



# Chief Executive Office.

## COUNTY OF LOS ANGELES

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### CHIEF EXECUTIVE OFFICER

Fesia A. Davenport

June 26, 2024

To: Supervisor Lindsey P. Horvath, Chair  
Supervisor Hilda L. Solis  
Supervisor Holly J. Mitchell  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

From: Fesia A. Davenport  
Chief Executive Officer

### **REPORT BACK ON BUILDING LOS ANGELES COUNTY'S PREVENTION INFRASTRUCTURE (ITEM NO. 15, AGENDA OF JULY 25, 2023)**

On July 25, 2023, the Board of Supervisors (Board) adopted a motion to: 1) adopt the vision, model, and guiding principles recommended by the Prevention Services Task Force (Task Force) for the delivery of comprehensive community-based prevention and promotion services; and 2) establish the Prevention and Promotion Systems Governing Committee (Committee) to oversee the coordination and collaboration of prevention and promotion services Countywide, including recommendations for the development of a Prevention Community Advisory Group (CAG) and a plan for compensating members. The Board further directed the Executive Director of Racial Equity, in collaboration with the Committee Chair, to establish and oversee the Prevention and Promotion Coordination and Implementation Team (PPCIT) and for the Chief Executive Office (CEO) to establish a Countywide Management Appraisal and Performance Plan goal for all departments that are members of the Committee and those engaged by the Committee in the implementation of the goals.

Attachment I provides an overview of the Los Angeles County Stakeholder Incentives Guidance (Guidance) and recommendations for Countywide policies, procedures, and practices to facilitate stakeholder incentives, when appropriate, for community members with an advisory, coordinating, or planning role as part of a County-sponsored advisory entity, such as the CAG. The Guidance document (Attachment II) consists of:



Each Supervisor  
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- A framework for stakeholder incentives;
- Examples of stakeholder incentive practices used by County departments;
- Procurement guidelines for different incentive methods; and
- A recommendation for effectuating a Stakeholder Incentive Framework for the County through:
  - Adoption of a Board policy;
  - Exploring, per the Auditor Controller, the creation of an enabling ordinance to grant the Board the authority needed to establish a universal Stakeholder Incentive program; and
  - Delegating authority to the CEO to develop and update guidelines as necessary to address any future needs that may arise during implementation.

Should you have any questions concerning this matter, please contact me or D'Artagnan Scorza, Ph. D., Executive Director of Racial Equity at (213) 974-1761 or [dscorza@ceo.lacounty.gov](mailto:dscorza@ceo.lacounty.gov).

FAD:JMN:CDM:  
DS:HJN:es

#### Attachments

c: Executive Office, Board of Supervisors  
County Counsel  
Children and Family Services  
Health Services  
Human Resources  
Internal Services  
Mental Health  
Public Health  
Public Social Services

## **Building Los Angeles County’s Prevention Infrastructure**

### Introduction

On July 25, 2023, the Board of Supervisors (Board) adopted a motion to: 1) adopt the vision, model, and guiding principles recommended by the Prevention Services Task Force (Task Force) for the delivery of comprehensive community-based prevention and promotion services; and 2) to establish the Prevention and Promotion Systems Governing Committee (Committee) to oversee the coordination and collaboration of prevention and promotion services Countywide, including recommendations for the development of a Prevention Community Advisory Group (CAG) and a plan for compensating members. The Board further directed the Executive Director of Racial Equity, in collaboration with the Committee Chair, to establish and oversee the Prevention and Promotion Coordination and Implementation Team (PPCIT) and for the Chief Executive Office (CEO) to establish a Countywide Management Appraisal and Performance Plan goal for all departments that are members of the Committee and those engaged by the Committee in the implementation of the goals.

This report provides an overview of the Los Angeles County Stakeholder Incentives Guidance (Guidance) and recommendations for Countywide policies, procedures, and practices to facilitate stakeholder incentives, when appropriate, for community members with an advisory, coordinating, or planning role as part of a County-sponsored advisory entity, such as the CAG. The Guidance document (Attachment II) consists of:

- A framework for stakeholder incentives;
- Examples of stakeholder incentive practices used by County departments;
- Procurement guidelines for different incentive methods; and
- A recommendation for effectuating a Countywide stakeholder incentives framework for the County through the adoption of a Board policy that establishes a universal stakeholder incentives policy for the County.

### Background

Stakeholder incentives refer to the forms of payment for a person’s time, expertise, and participation when consulting with, advising, and providing recommendations to the County. Incentives include monetary payment, gift cards, entry into opportunity drawings, and incentives such as material goods. Its purpose is to remove opportunity costs and other barriers that prevent a fair representation of diverse perspectives during County events designed to seek consultation from community members. Incentives are particularly important for those who are the most impacted by County decisions and the least resourced to participate in decision-making processes. Incentives can also motivate higher levels of engagement among groups historically underrepresented during community engagement activities by not only incentivizing participation but by also leveling power imbalances that may emerge between those

who are and are not professionally paid to participate. Ultimately, providing stakeholder incentives acknowledges the importance of community input in the planning and implementation of County initiatives and explicitly places value on expertise gained through professional and lived experiences, both of which are needed to inform programs, services and/or policies.

### The Los Angeles County Stakeholder Incentives Guidance

To promote the practice of providing stakeholder incentives, ARDI's Stakeholder Engagement Workgroup convened a Subgroup to develop the Los Angeles County Stakeholder Incentives Guidance on behalf of the Workgroup. The Workgroup is one of four bodies that supports the implementation of the Los Angeles County Racial Equity Strategic Plan and consists of representatives from 33 departments. The Stakeholder Engagement Workgroup convenes monthly to specifically develop, implement, disseminate, and showcase stakeholder and community engagement and tribal consultation processes, methodologies, and best practices to ensure the voices of those most affected by County systems can participate in decision-making.

The Subgroup's membership was a subset of the Workgroup members and included representatives from ARDI, CEO-Homeless Initiative, the departments of Health Services (DHS), Human Resources, Internal Services, and Public Health (DPH), and First 5

Los Angeles. To produce the Guidance, the Subgroup identified gaps and barriers to providing incentives, researched incentive practices in County departments and other jurisdictions, compiled the findings, and developed procurement guidelines and recommendations.

#### *Department Gaps and Barriers to Stakeholder Incentives*

In January 2022, the ARDI Stakeholder Engagement Workgroup surveyed member departments to better understand the state of stakeholder incentives in the County, including current practices, barriers, and needed support. Of the 24 departments that participated in the survey, only 23 percent indicated that they incorporate stakeholder incentives as part of their project planning and 29 percent said they have provided some form of stakeholder incentive. When asked to identify the challenges to providing stakeholder incentives, 58 percent cited funding challenges, 46 percent cited difficulty in determining appropriate incentive amounts and fair processes to select who is compensated, and 21 percent cited a lack of or challenging procurement processes. Finally, when respondents were asked what sources and/or support could assist them in providing stakeholder incentives, 96 percent asked for policy guidance and 83 percent asked for a toolkit with information on how to provide stakeholder incentives.

#### *Stakeholder Incentive Models*

The Subgroup reviewed examples of stakeholder incentive guidelines from various government entities and non-profit organizations to help inform the Guidance and lay the foundation for the stakeholder incentives framework, best practices, and recommendations referenced in the document. These entities included:

- City of Pasadena
- Children’s Services Council in Palm Beach County (Florida)
- Colorado Equity Alliance, an alliance of 13 state agencies and 11 community organizations to operationalize equity (Colorado)
- Cook County Health and Hospital Systems (Illinois)
- First 5 Los Angeles
- KConnect, a network of public, private, and independent organizations in Kent County (Michigan)
- The Los Angeles County Metropolitan Transportation Authority
- The Patient and Family Advisor network, a national network of patients and family members who are seeking to reinvent the healthcare system
- Portland Metro (Oregon)
- San Francisco Department of Public Health, Office of Health Equity

Additionally, the Subgroup conducted interviews with County departments that were actively providing stakeholder incentives to learn about the methods used and any lessons learned and invited the Executive Office of the Board of Supervisors (Executive Office) to discuss their compensation model for commissioners. Examples from Arts and Culture, CEO-ARDI, the Executive Office, Health Services, and Public Health were summarized in the Guidance. Information highlighted in the summary included: projects for which stakeholder incentives were offered; the incentive type, method, amount rate, and delivery; and procurement methods, all of which showcased a diverse set of homegrown stakeholder incentive procedures and practices developed individually by departments to facilitate community engagement.

### Recommendations for Stakeholder Incentives

Based on the Subgroup’s research and findings, a more unified approach would better support and benefit departments by providing consistent, streamlined, and/or effective standards and administrative mechanisms to implement stakeholder incentives. The following key recommendations are intended to facilitate stakeholder incentives and community engagement practices more broadly, as well as to strengthen existing practices currently being implemented.

1. **Remove funding restrictions and other administrative barriers to providing refreshments, transportation, translation/interpretation services, and childcare during stakeholder engagement activities.** These components are not considered incentives but are essential to support participation and facilitate engagement. They should be provided regularly or whenever possible.
2. **Adopt the recommended stakeholder incentives framework in the Guidance.** Adapted from KConnect’s engagement framework and incentive structure, the framework covers the different types of engagement, the department’s duties, and obligations to the stakeholder for each type of engagement, engagement activity, and recommendations on incentive rates amounts and activities to facilitate engagement, based on engagement.

3. **Strongly encourage departments to develop clear guidelines for stakeholder incentives based on the broader County stakeholder incentives framework.** This should be done in consultation with Auditor-Controller and County Counsel to determine who can be compensated, for which activity, and for how much to ensure accountability, consistency, and transparency in the disbursement of public funds.
4. **Develop a universal stakeholder incentives policy that addresses the following considerations:**
  - Authority for a Stakeholder Incentives Program
  - Criteria for compensated stakeholders
  - Payment methodologies
  - Incentive levels
  - Funding sources

Such a policy should include a companion toolkit with information on the necessary administrative procedure and processes to provide stakeholder incentives.

Additionally, it is recommended that the Board delegate authority to the CEO for developing and updating guidelines as needed to address future needs that may arise during implementation.



# Los Angeles County Stakeholder Incentives Guidance

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## Introduction

On July 21, 2020, the Los Angeles County Board of Supervisors (Board) unanimously passed a motion to establish an Anti-Racist Policy Agenda to address “generational inequality and systematic anti-Black racism.” Recognizing that racism is “a matter of public health” in the County and that racism against Black people and communities of color has resulted in large disparities in family stability, health and wellbeing, education, employment, economic development, public safety, criminal justice and housing, the Board directed the County Chief Executive Officer to establish the Anti- Racism, Diversity & Inclusion (ARDI) Initiative, which is now led by Dr. D’Artagnan Scorza as the Executive Director of Racial Equity.

In order to support ARDI’s work to create long-lasting, positive change within the County, departments have actively participated in Countywide efforts through workgroups with the goals of supporting peer learning and strengthening relationships among County employees and the communities we serve. One workgroup is the Stakeholder Engagement (SE) Workgroup made up of representatives from 33 departments.

The purpose of the SE Workgroup is to develop, implement, disseminate, and showcase stakeholder and community engagement and tribal consultation processes, methodologies, and best practices to ensure the voices of those most affected by the systems being analyzed in the Racial Equity Strategic Plan are elevated and incorporated into decision making. The Stakeholder Compensation Subgroup (Subgroup) was convened by the SE Workgroup to conduct research on model practices, learn about models used in the County, identify gaps and barriers, and issue guidance to departments on stakeholder incentives. Members included representatives from the Chief Executive Office (CEO)-ARDI, CEO-Homeless Initiative, and the departments of Health Services, Human Resources, Internal Services, and Public Health.

**This document details the Subgroup’s findings and recommendations on facilitating stakeholder incentives. It includes: a framework for stakeholder incentives; examples of stakeholder Incentives from County departments; procurement guidelines for different methods of incentives; and recommendations for departments considering stakeholder engagement incentives.** It is a set of guidelines on how to provide stakeholder incentives when departments seek authentic engagement from community members with lived expertise. For questions and additional information about the Subgroup, please contact Scott Chan, Senior Staff Analyst, Department of Public Health, at [schan@ph.lacounty.gov](mailto:schan@ph.lacounty.gov) or Heather Jue Northover, Principal Analyst, CEO-ARDI, at [hnorthover@ceo.lacounty.gov](mailto:hnorthover@ceo.lacounty.gov).

## Importance of Stakeholder Engagement and Incentives

A stakeholder is a community member who lives or works in Los Angeles County (County) and voluntarily participates in a department's engagement activities for purposes of supporting, developing, partnering, and/or improving the County's programs, services and/or policies. Stakeholder engagement is invaluable because it recognizes the importance of lived experience and community input in the planning and implementation of departmental projects. Stakeholder engagement also ensures that departments are collaborating with community members throughout the governmental process, as well as those who may be directly impacted by County programs.

*Stakeholder incentives are a necessary component of democratizing a participatory government. Therefore, County departments should incentivize stakeholders for their participation in assisting departments to improve their services and programs. Incentives refer to the form of payment for a person's time and expertise. Compensating a community member appropriately may motivate higher levels of engagement and participation in current and future projects. Incentives includes monetary incentives, gift cards, entry into opportunity drawings, and incentives such as material goods. **Refreshments, transportation, translation/interpretation services, and childcare should not be considered incentives as they are used to support participation and reduce barriers to engagement.** They are considered facilitators of engagement and should be provided whenever possible. Remove funding restrictions and other administrative barriers to obtain these services, if needed.*

In a January 2022 survey of the SE Workgroup member departments, with 24 departments participating, only 23% of departments indicated they incorporate stakeholder incentives as part of their project planning. Moreover, only 29% have provided some form of stakeholder incentives, including money; gift cards; incentives, such as material goods, and expenses reimbursement. **When asked to identify the challenges to proving incentives, 58% indicated identifying funding, 46% indicated both determining appropriate incentive amounts and determining a fair process for who is incentivized, and 21% indicated understanding the procurement process.** Last, when asked what sources and/or support departments would like to see to assist in providing stakeholder incentives, **96% asked for policy guidance while 83% asked for a toolkit with information on how to provide stakeholder incentives.**

To assist County departments, the Subgroup researched and learned about incentive practices in County departments and other jurisdictions, developed procurement guidelines and recommendations, and compiled the findings into this document.

# Recommended Stakeholder Incentives Framework

The Subgroup reviewed stakeholder incentives frameworks from various government entities and non-profit organizations. **The most comprehensive frameworks recognized there is a spectrum of community engagement and that stakeholders should be incentivized based on their level of participation.** Below is a framework<sup>1</sup> modeled after KConnect, “a network of public, private and independent organizations which aims to facilitate and advance a common agenda to ensure all children in Kent County have a clear path to economic prosperity through quality education, family, and community support.”

The Subgroup recommends the Board adopt a similar framework detailed below. The framework covers the following:

- Different types of engagement (i.e., how a department chooses to utilize stakeholders in their project planning).
- Department’s duties and obligations to the stakeholder for each type of engagement.
- Engagement activity (i.e., how a department will solicit engagement); and
- Recommendations on Incentive amounts and activities to facilitate engagement, based on engagement.

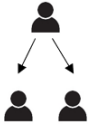

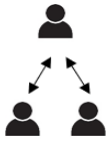
The chart is a summary of information gathered from multiple departments regarding their current stakeholder programs. It is organized from the least to most time and expertise required for engagement. Since Incentive amounts are related to the level of engagement, there is no expectation to incentivize when the purpose is only to inform the stakeholder by sharing information. Once engagement extends to consulting and beyond, which requires time commitment and expertise, incentives should be provided. It is each department’s discretion to determine incentive type and amount; however, there should be policy provisions that all departments must work within, as described below. Departments should also facilitate engagement by providing mechanisms that reduce barriers to participation with deeper commitment. **Last, departments are highly encouraged to develop clear guidelines and policies within the broader County framework, in consultation with Auditor-Controller and County Counsel, regarding who is incentivized, for which activity and for how much, to ensure accountability, consistency and transparency in the disbursement of public funds.**

**Please review pages 8-19 of this document for examples of stakeholder incentives from some County departments, to obtain a better understanding the spectrum of stakeholder engagement and Incentive type and amount.**

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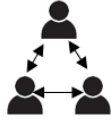
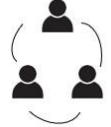
<sup>1</sup> <https://k-connect.org/wp-content/uploads/2023/12/Community-Engagement-Framework-2023.pdf>

**Below are examples of engagement types, objectives, obligations, activity description, incentives, and methods to reduce barriers to engagement:**

Engagement Type and Meaning	Department's Objective	Department's Obligation to Stakeholders	Engagement Activity	Incentive Rate, Type, and Procurement Method	Methods to Reduce Barriers to Stakeholder Engagement
<p><b>Inform:</b> Department shares information about new programs or services with stakeholders.</p> 	<p>Provide the stakeholders with balanced and objective information to assist them to understand the problem, alternatives, opportunities, and/or solutions.</p>	<p>Keep stakeholders informed.</p>	<ul style="list-style-type: none"> <li>- Fact sheets</li> <li>- Websites</li> <li>- Open house</li> </ul>	<p>None.</p>	<p>Consider providing refreshments, transportation, translation/interpretation services, and childcare.</p> <p>See pages 20-22 on how to Procure these services.</p>
<p><b>Consult:</b> Department invites feedback on new programs or services.</p> 	<p>Obtain stakeholder feedback on analysis, alternatives, and/or decisions.</p>	<p>Keep stakeholders informed, listen, and acknowledge concerns and aspirations, and provide feedback on how stakeholders' input influenced the decision.</p>	<ul style="list-style-type: none"> <li>- Surveys</li> <li>- Meetings</li> <li>- Focus Group Participation</li> </ul>	<p>\$25-\$50 gift card.<sup>2</sup></p> <p>See page 24 on how to procure gift cards.</p>	
<p><b>Involve:</b> Department works with stakeholders at every stage of planning and decision-making.</p> 	<p>Work directly with stakeholders throughout the process to ensure their concerns and aspirations are consistently understood and considered.</p>	<p>Ensure stakeholders' concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how the stakeholders' input influenced the decision.</p>	<ul style="list-style-type: none"> <li>- Workshops</li> <li>- Deliberative polling</li> </ul>	<p>\$10-\$300.<sup>3</sup></p>	

<sup>2</sup> The range is based on what County departments currently incentivize their stakeholders (see page 19 for a summary of departmental incentive rates). Departments have discretion to increase or decrease the amount, depending on level of engagement and expertise.

<sup>3</sup> This range is based on what County departments currently incentivize their stakeholders (see page 19 for a summary of departmental incentive rates). Departments have discretion to increase or decrease the amount within the County's policy framework, depending on level of engagement and expertise.

Engagement Type and Meaning	Department's Objective	Department's Obligation to Stakeholders	Engagement Activity	Incentive Rate, Type, and Procurement Method	Methods to Reduce Barriers to Stakeholder Engagement
<p><b>Collaborate:</b> Department enables stakeholders to participate in decision-making and planning.</p> 	<p>Partner with stakeholders for their advice and innovation in each aspect of the decision, including the development of alternatives and the identification and preferred solution.</p>	<p>Look to the stakeholder for advice and innovation in formulating solutions and incorporate advice and recommendations into the decision to the maximum extent possible.</p>	<ul style="list-style-type: none"> <li>- Community advisory committees</li> <li>- Consensus building</li> <li>- Participatory decision making for recommendations to the Board or department</li> </ul>	<p>\$10-\$300.<sup>4</sup></p>	
<p><b>Co-lead:</b> All decisions are made and implemented by the department and stakeholders.</p> 	<p>Support the decision-making of the stakeholders.</p>	<p>Co-design, lead, and implement a project with the stakeholders from the onset. This is the gold standard in stakeholder engagement.</p>	<ul style="list-style-type: none"> <li>- Neighborhood Council</li> </ul>	<p>No incentives, as this is co-leadership.</p>	

<sup>4</sup> This range is based on what County departments currently incentivize their stakeholders (see page 19 for a summary of departmental incentive rates). Departments have discretion to increase or decrease the amount within the County's policy framework, depending on level of engagement and expertise.

# Examples of Stakeholder Incentives from County Departments

The Subgroup conducted interviews with departments that indicated in the January 2022 survey that they are actively involved with stakeholder incentives. The goal was to learn about the methods used and any lessons learned. In addition, the Subgroup invited the Executive Office of the Board of Supervisors (Executive Office) to discuss their compensation model for commissioners.

Below is a summary of the information from the five departments: Arts and Culture; Health Services; Public Health; the CEO; and the Executive Office. The summary includes: 1) the project requiring stakeholder engagement; (2) incentive type, method, amount, and delivery; 3) procurement method; and 4) any special considerations. **Departments considering stakeholder incentives are highly encouraged to read these examples and contact the department for additional information.**

## Arts and Culture

Arts and Culture engages with stakeholders through several different ways, including grant review panelists, artist selection panelists, community subject matter experts, panel speakers, focus groups, and other types of initiatives.

- Incentive Recipient
  - For Grant reviewers – a Memorandum of Understanding (MOU) is established with each panelist to clarify expectations.
  - Community members must register and become County Vendors prior to service (see page 24 for information on how to become a County vendor).
- Incentive Method
  - Blanket encumbrance using an object code developed by the Auditor-Controller.
  - The payment is considered non-employee wages as consultants.
- Type of Incentives
  - Payments are typically based on time spent and budget for the activity.
  - Examples, grant reviewers:
    - Grant reviewers are given \$500 for training and participation in the application review process (each person typically reviews 20 extensive grant applications). More is given when the involvement is more time consuming.
    - For other types of services, incentives generally average out to \$20-\$30/hour, but varies depending on the specialty required.
    - In some cases, a flat fee of \$100 is provided for low-level engagements (e.g., shorter duration, one-time performances, etc.).

- Incentive Delivery
  - Stakeholder funding is dependent on the overall program funding source, and this activity is often built into the program budget.
  - All payments are issued via eCaps.
  
- Application Process
  - Department conducts an open call for candidates for their grant programs. The department has a specific vetting process to ensure evaluation panels have a diversity of subject matter expertise and experience. They receive recommendations and referrals from other departments, commissioners, and Board Offices. Department staff will research other community members to source subject matter experts or community representatives depending on the needs of the specific program.
  - Conflict of interest forms are used for all vendors to ensure transparency and appropriate assignments of work when reviewing funding applications.
  - Department is also developing a general MOU form that staff can use in addition to the conflict-of-interest form to outline the expectations that come with being an incentivized stakeholder. The MOU will define the scope of the engagement and expectations for participating in the evaluation/engagement.
  
- Special Consideration
  - Open community call is used to identify specific skills and develop a pool of stakeholders.
  - If a stakeholder receives more than \$600/year, a 1099 will be issued per IRS rules.
  
- Contact
  - Brandon Turner, [BTurner@arts.lacounty.gov](mailto:BTurner@arts.lacounty.gov)
  
- Website
  - <https://www.lacountyarts.org/funding>

## Department of Health Services (DHS)

### **Project: My Health LA Community Council**

My Health LA is a primary care coverage program that contracts with community clinics to provide primary care to low-income Los Angeles County residents. The community council helps guide decisions to improve the program.

- Incentive Recipient
  - Individual
- Incentive Method
  - Gift card
- Procurement Method
  - See page 24 on how to procure gift cards.
- Incentive Rate
  - \$25 per meeting (hour-long virtual meeting).
- Incentive Delivery
  - Checks are sent via mail.
- Application Process
  - Short application to be on the MHLA Community Council.
- Special Consideration
  - DHS developed procedures and protocols for storage and distribution of gift cards.
- Contact
  - Anna Gorman, [agorman@dhs.lacounty.gov](mailto:agorman@dhs.lacounty.gov)
- Website
  - <https://dhs.lacounty.gov/my-health-la/my-health-la2>

### **Division and Project: Equity, Diversity, Inclusion, and Antiracism (EDIA) Initiative, EDIA Strategic Planning**

The EDIA initiative is DHS' commitment to work together towards building a world of health care that is more equitable and just for DHS patients, community, and workforce. The DHS Strategic EDIA Plan was made possible through DHS' commitment to inclusivity at every step of the way which included listening sessions, presentations, meetings, feedback gatherings etc. in a genuine effort to include and engage as many voices as possible.



- Incentive Recipient
  - Individual
- Incentive Method
  - Community/patient EDIA Subcommittee members: check issued by DHS' contractor.
  - Community/patient EDIA listening session participants: electronic gift card after session.
- Procurement Method
  - See page 24 on how to procure gift cards.
- Incentive Rate
  - Community/patient EDIA Subcommittee members: \$30/hour
  - Community/patient EDIA listening session participants: \$50 Visa electronic gift card.
- Incentive Delivery
  - Community/patient EDIA Subcommittee members: mail
  - Community/patient EDIA listening session participants: electronic gift cards sent via email.
- Application Process
  - Community/patient EDIA Subcommittee members: application and selection by each EDIA Subcommittee recruitment committee.
  - Community/patient EDIA listening session participants: N/A - participants signed up via Eventbrite.
- Special Consideration
  - DHS worked with an outside consultant to develop a strategic plan for its EDIA initiative; community members and patients were part of the process. The consultant handled all payments directly to stakeholders and billed DHS monthly for community incentives as part of the consultant contract.
- Contact
  - Danielle Gault, [dgault@dhs.lacounty.gov](mailto:dgault@dhs.lacounty.gov)
- Website
  - <https://dhs.lacounty.gov/who-we-are/work-or-partner-with-us/equity-diversity-inclusion-and-antiracism-initiative/>

## **Division: Patient Family Engagement Program**

Since the start of the Patient Family Engagement Program, the patient family advisors have provided or shared their lived experiences on various DHS-driven projects involving Virtual Healthcare, COVID communications, LA Health Patient

Portal, the EDIA Initiative, Electronic Lab/Pharmacy Queuing System, and Olive View Medical Center Social Determinants of Health ED Patient Interviews. The Program uses a lens that volunteerism is a privilege that not everyone in the community can afford. The Program aims to incentivize patients for their time in helping to co-design their services.

- Incentive Recipient
  - Community members
- Incentive Method
  - Electronic gift cards
- Procurement Method
  - See page 24 on how to procure gift cards.
- Incentive Rate
  - Range between \$25 - \$50 an hour depending on time commitment and project.
- Incentive Delivery
  - Electronic gift cards sent via email.
- Application Process
  - Patient Family Advisory Application Process.
- Special Consideration
  - Program needs sustainable funding source to continue to support greater diversity in the Patient Family Advisory Councils.
- Contact
  - Miguel Renteria, [mirenteria@dhs.lacounty.gov](mailto:mirenteria@dhs.lacounty.gov)
- Website
  - <https://dhs.lacounty.gov/who-we-are/work-or-partner-with-us/volunteer-services/patient-family-partnership-hub/>

### **Division and Project: ACEs-LA, CBO Advisory Board (CAB)**

The ACEs-LA Network of Care (NoC) is a collaborative effort between LA County stakeholders, DHS, and the state to address Adverse Childhood Experiences and build family and community resilience. Through ACEs-LA, patients are screened and treated at health centers. They also help connect clinicians and programs with social services organizations (CBOs) so that they can jointly meet the needs of children and families impacted by toxic stress. The Network of Care CBO Advisory Board (CAB) was formed to build and sustain key NoC community referral partnerships, advise the NoC and CBO community, and promote equity and trauma-informed care.

- Incentive Recipient
  - CBO representative
- Incentive Method
  - Electronic Uber Eats Gift card
- Procurement Method
  - See page 24 on how to procure gift cards.
- Incentive Rate
  - \$30 per meeting
- Incentive Delivery
  - Electronic gift card sent via email.
- Application Process
  - CAB members invited by ACEs-LA community navigator team.
- Contact
  - Nina Thompson, [mthompson4@dhs.lacounty.gov](mailto:mthompson4@dhs.lacounty.gov)
- Website
  - <https://aces-la.org/>

### **Project: Reentry Health Advisory Collaborative (RHAC)**

The Los Angeles County Reentry Health Advisory Collaborative is a collaborative of 11 formerly incarcerated individuals who provide real-time feedback on healthcare and social service needs related to the incarcerated/formerly incarcerated community and play an integral role in the implementation and monitoring of a Countywide roadmap of Alternatives to Incarceration Care First Vision. Advisory Collaborative members share from their own personal experiences and knowledge base, while working alongside mentors and facilitators to build their understanding and analysis of the criminal justice and other partnering systems (homelessness, housing, workforce development, etc.). Key activities include advising on best practices for capacity building at the organizational level, community asset mapping of local resources that address social determinants of health, and feedback on primary, behavioral, community, and correctional health care delivery.

- Incentive Recipient
  - 11 formerly incarcerated individuals.
- Incentive Method
  - Check issued by third-party fiscal partner.
- Incentive Rate
  - \$7,000 per year for 8 to 12 hours per month.

- Incentive Delivery
  - Mail
- Application Process
  - All selected RHAC members completed a short application and participated in a live interview.
- Special Consideration
  - RHAC members are paid through a third-party fiscal partner, LAC + USC Medical Center.
- Contact
  - Diamond Lee, [DLee9@dhs.lacounty.gov](mailto:DLee9@dhs.lacounty.gov)
  - Diana Zúñiga, [diana@treslunas.net](mailto:diana@treslunas.net)
- Website
  - <https://rhacla.org/>

## Department of Public Health (DPH)

### **Division: DPH Division of Maternal, Child and Adolescent Health, AAIMM (African American Infant and Maternal Mortality) Prevention Initiative**

The Los Angeles County AAIMM Prevention Initiative is a coalition of the Department of Public Health in partnership with First 5 LA, DHS, Department of Mental Health, community organizations, mental and health care providers, funders, and community members who are united in one purpose: to address the unacceptable high rates of Black infant and maternal deaths countywide and ensure healthy and joyous births for Black families in LA County. The AAIMM Community Action Teams (CAT) are regionally based County-community collaborative partnerships that consult, inform, and engage residents and stakeholders on upstream and immediate strategies to mitigate the effects of racism and discrimination on health and improve birth outcomes, toward the creation of locally based actions.

- Incentive Recipient
  - Individuals/Organizations who co-lead an AAIMM CAT workgroup and have registered as a vendor with the County
- Incentive Method
  - Check
- Incentive Rate
  - \$30 per hour (3 meetings per month x 3hrs per mtg = \$270 a month); attendance data is kept
- Procurement Method
  - See page 24 on how to become a County vendor
- Incentive Delivery
  - Mail
- Contact
  - Adjoa Jones, [Ajones@ph.lacounty.gov](mailto:Ajones@ph.lacounty.gov)
  - Gwendolynne Cole, [gcole@ph.lacounty.gov](mailto:gcole@ph.lacounty.gov)
- Website
  - <http://www.publichealth.lacounty.gov/mch/BIH/bih.htm>

## Chief Executive Office – Anti-Racism, Diversity, and Inclusion (ARDI) Initiative

### **Project: Community Input Advisory Board (CIAB)**

Provide consultation, critical thinking, and input on the direction of ARDI's strategic planning process, its draft plan, and other emerging ARDI priorities.

- Incentive Recipient
  - Individuals
- Incentive Method
  - Cash, required W-9 for required 1099s
- Incentive Rate
  - Up to \$750 for a total of 14 meetings, incentives were tied to meeting attendance
- Incentive Delivery
  - Mail
- Application Process
  - No application process. CIAB members were recommended and selected by an internal review team based on subject matter expertise and diverse representation (race/ ethnicity, geographic diversity, gender, sexual orientation, etc.).
- Special Consideration
  - ARDI procured one-time philanthropic funds to incentivize members for the first year of participation and partnered with the Center for Strategic Partnerships to enlist Southern California Grantmakers as a fiscal sponsor.
- Contact
  - Heather Jue Northover, [HNorthover@ceo.lacounty.gov](mailto:HNorthover@ceo.lacounty.gov)
- Website
  - <https://ceo.lacounty.gov/ardi/>

### **Project: Outreach and Feedback on the Draft Strategic Plan**

- Incentive Recipient
  - Community-based organizations
- Incentive Method
  - Cash payments

- Incentive Rate
  - \$6,000 for at least 2 virtual events.
  - Provided \$2,500 of upfront funding.
  - A 10% bonus was provided if they documented the meeting or exceeded their goals (up to \$600).
  - ARDI also set aside a separate budget to help procure interpretation services for events by organizational request and offered to reimburse an organization that translated materials.
  
- Incentive Delivery
  - Mail
  
- Application Process
  - Community partners were recommended by CIAB members and key informants and represented all five Supervisorial Districts and non-geographically concentrated communities, including American Indian and Alaska Native, Native Hawaiian and Pacific Islander, faith-based, and lesbian, gay, bisexual, and transgender populations.
  
- Special Consideration
  - ARDI procured one-time philanthropic funds to incentivize members for the first year of participation and partnered with the Center for Strategic Partnerships to enlist Southern California Grantmakers as a fiscal sponsor.
  
- Contact
  - Heather Jue Northover, [HNorthover@ceo.lacounty.gov](mailto:HNorthover@ceo.lacounty.gov)
  
- Website
  - <https://ceo.lacounty.gov/ardi>

## Executive Office of the Board

- Compensation Recipient
  - Since its first meeting in 1852, the Board has encouraged citizen involvement and expertise to assist the Board in serving the community. Today, there are over 200 active commissions, committees, joint powers authorities, special districts, and task forces, created by State or Federal law, County Ordinances, or by action of the Board.
- Compensation Method
  - Compensation is outlined by State or Federal law, County Charter, County Ordinance or Board Action. It is determined and established during the collaboration of responsible departments during the feasibility study and is paid from the responsible departments' annual budget.
- Compensation Type and Rate
  - Compensation may include a stipend from \$10-\$300 per meeting; a cap of a maximum of \$5,000 per annual year; reimbursement for mileage and travel based on the County's Fiscal Manual; pre-approved inspections, or training or activities. Compensation is paid by the responsible department.
  - Allocation of funds is set by Executive Director or responsible department.
- Contact
  - Twila Kerr, [tkerr@bos.lacounty.gov](mailto:tkerr@bos.lacounty.gov)
- Website
  - <https://bos.lacounty.gov/services/commission-services/>





## Summary of County Departments' Incentive Rates

This chart only summarizes the incentive rates of the departments that participated in the January 2022 SE survey and stated they incentivize stakeholders. There may be departments that did not participate in the survey that incentivize stakeholders. Departments considering stakeholder incentives are highly encouraged to conduct additional research on reimbursement models.

Department	Incentive Rate
Arts and Culture	Depends on level of engagement and expertise. <ul style="list-style-type: none"> <li>• \$450 for training and participation in the application review process for OGP/CIAG; each person typically reviews 20 grant applications</li> <li>• \$20-30 per hour for other type of services</li> <li>• \$100 flat fee for low level engagements, like a one-time performance</li> </ul>
DHS - My Health LA Community Council	\$25 gift card per meeting
DHS - Equity, Diversity, Inclusion, and Antiracism (EDIA) Initiative, EDIA Strategic Planning	\$30 per hour for subcommittee members \$50 gift card for listening session participants
DHS - Patient Family Engagement Program	\$25 - \$50 gift card per meeting, depending on time commitment and project
DHS - ACEs-LA, CBO Advisory Board (CAB)	\$30 gift card per meeting
DHR - Reentry Health Advisory Collaborative (RHAC)	\$7,000 per year for at least 28 hours
DPH - AAImm (African American Infant and Maternal Mortality)	\$30 per hour (3 meetings per month x 3hrs per mtg = \$270 a month)
CEO ARDI – Community Input Advisory Board	Up to \$750 for a total of 14 meetings
CEO ARDI – Outreach and Feedback on the Draft Strategic Plan	\$6,000 for at least 2 virtual meetings
Executive Office of the Board	\$10-\$300 per meeting; a cap of maximum of \$5,000 per annual year

# Recommendations for Implementing Stakeholder Incentives

The Subgroup acknowledges that implementing stakeholder incentives is multi-layered and challenging. To ensure departments have a solid foundation when implementing stakeholder incentives, below is a set of recommendations and best practices for consideration by the Board. Departments, however, may design their own policies and procedures within the County's policy framework, and should consult Auditor-Controller, County Counsel, and their finance, contracts, or other departmental teams.

We recommend the Board consider directing the development of a universal stakeholder incentives policy that addresses the following topics:

## Planning

1. Authority for Stakeholder Incentives Program
2. Establish criteria for stakeholders, such as:
  - a. Must live or work in Los Angeles County;
  - b. Vetting and application process, if any;
  - c. Participation is outside the scope of their paid employment;
  - d. Parental/guardian permission for participation is required for stakeholders who are under 18 years of age;
  - e. Participation requires the signing of an attestation that there may be tax and/or public benefit consequences to participating in the program and that they understand they are not County employees;
  - f. Input and participation are being requested to help the program/department, and no one should participate for the purpose of being incentivized;
  - g. Participation by stakeholders should be completely voluntary, including the decision to attend any events/meetings;
  - h. Cannot be a current County employee or LACERA retiree;
  - i. May not have a conflict of interest pursuant to the Political Reform Act or Government Code section 1090;
  - j. Consider limitation on the number of hours or activities a stakeholder can participate;
  - k. Required to sign confidentiality agreements at the beginning of each activity, where appropriate;
  - l. Stakeholders should not be provided with a County email address or any County property (e.g., telephones, computers, etc.); and
  - m. Additional criteria to establish that stakeholders are not County employees.
3. Parameters for individual departments to develop their own stakeholder incentives policy and incentive procedures, in consultation with Auditor-Controller and County Counsel.

4. Include stakeholder incentives in budget requests and when writing grants (e.g., CEO-ARDI, see pages 16-17).
5. Consider writing stakeholder incentives into the work with contracted partners, both when requesting money and when working with contracted partners for their work.

#### Payment Methodologies

6. Method and manner to track incentives provided to stakeholders both within one department and across departments, and that 1099s are properly issued.
7. Explore blanket encumbrance with Auditor-Controller for stipends for stakeholders (e.g., Arts and Culture, see pages 8-9).
8. Stakeholders shall not be incentivized by the hour or in any manner consistent with a County employee.
9. Stakeholders should not be given a bonus/extra incentive after their participation has ended.
10. Cash payments require stakeholders to provide a W-9 and the payment may be taxable (e.g., Arts and Culture, see pages 8-9; see also CEO – ARDI, pages 16-17). While it is important to inform stakeholders that their taxes may be impacted, the County cannot provide legal or tax advice to the stakeholder. It is the stakeholder's responsibility to ensure they are in compliance with the tax laws.
11. Inform stakeholders that their eligibility for public benefits may be impacted by receiving funds (in various forms) from Los Angeles County, and they are solely responsible for determining any such impact. This may be a concern for some stakeholders, as it may interfere with a persons' eligibility for public benefits. Some stakeholders may prefer to receive a gift card in lieu of cash payments.
12. Method and manner of securely storing gift cards, and tracking possession and transfer (e.g., DHS – My Health LA Community Council, see page 10).
13. Consideration of using a fiscal sponsor to accept outside funds and pay stakeholders. (Be advised that many fiscal sponsors may charge an administrative fee anywhere from 3-15%.)

#### Incentive Levels

14. Think about a tiered system for incentives (see pages 6-7).
15. Keep accurate and transparent records, especially when incentives are based on things like attendance. For example, in follow up meeting notes, list the people you marked as present/absent (e.g., DPH – AAIMM, see page 15; see also CEO-ARDI, pages 16-17).
16. Be transparent from the beginning about the incentive amount and method, level of expertise, and time commitment.
17. Be transparent from the beginning about the department's ability to provide resources and services that will reduce barriers to participation, such as childcare, food and transportation (see pages 23-24).

#### Funding Sources

18. Consider philanthropic support, which is a good source of funding for stakeholder incentives. However, one-time funding is not sustainable for an ongoing community stakeholder initiative.

19. If the department is unsure about the ability to procure funds for incentives, be transparent with stakeholders from the very beginning to level-set expectations.
20. Consider appointing an individual from within the department or creating a committee who will oversee determining and authorizing which programs receive funding, criteria for funding, etc.
21. Consult with department's internal Audit-Compliance unit, Auditor-Controller, and/or County Counsel regarding incentive methods.

#### Methods to Increase Stakeholder Engagement

22. These include items such as childcare, transportation, food, translation, and virtual accommodation (Zoom, Teams, WebEx). They are separate from stakeholder incentives and should be a separate line item in the budgets.
  - a. See page 26 on how to procure childcare and page 24 on food.
23. It is a good practice to provide additional funding support to agencies that may require or provide interpretation or translation support as part of the stakeholder engagement activities.
  - a. See page 23 on how to procure language interpretation services.
24. Consider compensating agencies that are providing their facility for stakeholder engagement. This can help support community organizations that serve as anchors in their communities.

# Appendix

## Procurement Guidelines

Below are guidelines and reference documents on the County contract and purchasing policies, procedures, and methods, to assist in compensating stakeholders. County departments are highly encouraged to read the policies and procedures as part of their project planning process.

### I. **Policies, Procedures and Definitions**

1. **Los Angeles County Purchasing Policy & Procedure Manual** – Manual provides information and direction to the ISD purchasing staff, various departments in the County to whom the Purchasing Agent has delegated purchasing authority, and vendors desiring to conduct business with the County.
  - o <http://doingbusiness.lacounty.gov/wp-content/uploads/2019/04/Purchasing-Policy-and-Procedure-Manual.pdf>
2. **Departmental Authority Policy A-0300** – Policy provides specific information on the level of “procurement” authority delegated by the Purchasing Agent (and the Auditor-Controller) and policy varies based on whether goods or services are considered agreement or non-agreement.
  - o <https://doingbusiness.lacounty.gov/wp-content/uploads/2018/01/A-0300.pdf>
3. **Master Agreements (MA)** – MAs are used when the County desires a list of pre-qualified vendors to perform various services on an as-needed basis and are administered by various departments. Applicable MAs to this initiative may include:
  - o *As-Needed Transportation Services Master Agreement (ANTSMA)* – provides services to County departments in need of vehicle transportation for individuals or groups to meetings, field trips, planned events and other activities within LA County and other neighboring Counties.
  - o For more info, contact Carlos Rubio at [crubio@isd.lacounty.gov](mailto:crubio@isd.lacounty.gov). Also see sample [Master Agreement](#) and view listing of [Qualified Vendors](#).
  - o *On-Demand Interpretation and Translation Services (ODITS)* – provides as-needed, on-demand interpretation and translation services in six categories (i.e., over the phone, video remote, document translation, in person sign language, in person oral interpretation and miscellaneous) in various languages. For more info, contact Brandy Corona at [bcorona@isd.lacounty.gov](mailto:bcorona@isd.lacounty.gov). See [SAMPLE CONTRACT - NO ATTACHMENTS](#) and go to [Master Agreement Listing](#) for detailed information.
  - o For complete listing of LA County MAs, visit [Master Agreement Listing](#).

- *Vendor Registration / Search* – LA County Vendor Registration website to become a vendor, update account or search for vendors. Includes step by step directions and important links to other sites.
  - General information - <https://camisvr.co.la.ca.us/webven/>
  - New vendor registration - <https://camisvr.co.la.ca.us/Webven/Account/LoginNew>
  - Search for existing vendors - <https://camisvr.co.la.ca.us/Webven/Lookup/VendorSearch>
  - For assistance / information, email [ISDVendorRelations@isd.lacounty.gov](mailto:ISDVendorRelations@isd.lacounty.gov), Monday to Thursday (7:00 a.m. to 5:00 p.m. PST)
- *For Vendors & County Staff* – Search for Open Solicitations by Department or Commodity
  - <https://doingbusiness.lacounty.gov/open-solicitations/>

**4. Incidental Expenses** – The County’s Incidental Expensive Policy allows departments to purchase meals, food, and non-alcoholic beverage items for County employees for meetings, conferences, and events (e.g., training) deemed necessary by the Department Head to support their department's mission.

- [https://library.municode.com/ca/la\\_county\\_bos/codes/board\\_policy?nodeld=CH4FIBU\\_4.095INEX](https://library.municode.com/ca/la_county_bos/codes/board_policy?nodeld=CH4FIBU_4.095INEX)
- Incidental Expense Tier

Incidental Expense Tier	Annual Limit	Per-Occurrence Limit
1	\$11,500	\$1,100
2	\$28,500	\$5,700
3	\$57,000	\$11,400

**5. Food and Gift Cards** – Specific guidelines (or policies) do not exist, at this time, on buying food or gift cards, so these are purchased as non-agreement items.

- Gift cards typically purchased at face value, but some vendors may offer volume discounts.
- Departments buying gift cards should establish an Internal Control Plan (ICP) that at a minimum includes receipt of gift cards, safe storage, distribution, tracking and adequate separation of duties.
- Most purchases of food and gifts cards are sole source as they are vendor specific. \$5,000 and over handled by ISD Purchasing and \$4,999 and below remain with Departments.




**II. Procedures to Request/Procure Services**

**1. Master Agreements (MA)**

- a. *As-Needed Transportation Services Master Agreement (ANTSMA)*
  - Determine need for use and required services/schedule such as days, time, locations, etc.




- Submit a Service Request (SR) Form using ISD Contract's Division's site at <https://lacounty.sharepoint.com/teams/GC/> by selecting Launch Service Request Form at <https://lacounty.sharepoint.com/teams/GC/Lists/gc/newform.aspx>

- When completing SR, attach relevant documents such as:

Statement of Work (SOW)	Arrival & Departure Schedule	Bid Sheet
 ANTSMA00XSOW - Attachment 1 Templ	 ANTSMA00XSOW - Attachment 2 Templ	 Bid Sheet ANTSMA XXX - Attachment 3 1

- For how to complete the SR, refer to: <https://lacounty.sharepoint.com/teams/GC/SiteAssets/Forms/AllItems.aspx?id=%2Fteams%2FGC%2FSiteAssets%2FR%2DInstructions%5FCustomer%2Epdf&parent=%2Fteams%2FGC%2FSiteAssets&p=true&ga=1>



- Once Contracting receives the request, an analyst will be in contact to obtain more info and begin work order solicitation process.
- Once work order executed, begin using ANTSMA. Documents to assist with monitoring Contractor include:

Example of Discrepancy Report	PRS Chart	Example of Executed Work Order
 WOSDiscrepancy Report - Attachment	 ANTSMA00XSOW - PRS Chart Attache	 ANTSMA WO-004 Executed.pdf

b. *On Demand Interpretation and Translation Services (ODITS)*

- Become familiar with and adhere to the guidelines, roles, and responsibilities in the [Interdepartmental Agreement](#) and applicable County and ISD policies.

- Complete the following forms and submit them to Brandy Corona via email at [bcorona@isd.lacounty.gov](mailto:bcorona@isd.lacounty.gov).
    - [Authorized Department \(AD\) Signature Form](#)
    - [AD Master Agreement Coordinator Signature Form](#)
    - [AD Service Requestor Signature Form](#)
  - Once the forms are completed and returned by ISD, AD may begin using ODITS. If training is needed/ required, please contact [bcorona@isd.lacounty.gov](mailto:bcorona@isd.lacounty.gov).
  - If requesting services from Category 3 – 6, check with contractor instructions on whether to upload the [ISD Service Request Forms Packet](#) or just request through the contractor portal.
- c. *Obtain Other Services (including Childcare)*
- Determine whether MA already exists for service needed by visiting the LA County Departmental listing of agreements and also whether other departments can utilize the MAs.
    - [http://file.mylacounty.gov/SDSIntra/isd/pcs/masteragreements/1115052\\_MasterAgreementsListing.pdf](http://file.mylacounty.gov/SDSIntra/isd/pcs/masteragreements/1115052_MasterAgreementsListing.pdf)
    - If yes, contact Departmental employee contact included on list.
    - If no, contact your Department's Contracting personnel for assistance on next steps including whether ISD can assist with establishing a Countywide MA.
  - Some County Departments including Public Social Services and Children Family Services have Childcare agreements in place. However, other departments are not authorized to use the contracts in addition to these services being specific to certain projects. If childcare services agreements are needed, they will need to be developed by the respective department.
    - Example agreements in place:
    -






<a href="#">Public Social Services</a> <a href="#">Child Care Contract</a>	<a href="#">Department of Children &amp; Family Services</a> <a href="#">Emergency Child Care Bridge Program</a>
 S1CC 2018 Final Contract CCRC.pdf	 1. Bridge Contract_FINAL Exec

## 2. Purchase Orders (PO)

- a. *Procurement Process for Gift Cars / Food*
- Determine need for gift cards / food. Consideration must be given to the following:
    - Quantity
    - Dollar amount of each gift card / food purchase



- Proposed Vendor (e.g., Subway, Starbucks, etc.)
  - If not already documented, a gift card plan that includes separation of duties including receiving, receipting, depositing, recording, storing, tracking, and distributing gift cards.
- Prepare internal procurement request. As most (if not all) of these purchases will fall under non-agreement, Departmental Authority Policy A-0300 applies and the following quotes must be obtained.
    - Up to \$1,500, obtain one quote.
    - \$1,501 to \$5,000, obtain three quotes.
    - \$5,001 and above, obtain three quotes.
    - Note: If this will be a sole source, complete the Sole Source Form.
  - Complete request using your department's established procurement process and forms and submit using established procedures. If sole source, complete sole source request form.
  - Obtain departmental approvals.
    - Examples of forms:

Sole Source Form	Example of Supporting Docs for Public Health	Electronic Request from PH to ISD	Request for Quote Prepared by ISD	Final PO
 SOLE_SOURCE_REQ_UEST_QUESTIONNAI	 SUPPORTING DOCS.pdf	 RQN-PH-21021264.pdf	 RFQ-IS-21260455.pdf	 PO-PH-21008876-1.pdf

- Work with your Department's procurement and/or ISD Purchasing to answer questions and provide info as needed to prevent any delays.
- Receive gift cards and ensure adequate controls are in place and compliance with Department's gift card plan.