



**COUNTY of VENTURA**  
COUNTY EXECUTIVE OFFICE

**Sevet Johnson, PsyD**  
County Executive Officer

**Mike Pettit**  
Assistant County Executive Officer

**Kaye Mand**  
County Chief Financial Officer

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Assistant County Executive  
Officer/  
Human Resources Director  
Labor Relations

September 12, 2023

Board of Supervisors  
County of Ventura  
800 S. Victoria Ave.  
Ventura, CA 93009

**Subject: Approval of, and Authorization for the County Purchasing Agent to Sign and Enter into a Contract In the Amount of \$227,000 with Constant and Associates for the Term of September 12, 2023 through June 30, 2024 to Develop a Countywide COVID-19 After-Action Report (AAR) and Improvement Implementation Plan for the County's Emergency Response to the COVID-19 Pandemic (4/5<sup>th</sup> vote required), Authorize the County Purchasing Agent to Amend the Contract To Include Pre-Defined Contract Options Up to a Total Not to Exceed Contract Amount of \$292,227 Upon the Direction of the CEO and with the Concurrence of County Counsel.**

**Recommendations:**

- 1) Approval of, and Authorization for the County Purchasing Agent to Sign and Enter into a Contract In the Amount of \$227,000 with Constant and Associates for the Term of September 13, 2023 through June 30, 2024 to Develop a Countywide COVID-19 After-Action Report (AAR) and Improvement Implementation Plan for the County's Emergency Response to COVID-19, (Attachment 1); and
- 2) Authorize the County Purchasing Agent to Amend and Sign Amendments to the Contract to Include Pre-Defined Contract Best and Final (BAFO) Options Up to a Total Not to Exceed Contract Amount of \$292,227 Upon the Direction of the CEO and with the Concurrence of County Counsel (Attachment 1 – Exhibits A and B); and
- 3) Authorize the Auditor-Controller to process the accounting transactions necessary to establish appropriations as follows: (4/5ths vote required.)

INCREASE 1050 Services and Supplies	\$292,227
DECREASE General Fund — Assigned to Program Mitigation	\$292,227

**FISCAL/MANDATES IMPACT:**

Mandatory:	No
Source of Funding:	General Fund – Fund Assigned to Program Mitigation

Funding Match Required: No  
Impact on Other Departments: Minimal

<b>Summary of Revenues and Costs:*</b>		<b>FY 2023-24</b>	<b>FY2024-25</b>
Revenues:		\$ 0	\$ 0
Costs:			\$ 0
	Direct	\$ 292,227	\$ 0
	Indirect-Dept	\$ 0	\$ 0
	Indirect-County CAP	\$ 0	\$ 0
	Total Cost	\$ 292,227	\$ 0
	Net County Cost	\$ 292,227	\$ 0
	Recovered Indirect Costs	\$ 0	\$ 0

<b>FY 2023-24 Budget Projection for Special Accounts and Contributions – Division 1050</b>				
	Adopted Budget	Adjusted Budget	Projected Budget	Estimated Savings/(Deficit)
Appropriations	\$ 80,689,599	\$ 80,689,599	\$ 80,689,599	\$ 0
Revenue	\$ 5,954,000	\$ 5,954,000	\$ 5,954,000	\$ 0
Net Cost	\$ 74,735,599	\$ 74,735,599	\$ 74,735,599	\$ 0

## BACKGROUND

Following any major disaster that necessitates government intervention, a comprehensive review of mitigation, response, and recovery efforts is typically conducted in the form of an After-Action Report (AAR). The intent of this AAR review process is not to place blame on any agency or individual for failing to perform their required duties but more importantly, to highlight strengths, lessons learned and opportunities for improvement in the delivery of service to ensure leadership has a path to future improvement.

Following the end of the State and County declared COVID-19 pandemic emergency in February of this year, and to ensure the objectivity of the AAR process, the County Executive Office began the process of procuring the services of an outside consultant to conduct the After-Action Review. Additionally, to guide the AAR and provide initial input and background to the consultant on the County's response efforts, a Project Steering Committee was established. The project Steering Committee is comprised of representatives from the following agencies and departments who were responsible for significant portions of the County's COVID-19 response activities:

- County Executive Office
- Sheriff
- Health Care Agency
- Public Health
- Human Services Agency
- Resource Management Agency

The competitive procurement process resulted in the receipt of five consultant proposals. After an extensive review and scoring of these five proposals by a proposal review committee, the proposal from Constant Associates was ranked as the most competitive and qualified.

## **AAR SCOPE**

The COVID-19 After Action Report will cover the period of January 2020 through February 2023 and will assess 15 areas as listed below. As part of the evaluation of each of these focus areas the diversity, equity and inclusion aspects of each area will also be reviewed and included in the area's list of strengths, gaps and areas of improvement. The 15 areas to be reviewed are:

1. Coordination with the State, neighboring counties and local; Municipalities, Special Districts and Educational Institutions
2. Coordination with Community Based, Faith Based and Advocacy Organizations
3. Public Information Management and Dissemination
4. Community Testing & Vaccinations
5. Emergency Management / Emergency Operations Center Coordination
6. Hospital Preparedness and Response
7. Community Assurances and Recovery (Elderly, Renters, Farmworkers etc.)
8. Business Reopening and Recovery Efforts
9. Public Health Order and Guidance Development and Decision Making
10. Response Logistics & County Preparedness
11. County Department Coordination
12. County Staff and Operations (Impacts, Protections and Accommodations)
13. Emergency Procurement, Accounts Payable and Cost Recovery
14. Disaster Service Worker Program
15. Project Roomkey / Project Homekey Housing Efforts

## **AAR METHODOLOGY**

Initial meetings will be held with the consultant to finalize the project scope and deliverables and validate the vendor's proposed work plan and staffing. Key agencies/stakeholders (including local government, healthcare systems, COVID-19 specific workgroups and various community-based and business organizations) will be communicated to the consultant and a series of individual interviews will be conducted with such stakeholders. Following these initial meetings and interviews the consultant will undertake an extensive data gathering and public-input process utilizing a variety of methods including:



1. A detailed review of all agency and department provided documents and records retained by individual agencies and departments including agency time lines, State and Federal orders and recommendations, internal documents and correspondence, press releases, and web pages.
2. Development, dissemination, collection and analysis with bilingual surveys for various stakeholder organizations and groups including; agency and department staff/responders, partner jurisdictions, educational institutions, community-based organizations, faith-based organizations and the business community, among potential other stakeholders.
3. A minimum of 15 facilitated discussions with County and partner jurisdiction staff sufficient to cover the areas listed in the previous section.
4. A minimum of 5 meetings/townhalls with multiple external stakeholder organizations including the County, other government jurisdictions, business, community based, faith based, and advocacy organizations.

Following the above extensive data gathering effort the collected information will be assembled into a draft AAR which will document a summary of the County's response, assess strengths, gaps, lessons learned and areas for improvement along with a strategic "roadmap" for implementing recommended improvements. The AAR will conclude with a presentation of the AAR by the Consultant to your Board and the community.

## PROJECT TIMELINE

With the award of the recommended contract today, we anticipate the following timeline for the project:

- March through August 2023 – Data gathering and consultant procurement
- September 2023 – Contractor start
- September to December 2023 – Data submission, surveys, facilitated discussions, meetings/townhalls
- 1<sup>st</sup> Quarter 2024 – Draft AAR delivered to the County, Final Report and Presentation to your Board and the public

The selection of Constant Associates, a consultant with an extensive track record of COVID related AAR projects across California, in combination with the above AAR methodology containing extensive and varied stakeholder and public input will result in a thorough AAR and comprehensive improvement implementation plan. We are therefore recommending your Board approve and authorize the County Purchasing Agent to award and enter into the attached contract in the initial amount of \$227,000 with Constant and Associates and furthermore authorize the County Purchasing Agent to sign and amend the contract to include up to \$65,227 in additional pre-defined contract options submitted

as part of Constant Associates Best and Final Offer (BAFO), up to a total not to exceed contract amount of \$289,255 upon the direction of the County CEO and with the concurrence of County Counsel. Additionally, we are recommending your Board authorize the accounting transactions necessary to fund the contract.

Should additional BAFO options be needed which would exceed the total contract amount of \$289,255 recommended for approval today, the County Executive Office will return to your Board for approval of such additional options at that time.

This item has been reviewed by the offices of the Auditor-Controller and County Counsel. Please feel free to contact myself or Assistant County Executive Officer Mike Pettit with any questions you may have.



Mike Pettit  
Assistant County Executive Officer



Sevet Johnson, PsyD  
County Executive Officer

Attachment 1:        Contract and Additional Options