The mode, alerting, access, and frequency of records/reports will also be designed and documented. AMPM will then work with the LC PM and leadership team to prepare consolidated dashboards suitable for their decision-making.

AMPM will consolidate defined LC process documentation into a combination of simplified support/reference guides and various templates for LC staff, and their consulted teams (if needed), to use which will describe the overall system as well as provide them compliant procedural documentation

for the execution of their work (i.e., the standard “way” LC project work is done). One of the most effective, and affordable, tools AMPM has found for dynamic training, reference and self-help guides is a software known as Tango™. Tango is an online guidance software platform for cloud-based software that guides users and drives them to action. It is a “how-to” guide using the very screens LC staff will use. Rather than spend time and resources writing manuals that become quickly outdated and are cumbersome to revise, AMPM proposes to put this effort toward developing Tango guides to increase user adoption as well as provide references to procedures, methods, reporting, and monitoring within the system. The best part is procedural changes made to Tango are live and available to users immediately making them remarkably easier to maintain. AMPM will also train the LC PM and any other designated stakeholders in the maintenance of the Tango guides.

Deliverables from this work are anticipated to include:

- Scrum Sprint actions and outputs
- Standard system template documents
- Tango™ system guides
- System Go-Live

#### **Coach & Support**

Coaching & support efforts are proposed to embed the new processes and software within LC and create the desired management culture. AMPM believes in a combination of interactions and training approaches to inform users and improve the overall system. To mentor staff and/or consulted teams and use their input to refine the Tango system guides, AMPM will conduct brief training modules to introduce and review the respective software components. AMPM has also found it effective to record sessions and then edit the recordings down to short reference videos which can be posted and organized within a LC designated video storage and reference system.

Even after formal training is complete, AMPM will be available to work alongside internal teams to explain the procedures, workflows, methods, best practices, and software use within the system at a frequency which best supports the users. Any process adjustments or documentation updates needed will continue to be made as issues arise, new efficiencies are found, lessons are learned, or requests are made by LC. Any additional scope and fee beyond this period, if needed by LC, can be determined after initial implementation and support of the system is complete.

Deliverables from this work are anticipated to include:

- Virtual ad-hoc support/training sessions (as needed)
- Video training files and links within the designated video storage and reference system
- Updates to process documentation and Tango system guides

#### **Add Option 2: CIP System-GIS Integration**

A key tool AMPM has found for CIP management is the representation of CIP project data within GIS mapping systems. The most unique aspect of public CIP projects is that they take place upon physical sites and spaces. Therefore, integration between CIP project management and GIS spatial data provides a valuable tool for understanding and visualizing the conditions, schedules, costs, statuses and details of CIP projects in a spatial context. If this option is selected, public-facing web maps will be provided for communicating status and impacts of CIP projects to the public spatially; and secured, internal-facing web maps will be used for department-level GIS data management. A sample web map from a prior integration AMPM developed may be reviewed via this link:

<https://cbaik.maps.arcgis.com/apps/MapSeries/index.html?appid=62b8bca6079e40dcb19d89b3338d05c6>

# Lake County CA – Strategic Capital Improvement Plan – RFP 24-25 – Work Plan

## AMPM Proposed Scope of Services

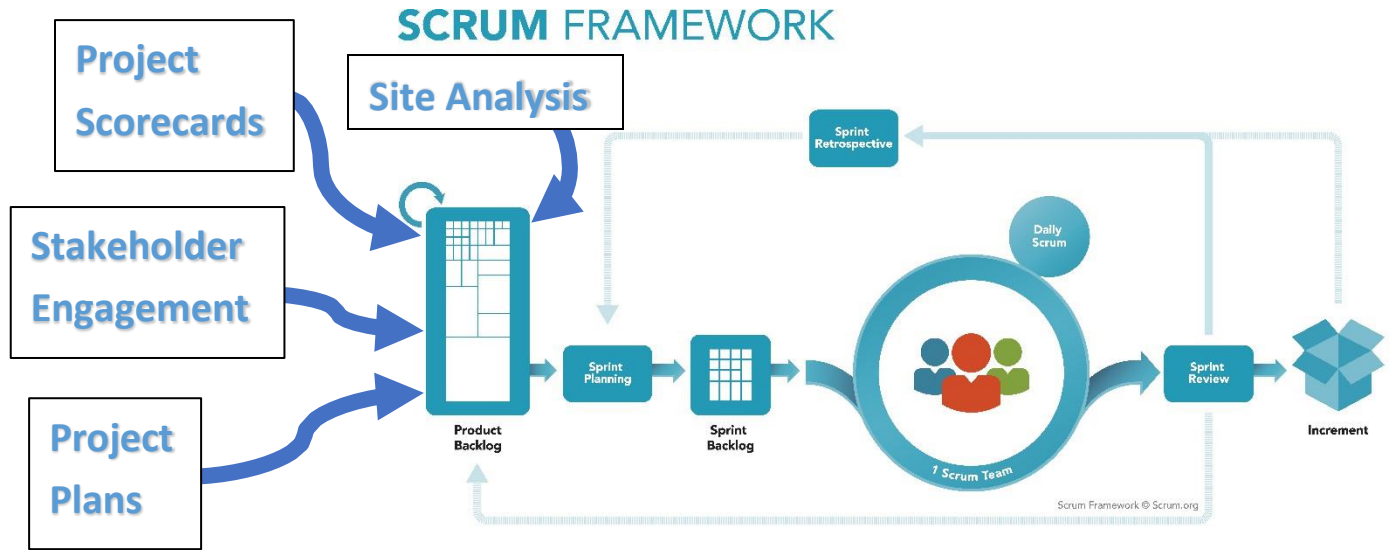
As directed by the LC PM, AMPM will develop and complete the needed integrations to transfer data between InScope and ESRI (the LC GIS software). The integrations will include the following transfers from InScope to GIS: project definition data such as: name, program, classification, project manager, vendor(s), etc., as well as project conditions data such as statuses; scheduled dates; annualized budgets and costs; funding sources; and more. If desired, the integration may also transfer spatial data, such as lengths and areas, from GIS to InScope which may be useful for further CIP project estimating or analysis. These services assume that secured but full GIS geodatabase access will be provided to AMPM via application programming interface (API).

### Project Management

If there was a word mash of AMPM’s **Project Management** approach, it would be “FallScrumChain” (a merging of Waterfall/Gantt, Scrum, and Critical Chain). This same approach is used in AMPM’s core philosophy of managing Capital Projects, which AMPM will teach LC staff if selected. In basic terms, it works like this:

- Waterfall high-level sequential work
- Manage detailed work within sequences using Scrum
- Absorb unknowns with Critical Chain Buffers

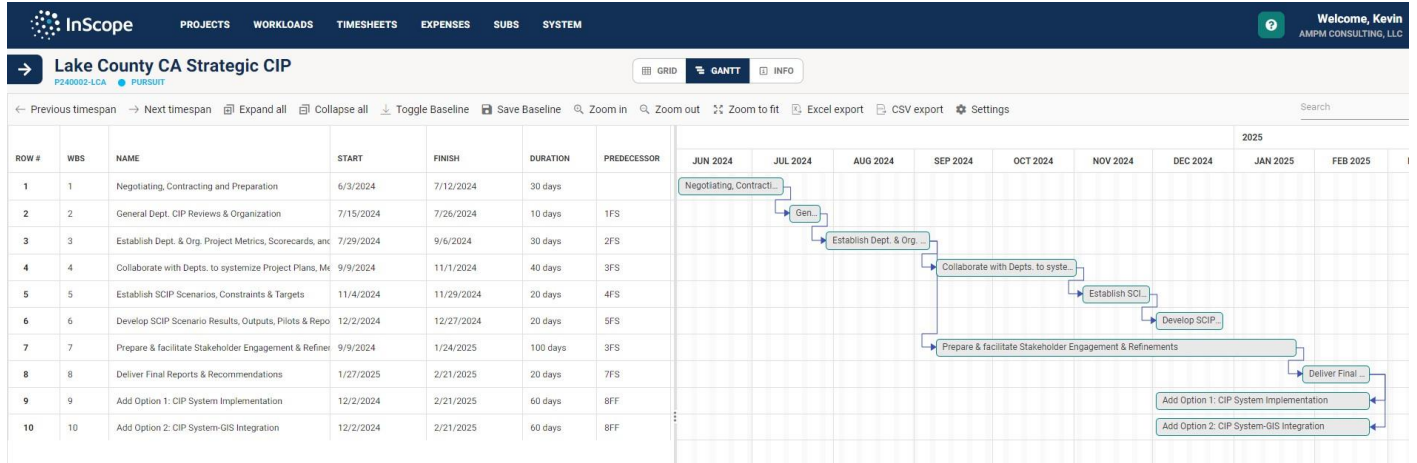
AMPM relies on the use of this project management methodology for all manners of engineering, analysis, and system planning and implementations. Scrum is particularly ideal for projects with a desire for speed and accuracy, yet high degrees of flexibility or uncertainty in final outcomes (this idea is further detailed in Scrum co-creator, Jeff Sutherland’s book, “Scrum, The Art of Doing Twice the Work in Half the Time”). Scrum works by moving through focused team iterations of a scope backlog (the listing of all contemplated work) and producing usable elements for the team incrementally. This is illustrated in the figure below.



# Lake County CA – Strategic Capital Improvement Plan – RFP 24-25 – Work Plan

## AMPM Proposed Scope of Services

InScope™ is also AMPM’s software tool of choice for our internal project management. It is the easiest project management tool on the market to keep ourselves and our clients informed and on track. A graphic of the current estimated project plan and schedule is provided below (final dates are naturally dependent upon when LC issues the notice-to-proceed).



# Lake County CA – Strategic Capital Improvement Plan – RFP 24-25 – Cost Proposal

## AMPM Estimated Fees

AMPM’s proposed fees for the development of a county-wide Strategic Capital Improvement Plan are:

- Core SCIP Services = \$113,150
- Add Option 1: CIP System Implementation = \$16,200\*
- Add Option 2: CIP System-GIS Integration = \$28,600
- **Grand Total for all services = \$157,950**

\*Note: InScope CIP System licensing is priced at 0.1% of the annual CIP amounts being managed and has not been included at this time since the final annual CIP amounts remain to be determined.

These fees are only estimated at this time and AMPM is accustomed to a time & materials contract at specified unit rates with a pre-established not-to-exceed amount, in which case Lake County would ultimately pay for only the services performed and amounts expended.

A detailed breakdown of the scope and fee is provided below:

### AMPM Scope & Fee Report

Project Name: Lake County CA Strategic CIP

Project Number: P240002-LCA  
Date: 5/14/2024

Task	Description	Analyst	Engineer	Principal	System Analyst	Total Hours	Labor Costs	Direct Costs	Subs Costs	Total Costs
	Rate	\$100.00	\$125.00	\$175.00	\$125.00					
2	General Dept. CIP Reviews & Organization	12.00	2.00	12.00	12.00	38.00	\$5,050.00			\$5,050.00
3	Establish Dept. & Org. Project Metrics, Scorecards, and Funding Sources	20.00		64.00	12.00	96.00	\$14,700.00			\$14,700.00
4	Collaborate with Depts. to systemize Project Plans, Metrics & Processes	144.00	32.00	48.00	48.00	272.00	\$32,800.00	\$4,000.00		\$36,800.00
5	Establish SCIP Scenarios, Constraints & Targets	40.00		24.00	16.00	80.00	\$10,200.00			\$10,200.00
6	Develop SCIP Scenario Results, Outputs, Pilots & Reports	40.00	32.00	20.00	40.00	132.00	\$16,500.00	\$4,000.00		\$20,500.00
7	Prepare & facilitate Stakeholder Engagement & Refinements		8.00	48.00	48.00	104.00	\$15,400.00			\$15,400.00
8	Deliver Final Reports & Recommendations	40.00	4.00	20.00	20.00	84.00	\$10,500.00			\$10,500.00
9	Add Option 1: CIP System Implementation	20.00		24.00	80.00	124.00	\$16,200.00			\$16,200.00
10	Add Option 2: CIP System-GIS Integration			12.00	24.00	36.00	\$5,100.00		\$23,500.00	\$28,600.00
<b>Total</b>		<b>316.00</b>	<b>78.00</b>	<b>272.00</b>	<b>300.00</b>	<b>966.00</b>	<b>\$126,450.00</b>	<b>\$8,000.00</b>	<b>\$23,500.00</b>	<b>\$157,950.00</b>

#### Details of Direct Costs

Task	Description	Airfare	Hotel	Vehicle Rental	Total
	Rate	\$1.00	\$200.00	\$100.00	
4	Collaborate with Depts. to	1,500.00	10.00	5.00	
<b>Sub-Total</b>		<b>\$1,500.00</b>	<b>\$2,000.00</b>	<b>\$500.00</b>	<b>\$4,000.00</b>
6	Develop SCIP Scenario Results,	1,500.00	10.00	5.00	
<b>Sub-Total</b>		<b>\$1,500.00</b>	<b>\$2,000.00</b>	<b>\$500.00</b>	<b>\$4,000.00</b>
<b>Total</b>		<b>\$3,000.00</b>	<b>\$4,000.00</b>	<b>\$1,000.00</b>	<b>\$8,000.00</b>

#### Details of Subs Costs

Task	Description	Englert Consulting	Total
10	Add Option 2: CIP System-GIS	23,500.00	
<b>Sub-Total</b>		<b>\$23,500.00</b>	<b>\$23,500.00</b>
<b>Total</b>		<b>\$23,500.00</b>	<b>\$23,500.00</b>