



MOSSADAMS

Dear Ms. Vu:

We're extremely pleased to submit our proposal to provide governance consulting services to the 32nd District Agricultural Association (the District). Moss Adams delivers highly regarded, comprehensive consulting services to state and local government clients throughout the western United States. We're confident we offer the team, capabilities, approach, and level of dedicated service that will meet or exceed your expectations because our team provides the following:

- **Specialized experience working with public sector clients.** Moss Adams has provided consulting services to state and local government clients for over 30 years. Our work has focused on a variety of functions including governance, management, and organizational effectiveness. Representative clients include the Sonoma County Agricultural Preservation and Open Space District, California Institute for Regenerative Medicine (CIRM), and the City of Berkeley.
- **Focus on organizational leadership and governance.** We're an industry leader in state and local government management and organizational studies. We regularly conduct governance and management reviews, operational assessments, performance audits, and process reengineering projects for a wide range of government entities.
- **An iterative, collaborative approach.** We focus on delivering the greatest value to our clients by working collaboratively with you to help strengthen your ability to serve your community. We also believe in avoiding surprises. We share our insights as we conduct our work, validating facts that support findings and testing the practicality of recommendations along the way. We deliver results in a manner sensitive to the public service environment in which our clients operate.

June 28, 2019

Kelly Vu
Business Services
Supervisor

32nd District Agricultural
Association
OC Fair & Event Center
Administration Building
88 Fair Drive
Costa Mesa, CA 92626

Submission of this proposal signifies that all terms, conditions, requirements, protest procedures, performance measures and instructions concerning the award of the RFP # BP-01-19 to which this proposal responds, have been read and understood. Further, in signing this letter, as the authorized representative of the submitting Bidder, it is expressly agreed by the Bidder that failure to have provided accurate and truthful information in this proposal or any deviation from any requirement or performance measure stated in the RFP shall constitute grounds for rejection of this proposal. And further, Bidder agrees that if the submitted proposal is not in the format of the RFP, Bidder's proposal will be deemed non-responsive.

We're highly qualified to provide these services, and we firmly believe we offer the kind of special dedication, continuity, and commitment that inspires mutual trust and confidence in projects of this type. We look forward to the possibility of working with you on this important undertaking. Thanks very much for your consideration.

Sincerely,

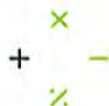
Colleen Rozillis, PMP

Senior Manager
(206) 302-6795

colleen.rozillis@mossadams.com

June 28, 2019

Technical Proposal



FORM - A. 2: TECHNICAL PROPOSAL

1. Experience, Qualifications & Availability of Bidders Team Members

A. RELEVANT EXPERIENCE

Our relevant experience is represented by our featured projects provided below, which describe some of the governance consulting services we've provided for other clients.

BERKELEY PUBLIC LIBRARY

ORGANIZATIONAL ASSESSMENT & BOARD GOVERNANCE FACILITATION

The Berkeley Public Library's (Library) Board of Library Trustees (BOLT) engaged us to conduct a comprehensive organizational evaluation to improve Library operations and services. We designed the organizational assessment to identify opportunities for improvement in governance, management, staff relations, operational performance, policies and procedures, and community partnerships.

Our analysis was informed by 26 interviews with BOLT members and Library staff, document reviews, an employee survey, and research into best practices from similarly-situated libraries across the country. Based on the information gathered, we evaluated the importance, impact, and scope of our observations in order to develop recommendations designed specifically to improve operations at the Library. We also developed an implementation plan to help Library management prioritize our recommendations.

Governance was a major focus of this assessment. As part of our report, we identified eight specific recommendations to improve the effectiveness of board governance practices—including adopting a policy governance framework, creating a stronger operating plan, developing a data-driven performance reporting framework, increasing leadership alignment, establishing board bylaws, and creating a culture of positive change management. In addition, we provided sample policies and templates for:

- Board roles and responsibilities
- Board operating protocols
- Board bylaws
- Board self-assessments and executive director evaluations

After our initial report was delivered to the BOLT, our team was subsequently engaged to provide a series of hands-on workshops and coaching sessions to BOLT members and library leadership. Training topics included establishing a policy governance model, clarifying roles and responsibilities, effectively managing change, and improving organizational communication.

CALIFORNIA INSTITUTE FOR REGENERATIVE MEDICINE

PERFORMANCE AUDIT

CIRM (or Institute) is a state agency that was established through the passage of Proposition 71, the California Stem Cell Research and Cures Act. CIRM is required to commission a performance audit every three years that examines the governance, operations, and policies and procedures of the Institute to assess whether they are operating efficiently and effectively.

CIRM has a unique board structure, as it is governed by a 29-member Independent Citizen's Oversight Committee (ICOC). The ICOC is comprised of members appointed from the University of California campuses with medical schools, other California universities and California medical research institutions, California disease advocacy groups, and California experts in the development of medical therapies.

Across several performance audits, we've worked with their team on a range of evolving governance and management issues. Specific recommendations focused on developing policies including a Board Code of Conduct, working to restructure top-level management and board reporting functions, and establishing standardized performance metrics to guide enterprise-level decisions.

SOAR OREGON

BOARD GOVERNANCE PERFORMANCE AUDIT

SOAR Oregon (SOAR) is a State-funded nonprofit that supports organizations that are affiliated with the Unmanned Aircraft System industry in Oregon. The Oregon Business Development Department (Business Oregon)—which provides funding for SOAR—requested a performance audit of SOAR's board governance in response to four board member resignations between October 2015 and August 2016.

The audit was designed to evaluate the effectiveness of the governing environment, as well as determine compliance with Business Oregon grant requirements and SOAR's adopted bylaws. The analysis was informed by interviews with SOAR leadership, document reviews, and a board member survey.

The final report addressed areas for improvement in relation to:

- **Board structure:** This included board composition and member selection process, use of committees, effective meeting procedures, and public meeting and records requirements.
- **Board governance:** This included documentation of policies and procedures, and executive director performance evaluation processes.
- **Board dynamics and operations:** This included board member participation, collaboration, and communication.
- **Risk management:** This included processes for daily operations related to grants, contracts, and accounting, and the adoption of a conflict of interest policy.

SONOMA COUNTY AGRICULTURAL PRESERVATION AND OPEN SPACE DISTRICT

MANAGEMENT REVIEW

The Sonoma County Agricultural Preservation and Open Space District (District) retained us to perform a management review to evaluate the organization's governance structure, staffing resources, and current organizational operations.

Our analysis was informed by interviews with board members, District personnel, and external stakeholders, along with document reviews, and benchmarking against other high-performing land conservation organizations. The organization had an extensive list of external stakeholders that were important to take into consideration during the both the fact-finding and report development phases, including: Sonoma County residents and visitors; Sonoma County Regional Parks, Water Agency, Transportation Authority, Land Trust, and Farm Bureau; Gold Ridge Resource Conservation District; Bay Area Ridge Trail Council; and the City of Sonoma, among others.

Specific recommendations focused on developing policies including a Code of Conduct for the Fiscal Oversight Committee (FOC) and conducting a workshop with the FOC and District staff to clarify roles and responsibilities.

SONOMA COUNTY

ORGANIZATIONAL ASSESSMENT

The County of Sonoma (County) retained us to perform an organizational assessment to evaluate the administrative structure and operations of the County's internal service departments.

The fact-finding phase included extensive stakeholder engagement through interviews, focus groups, and online surveys. Analysis was supported by information gathered from peer California counties and industry best practices. A project steering committee, consisting of representatives from the six internal service departments, guided the work and reviewed deliverables.

In relation to the County's Board of Supervisors (Board), we identified three major areas for improvement:

- **Strategic planning:** We offered suggestions for how the Board could develop an outcome-based, long-range, County-wide strategic plan, along with supporting department and agency business plans.
- **Decision-making framework:** We provided recommendations around adopting a policy and procedure for evaluating the costs and benefits of proposed initiatives that were not included in the County's original budget.
- **Governance structure:** The County employed a unique governance structure—only three departments reported to the executive, while the rest reported direct to the Board. Within this context, we recommended several mitigation strategies to improve accountability and collaboration across departments, as well as making a recommendation to adopt a strong, executive-led form of governance.

In addition, we prepared a plan to guide implementation of the recommendations provided in the study. The implementation plan included:

- Suggested priority (high, medium, or low)
- Difficulty in implementation (high, medium, or low)
- Responsible departments
- Suggested timing
- Whether the work can be performed internally or using external resources
- A range of potential costs of externally resourced projects, depending on the level of County involvement and scope of services.

B. REFERENCES

We're pleased to provide references that reflect our recent, relevant experience. Below please find references for three representative clients for whom we've provided similar services in the last five years. We encourage you to contact these references for feedback about the breadth, depth, and quality of our services, our collaborative approach, and the level of client satisfaction.

BERKELEY PUBLIC LIBRARY

Diane Davenport
Board Trustee

510-847-9244
dianeledavenport@gmail.com

Key Project Personnel

Mark Steranka – Quality assurance
Colleen Rozillis, PMP – Project manager
Tammy Lohr, CFE – Lead analyst
Annie Rose Favreau – Analyst

Scope of Services

The Library's BOLT engaged us to conduct a comprehensive organizational evaluation to improve Library operations and services. We designed the organizational assessment to identify opportunities for improvement in governance, management, staff relations, operational performance, policies and procedures, and community partnerships.

Our analysis was informed by 26 interviews with BOLT members and Library staff, document reviews, an employee survey, and research into best practices from similarly-situated libraries across the country. Based on the information gathered, we evaluated the importance, impact, and scope of our observations in order to develop recommendations designed specifically to improve operations at the Library. We also developed an implementation plan to help Library management prioritize our recommendations.

Governance was a major focus of this assessment. As part of our report, we identified eight specific recommendations to improve the effectiveness of board governance practices—including adopting a policy governance framework, creating a stronger operating plan, developing a data-driven performance reporting framework, increasing leadership alignment, establishing board bylaws, and creating a culture of positive change management. In addition, we provided sample policies and templates for:

- Board roles and responsibilities
- Board operating protocols
- Board bylaws
- Board self-assessments and executive director evaluations

After our initial report was delivered to the BOLT, our team was subsequently engaged to provide a series of hands-on workshops and coaching sessions to BOLT members and library leadership. Training topics included establishing a policy governance model, clarifying roles and responsibilities, effectively managing change, and improving organizational communication.

Diverse Stakeholder Engagement

Our stakeholder engagement strategies and key audiences vary depending on each client's priorities. For this project, we focused on engaging external stakeholders by interviewing key members of community partner organizations—including the Berkeley Public Library Foundation, the Friends of the Berkeley Public Library nonprofit, and several union representatives. Our goal was to better understand how the Library's operating environment impacted these vital partnerships.

— same team as proposed for our RFP

Bd. appointed
by City Council

**CALIFORNIA INSTITUTE FOR
REGENERATIVE MEDICINE**Jonathan Thomas
Board Chair(510) 340-9101
jthomas@cirm.ca.gov**Key Project Personnel**

Mark Steranka – Quality assurance
Colleen Rozillis, PMP – Project manager
Tammy Lohr, CFE – Analyst

Scope of Services

CIRM (or Institute) is a state agency that was established through the passage of Proposition 71, the California Stem Cell Research and Cures Act. CIRM is required to commission a performance audit every three years that examines the governance, operations, and policies and procedures of the Institute to assess whether they are operating efficiently and effectively.

CIRM has a unique board structure, as it is governed by a 29-member ICOC. The ICOC is comprised of members appointed from the University of California campuses with medical schools, other California universities and California medical research institutions, California disease advocacy groups, and California experts in the development of medical therapies.

Across several performance audits, we've worked with their team on a range of evolving governance and management issues. Specific recommendations focused on developing policies including a board code of conduct, working to restructure top-level management and board reporting functions, and establishing standardized performance metrics to guide enterprise-level decisions.

Diverse Stakeholder Engagement

While engaging external stakeholders was not a request from our client on this project, we did perform over 65 interviews with board members and personnel through the organization.

**SONOMA COUNTY
AGRICULTURAL
PRESERVATION AND OPEN
SPACE DISTRICT**Bill Keene
Executive Director707-565-7348
bill.keene@sonoma-county.org**Key Project Personnel**

Mark Steranka – Quality assurance
Colleen Rozillis, PMP – Project manager

Scope of Services

The District retained us to perform a management review to evaluate the organization's governance structure, staffing resources, and current organizational operations.

Our analysis was informed by interviews with board members, District personnel, and external stakeholders, along with document reviews, and benchmarking against other high-performing land conservation organizations. Specific recommendations focused on developing policies including a code of conduct for the FOC and conducting a workshop with the FOC and District staff to clarify roles and responsibilities.

Diverse Stakeholder Engagement

The organization had an extensive list of external stakeholders that were important to take into consideration during the both the fact-finding and report development phases, including: Sonoma County residents and visitors; Sonoma County Regional Parks, Water Agency, Transportation Authority, Land Trust, and Farm Bureau; Gold Ridge Resource Conservation District; Bay Area Ridge Trail Council; and the City of Sonoma, among others. We worked to engaged these stakeholders primarily through one-one-one interviews.

C. EXAMPLES OF PREVIOUS WORK WITH RELEVANT LAWS

We take a collaborative approach to our engagements and are sensitive to the public sector environment and the unique challenges local government organizations face. We also understand the limited flexibility of your operating environment. Instead of performing services for you, we team with you to evaluate performance and make recommendations for improvement that will work within a tight budget, improve public trust and citizen engagement, help you navigate regulatory changes, and comply with State laws.

Because we're hired by local government entities throughout the state of California to solve challenging oversight and business practice problems at the highest levels, we're well versed at dealing with all levels of government. Your proposed team reports to boards, commissions, councils, finance and audit committees, and senior management on a regular basis, and all the workshops we've conducted with boards and councils for our clients in California have been facilitated in a public meeting format in accordance with the Brown Act. A representative sample of our California clients is provided below.

Representative California Government Clients		
• California Institute for Regenerative Medicine	• City of Folsom	• City of Ridgecrest
• City of Arcadia	• City of Gardena	• City of Riverside
• City of Beaumont	• City of Hemet	• City of Roseville
• City of Berkeley	• City of Hermosa Beach	• City of San Bernardino
• City of Bradbury	• City of Huntington Park	• City of San Diego
• City of Calexico	• City of Industry	• City of San Jose
• City of Cerritos	• City of Laguna Niguel	• City of Santa Monica
• City of Chula Vista	• City of Lakewood	• City of Santa Rosa
• City of Clearlake	• City of Los Angeles	• City of Stockton
• City of Clovis	• City of Modesto	• City/County of San Francisco
• City of Culver City	• City of Monterey Park	• County of Sonoma
• City of Desert Hot Springs	• City of National City	• Sonoma County Agricultural Preservation and Open Space District
• City of Encinitas	• City of Oxnard	• Town of Danville
• City of Fairfield	• City of Patterson	
	• City of Redondo Beach	

D. ENGAGEMENT TEAM QUALIFICATIONS

Working with the right team of professionals makes all the difference to your engagement. The team members we've thoughtfully selected to serve your specific needs have years of experience working with state and local governments. But more than that, you'll find they bring an optimistic perspective focused on helping the District explore and embrace opportunities for improvement. Your Moss Adams team will personally engage with your team and bring a high level of energy to the engagement. All of our team members, from partner to staff, will be actively involved in the development of findings and recommendations to deliver the highest possible value to the District.

Our proposed team composition reflects a robust combination of quality assurance, project management, analytical expertise, and relevant industry experience. Colleen Rozillis, PMP, senior manager, will serve as the project manager and will lead the organizational assessment and benchmarking components of the project. Mark Steranka, partner, will provide quality assurance. Our talented managers and senior—Tammy Lohr, Emily Hayes, and Annie Rose Favreau—will support performance of each component of the project, including benchmarking and analysis activities. A list depicting our team's organization is provided below and resumes for each team member are on the following pages.

Team Member	Firm Role	Project Role
Mark Steranka	Partner	Quality assurance
Colleen Rozillis, PMP	Senior manager	Project manager
Tammy Lohr, CFE	Manager	Analyst
Emily Hayes	Manager	Benchmarking and research
Annie Rose Favreau	Senior	Analyst

3 offices in OC
 Largest group - public sector
 600 professionals
 Firm is 3,000 professionals



Professional Experience

Mark offers over 30 years of organizational assessment, strategic planning, and internal and performance audit experience. He has worked extensively with state and local governments throughout the United States to evaluate operational economy, efficiency, and effectiveness and compliance with requirements. He has managed engagements ranging in size from \$25,000 to \$1 million and has addressed compliance, finance, fraud, governance, management, operations, organization, policies, procedures, and processes. Mark has directed relevant services for clients such as:

- **States:** Alaska, California, Idaho, Oregon, Washington
- **Special Purpose Districts:** Community Transit, Lake Stevens Sewer District, North Perry Water District, Poway School District, Richland School District, Santa Clara Valley Water District, Snohomish County PUD No. 1, Sound Transit, Tacoma Department of Public Utilities
- **Cities:** Abilene, Anacortes, Burien, Carson City, Culver City, Edmonds, Lynnwood, Issaquah, Modesto, Portland, Redondo Beach, San Jose, Santa Monica, Santa Rosa, Stockton, West Richland
- **Counties:** King, Pierce, San Juan, Snohomish, Sonoma

Mark is experienced reporting to boards, commissions, committees, councils, and executive management and working with citizen committees and stakeholder groups. He's also well versed in designing and facilitating meetings, focus groups, and customer surveys.

Professional Affiliations

- Member, Institute of Internal Auditors
- Member, American Society of Public Administration

Education

- Executive Management Program, University of Washington
- BS, mechanical engineering, University of Notre Dame



Professional Experience

Colleen has over 15 years of experience helping public and private sector organizations improve operations and efficiency by assessing organizational and program effectiveness, and developing and refining performance and level-of-service measures. She works collaboratively with clients to understand their goals and objectives; develop policies, processes, and tools; and define organizational and programmatic changes to better equip and position them to achieve their goals and objectives. Her areas of expertise include the following:

- Organizational assessments
- Performance audits
- Policy development
- Performance metric development and reporting
- Business process reengineering
- Strategic planning
- Decision-maker strategic communications and reporting
- Best practices benchmarking
- Competitive analysis

Colleen has recently provided performance and effectiveness consulting services to clients including Ben Franklin Transit, Carson City, City of Abilene, City of Berkeley, City of Modesto, City of Portland, City of Santa Monica, City of Stockton, Community Transit, King County Metro, Pierce County, Santa Clara Valley Water District, Seattle Public Schools, Snoqualmie Indian Tribe, Sonoma County, and Sound Transit.

Professional Affiliations

- Member, Project Management Institute
- Member, Institute of Internal Auditors
- Member, International City & County Management Association

Education

- MS, public policy and management, Carnegie Mellon University
- BA, English and political science, University of Michigan

Tammy Lohr, CFE, Manager



Professional Experience

Tammy specializes in assessing organizational performance, developing strategies, assessing system and resource needs, and streamlining processes to improve operations for government and not-for-profit organizations. She focuses on key elements including conducting interviews; reviewing and analyzing documents; developing findings and recommendations; and preparing and presenting reports and deliverables that meet professional audit and reporting standards, as well as her clients' expectations. By using a collaborative approach to working with her clients, Tammy delivers projects and reports that are attuned to each client's unique operating environment and optimize organizational performance. Prior to joining Moss Adams, she worked as a performance auditor for the Washington State Auditor's Office.

Professional Affiliations

- Member, Institute for City and County Managers
- Member, Society for Human Resources Management
- Member, Institute of Internal Auditors
- Member, Association of Certified Fraud Examiners

Education

- MPA, Daniel J. Evans School of Public Affairs, University of Washington
- BA, public health, University of Washington

Emily Hayes, Manager



Professional Experience

Emily works regularly with clients across a variety of industries to provide extensive research and value-add analysis. Her research and consulting experience includes business analysis, benchmarking, process mapping, and needs assessment engagements, delivering key data and insights on markets, workflows, compensation, procedures, and technological solutions.

Emily also provides clients with a diverse set of research services including the development and administration of surveys, financial benchmarking, best-practice research, economic and industry market analysis, public record and legal document searches, and compensation benchmark research. With access to a full range of proprietary research sources and broad experience in obtaining hard-to-find information, Emily supports projects through the provision of focused research and analysis.

Emily has served a variety of government clients including City of Roseville, City of Modesto, Community Transit, Sound Transit, Sonoma County Agricultural Preservation and Open Space District, Washington State Department of Transportation, King County Housing Authority, Pierce County, and the Washington State Employment Security Department.

Professional Affiliations

- Research Core Expert Certified, Qualtrics Research Suite
- Member, Institute of Internal Auditors
- Member, International City and County Manager's Association

Education

- MS, information management, University of Washington
- BA, international studies, American University

Annie Rose Favreau, Senior



Professional Experience

Annie Rose has a strong background in assessing organizational performance, researching and analyzing public policy, and developing policies and procedures to streamline operations for government and not-for-profits. Her primary consulting services include organizational assessments, strategic planning, and performance measurement initiatives. She has worked with a variety of public sector clients including the City of Berkeley, City of Santa Monica, City of Stockton, Seattle Public Schools, El Camino Hospital, and the University of Nevada, Las Vegas.

Education

- MPA, Daniel J. Evans School of Public Policy and Governance, University of Washington
- BA, French and English Literature, Seattle University

E. OUTSIDE FIRMS/COMPANIES/INDIVIDUALS

At Moss Adams, we have the depth of resources to self-perform all work on this engagement and won't be using any outside firms or individuals.

F. GOVERNANCE MODEL EXPERIENCE

We have a working knowledge of many governance models, including the Cooperative/Consensus Model and the Management Team Model, and have worked with many public and nonprofit boards who use a variety of defined models. In most cases, we work with our clients' existing governance models, identifying opportunities for improvement within the current governing and operating framework. Our team has worked with dozens of boards to improve communication, collaboration, decision-making, and operating effectiveness, regardless of the governing model in place.

When our client is seeking a change in their governance model, our team frequently recommends implementing the John Carver Policy Governance Model, which is particularly effective in the public sector. Policy Governance is a model of governance designed to empower boards of directors to fulfill their obligation of accountability for the organizations they govern. In contrast to other approaches, Policy Governance separates issues of organizational purpose (ENDS) from all other organizational issues (MEANS).



As such, there is a clear differentiation between various roles and responsibilities of the organization's board and management. Under a policy governance model, the primary responsibilities of the board include the following:

- **Framework:** Establish the organization's mission, vision, and strategy, thereby defining the organization's place in the local community and ensuring it serves constituent needs.
- **Direction:** Set the direction for the organization by establishing goals and organizational performance measures, monitoring against the operating plan, and developing policies related to board operations.
- **Accountability:** Monitor the behavior and performance of fellow board members and the organization's executive director (ED), including hiring and evaluating the ED, monitoring financial and operational performance, and serving as a final court of appeals within the organization when other venues for resolution have been exhausted.
- **Good will and support:** Represent the organization to external parties and provide support and counsel to the ED. A fundamental role of the board members is to position the organization within the community to support goals related to the organization's fundamental mission.

We've made recommendations and/or helped implement a policy governance model for many clients, including the Berkeley Public Library and SOAR, as detailed in Section A of this proposal.

2. Work Plan/Approach/Methodology/Availability

A. WORK PLAN

Our governance consulting methodology encompasses project planning, on-site fieldwork, interviews, documentation of evidence to support our findings, commendations, recommendations for achieving improvements, and a project report that delivers high-impact analysis and an action plan.

*estimate 6 mo.
project*

You can expect our approach to be executed through the following five major phases:

- 1 Start-Up and Management.** Project initiation consists of collaborative project planning with the District's Board Governance Review Committee (Committee) and project management, including determining who will be interviewed, what documents will be reviewed, what on-site observations and walk-throughs will be performed, when and how results will be shared, how stakeholder outreach strategies will be used, and how we'll report on project status.
- 2 Fact Finding.** In the second phase, we'll conduct our fieldwork, including documentation review, walk-throughs, observations, and interviews. We'll obtain the most current information available and powerful insights from District personnel and selected external stakeholders. We'll help the Committee to obtain relevant input from the California Department of Food and Agriculture (CDFA) and the California Department of Justice. Based on the initial project plan agreed to in Phase 1, we'll also assist the Committee in soliciting public and key stakeholder input at this point in the process.
- 3 Analysis and Policy Development.** Based on firsthand input gained during our fieldwork in the previous phase, we'll provide a draft of the revised governing policies for review by the Committee. We'll also develop a report with recommendations related to the organization's institutional culture, core values, and any other governance issues that may not be reflected in the drafted policies.
- 4 Reporting.** In this phase, we'll communicate observations and recommendations through reports and presentations. We'll deliver both draft and final reports and policy documentation.
- 5 Implementation Training.** In this final phase, we'll provide implementation training to support the adoption and understanding of the revised governing policies. Specific training opportunities could include at least two workshops over the course of two to three months, along with individual coaching sessions, if requested. We can also provide ongoing facilitation services at the District's request.

These phases are delineated by tasks and described in greater detail below.

PHASE 1

START-UP AND MANAGEMENT

At project initiation, we'll confirm the District's desired project outcomes and potential reference points from which to assess performance.

1. Initiate Project

We'll conduct a kickoff meeting with the project director and others, including the District's Committee, to confirm expectations and discuss overall project scope, logistics, deliverables, timing, and progress reporting requirements. We'll clarify responsibilities of Moss Adams and District personnel, timing of project activities, and format of deliverables. We'll establish an interview list and finalize our approach to each phase of the project.

2. Perform Project Management

We'll conduct rigorous project management activities for the duration of the engagement. These activities will include providing guidance to the consulting team, coordinating with the project director, working through issues and solving problems, monitoring progress against the approved work plan, and submitting progress reports.

3. Provide Quality Assurance

We believe it's important to recognize the need for quality by providing excellent client service and engagement oversight. All deliverables receive a quality assurance review before submittal to the District.

DELIVERABLES PHASE 1



Final work plan
Interview list
Progress reports

PHASE 2

FACT FINDING

In this phase, we'll gather the objective input required to assess the District's organizational culture and current governance policies.

1. Review Documentation

We'll gather relevant documentation for review. Examples include current policies, process documentation, management reports, performance metrics, and standard operating procedures. The objectives of documentation review include gaining an understanding of the operational and organizational environment and further defining issues and surrounding facts. Specific steps include developing a document request list, coordinating document receipt and review, and developing questions for use during interviews.

2. Perform Interviews

We'll conduct interviews with a broad group of stakeholders. Interviews are at the heart of fact finding, and it's through interviews that we'll gain each person's perspective of the current structure, operational and organizational environment, strengths, and opportunities for improvement. Interviews will be conducted with the board of directors, and any key external stakeholders identified by the District.

3. External Outreach

Depending on the specific scope agreed upon in Phase 1, we'll assist the Committee in gathering input from external stakeholders and experts at the CDFA and the California Department of Justice.

4. Prepare Preliminary Observations

We'll document our preliminary observations, including suggested policy revisions and initial observations related to areas for improvement in organizational culture and operations.

5. Present Preliminary Observations

We'll present preliminary observations to the Committee to avoid surprises and verify facts to make sure the basis for each finding is accurate and valid.

DELIVERABLES PHASE 2



Document request list
Preliminary findings

PHASE 3

ANALYSIS AND POLICY DEVELOPMENT

The analysis phase moves the study process from findings to assessment. This phase will determine the significance of issues and how best to address them.

Based on firsthand input gained during our fieldwork in the previous phase, we'll evaluate the importance, impact, and scope of our findings in order to develop recommendations related to the organization's institutional culture and core values. We'll also provide a draft of the revised governing policies for review by the Committee.

1. Assess Governance Environment

Based on findings, we'll evaluate the overall organizational culture, core values, and governance operations.

2. Compare to Best Practices

Part of our assessment process will draw from comparisons to best practices. We'll draw upon our extensive experience working with other state and local government entities. We'll identify differences between current District practices and appropriate best practices to define gaps that should be addressed. Gap analysis will focus on opportunities to improve efficiency and effectiveness and reduce business risks. Opportunities for improvement will build on strengths and address weaknesses.

If requested by the District, we'll conduct benchmarking to similar entities to identify effective practices and lessons learned. Some firms perform benchmarking by reviewing collections of articles, statistics, and stagnant data. But at Moss Adams, because we have extensive, firmwide industry connections, we can conduct real-time interviews with other government organizations of similar size and scope to obtain firsthand insights from your peers about the challenges they have faced, the measures they have taken to overcome them, and how they have established and maintained continued organizational success. Incorporating this feedback with the rest of our findings enhances our ability to provide innovative, effective, value-added solutions to the District.

3. Draft Revised Governing Policies

Based on firsthand input gained during our fieldwork, industry best practices, and recommendations from the CDFA and the California Department of Justice, we'll develop an amended version of the Board of Directors Governing Policy Manual.

5. Prepare Draft Observations and Recommendations

Based on our analysis, we'll update observations and prepare recommendations related to organizational culture and operations. This report will address areas for improvement that may not be reflected in the revised governance policies.

6. Present Revised Governing Policies and Draft Observations and Recommendations

Draft observations and recommendations will be presented to the District to avoid surprises, validate facts, and assess the practicality of recommendations.

DELIVERABLES PHASE 3



Draft recommendations

Draft revised governing policies

PHASE 4

REPORTING

This phase covers the production of deliverables, including draft and final reports.

1. Submit Draft Report

Our work will be packaged in a draft report for review by the Committee. The draft report will include the necessary level of detail to allow the document to stand on its own. The report will integrate the study components and include an executive summary, study objectives, scope and methodology, commendations, findings and recommendations, and draft governance policies.

2. Submit Final Report

Based on feedback from the Committee, we'll revise the draft report and submit our final report.

3. Present Final Report

We'll present the final report to the District, if requested. We'll prepare a presentation to facilitate this briefing.

DELIVERABLES PHASE 4



Draft and final reports

Final report presentation

PHASE 5

IMPLEMENTATION TRAINING

This phase covers the delivery of implementation training.

1. Provide Implementation Training

In this final phase, we'll provide implementation training to support the adoption and understanding of the revised governing policies. Specific training opportunities could include at least two workshops over the course of two to three months, along with individual coaching sessions, if requested. Our governance workshops can range from two hours to a full day, and are highly interactive. We design board workshops with the understanding that they will be conducted as public meetings, in accordance with the Brown Act and relevant regulations and meeting rules.

2. Provide Ongoing Facilitation Services

At the District's request, we can also provide ongoing facilitation services to support governance model adoption and effective board operations.

DELIVERABLES PHASE 5



At least two in-person workshops

Individual coaching sessions, if requested

Ongoing facilitation services, if requested

B. APPROACH TO COMMUNICATION AND PROJECT MANAGEMENT

We'll provide proactive and comprehensive communication prior to beginning the actual fieldwork to gain a clear understanding of expected issues, our approach, and the documentation needed. We're very conscious of not duplicating our efforts and will attempt to use existing documentation whenever possible. We do not demand that our clients conform to pro forma documentation.

Prior to beginning each engagement, we'll have an entrance conference with management. During the entrance conference, we'll discuss our approach and timing, and provide an opportunity for management to convey any issues, relevance, or special focus.

At the end of our fieldwork, we'll hold an exit conference with management. We'll share all findings, the status of the engagement, projected timeliness for completion, and, possibly, a draft report. Again, management will have the opportunity to convey any concerns or issues they may have.

C. ENGAGEMENT TEAM AVAILABILITY

We're able to commence work on this project shortly after contract execution, should we be awarded this work. Typically, we're able to begin within two weeks after successful contract negotiation, if not sooner.

3. Total Cost includes all disbursements

We're committed to estimates that are fair and commensurate with the experience and level of service described in this proposal. We've prepared the following fee estimate based on our understanding of your current service needs. Based on the estimated hours required by each team member and their hourly billing rates, our estimated professional fees for this project will be \$45,000, which is inclusive of travel and expenses.

Legal Exceptions

We accept all terms and conditions included in the RFP, and are ready to enter into a contract with the District if awarded this work, contingent upon completion of Moss Adams' new client acceptance process and negotiation of a mutually acceptable contract. Such negotiations may address aligning insurance requirements with Moss Adams' policies, including additional insureds by blanket endorsement to eligible policies, notice per policy terms, and general liability amounts may be met in combination of primary and excess coverage (RFP Pt. II §I; Ex. E §IA); making termination for cause mutual (RFP Pt. VIII §18; Ex. C §7); clarifying access of records relating to fees and expenses (RFP Ex. C §§4, 10); focusing indemnification and providing indemnification procedure (RFP Ex. C §5; Ex. F); and adding limitation on liability and no third party beneficiaries (new).

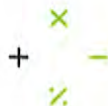
We have successfully signed professional services agreements with thousands of clients and we commit to working in good faith to successfully negotiate a mutually agreeable contract for this engagement on a timely basis should we be awarded this contract.

4. Understanding of Project Objectives

We understand the District is looking for a consultant to facilitate the review and revision of the Board of Directors' existing governing policies and develop new policies, under the oversight of the Ad Hoc Board Governance Review Committee. This review will include an assessment of the District's institutional culture and a clear articulation of the District's core values. The final deliverable is an amended and restated Board of Directors Governing Policy Manual that incorporates and reflects the District's core values and sets forth the roles and responsibilities of the Board and staff of the District and appropriate processes for monitoring and ensuring compliance with the Policy Manual. In addition, the selected consultant will provide implementation training for the board and staff once all governing policies have been approved by the Board.

The selected consultant will conduct their review by utilizing a transparent and collaborative process that builds consensus among the Board of Directors, key stakeholders, and members of the public, and incorporates appropriate input from the Executive Management Team, the CDFA, and the OC Fair & Event Center's legal counsel from the California Department of Justice.

Financial Proposal



Form - A. 3: FINANCIAL PROPOSAL BID FORM
BOARD OF DIRECTORS GOVERNANCE CONSULTING SERVICES

Page 1 of 2

In order to submit a financial proposal, the Bidder must abide by the parameters set forth in Part V, Statement of Work to Be Performed of this RFP. The Financial proposal is worth a maximum of 30 points.

The proposal quote shall be inclusive of all wages, allowances, supervision, insurance(s), material, labor, taxes, certificate, license, travel, meal reimbursements, hotel accommodation, equipment, transportation, fuel, or any other related services required. The OC Fair & Event Center (hereafter called "The District" shall not be billed for any costs that were not specifically included in the contract.

PROJECT COST (September 3, 2019 through December 31, 2020)

\$ 45,000

Note: Payment will be divided in two phases. The first 50% of total contract amount will be made Net 30 upon satisfactory completion of 50% of the project. The second 50% of total contract amount will be made net 30 upon conclusion of the project which include providing training to the OC Fair & Event Center Executive Management and the Board of Directors.

CONSULTATION (Option Years) – It is anticipated the District may request an average of 20 hours of consultation services each month during the option years. Consultant should provide a single hourly rate that incorporates necessary support services / overhead into that rate. Please do not add additional lines for other hourly rates.

Classification	Hourly Rate	Anticipated number of annual hours	Total First Option Year (01/01/21-12/31/21)	Total Second Option Year (01/01/22-12/31/22)	Total Third Option Year (01/01/23-12/31/23)
Blended rate	\$ <u>300</u> per hour	X 240 HRS	\$ 72,000	\$ 72,000	\$ 72,000

PLEASE DO NOT ADD ADDITIONAL ROWS.

Note: Payment for consultation services in the option years will be made on a monthly basis.

\$261,000 total

Form - A. 3: FINANCIAL PROPOSAL BID FORM
BOARD OF DIRECTORS GOVERNANCE CONSULTING SERVICES

Page 2 of 2

All Bidders must complete the following information and sign this form in order for the "Financial Proposal Bid Form" to be considered.

Bidder certifies to the District that Bidder has thoroughly familiarized self with the District facilities and accepts all reasonable disclosed risks in submitting this proposal that a prudent review of the facility would have revealed.

By its signature on this proposal form, the Bidder certifies that he/she has read and understood the RFP package including the information regarding bid protests. Further, Bidder certifies that the information provided by the Bidder is accurate, true and correct, and not intended to mislead the District in any manner.

COMPANY Moss Adams LLP

DATE June 28, 2019

ADDRESS 2040 Main Street, Suite 900

CITY Irvine

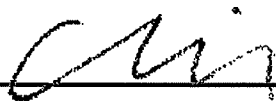
STATE CA

ZIP 92614

FEDERAL I.D. NUMBER 91-0189318

PHONE (206) 302-6795

SIGNATURE



TITLE Senior Manager

ARE YOU CLAIMING SMALL BUSINESS PREFERENCE?

As a California Certified Small Business?

YES _____ NO ✓

If Yes, Certification # _____

Are you a non-small business claiming at least 25% small business subcontractor reference?

YES _____ NO ✓

If yes, Certification # _____

ARE YOU CLAIMING DVBE INCENTIVE?

Are you a primary California Certified DVBE?

YES _____ NO ✓

Are you sub a minimum of 1% up to 5% to a California certified DVBE? YES _____ NO ✓

Form - A. 4: BIDDER/CONTRACTOR STATUS FORM
RFP NUMBER BP-01-19
Page 1 of 2

Contractor's Name Moss Adams LLP Federal Employer ID # 91-0189318
(full business name)
Address 2040 Main Street, Suite 900 County Orange
City Irvine Zip Code 92614
(principal place of business)

STATUS OF CONTRACTOR PROPOSING TO DO BUSINESS (PLEASE CHECK ONE)

☐ Individual ☒ Limited Partnership ☐ General Partnership ☐ Corporation

Individual (Please check one) ☐ Resident ☐ Non-Resident

If a sole proprietorship, state the true full name of sole proprietor: (i.e., John Roe Smith, not J. Roe Smith or not John R. Smith)

Partnership (Please check one) ☐ General Partnership ☒ Limited Partnership

If a partnership, list each partner, identifying whether limited partner(s), stating their true full name and their interest in the partnership:

We have over 300 partners. As a private partnership, we don't disclose detailed financial data, but a list of all our partners is provided on the following pages.

Corporation

Place and date of incorporation _____

If not a California corporation in good standing, please state the date the corporation was authorized to do business in California: _____

CURRENT OFFICERS: President: _____ **Vice President:** _____

Secretary: _____ **Treasurer:** _____

Other Officers: _____

All must answer: Are you subject to Federal Backup Withholding? ☐ Yes ☒ No

Form - A. 4: BIDDER/CONTRACTOR STATUS FORM (CONT.)

RFP NUMBER BP-01-19

Page 2 of 2

Fictitious Name

If contractor is doing business under a fictitious business name and will be performing under the fictitious name, please attach a clearly legible copy of the current fictitious filing.

Small Business Preference

Are you claiming preference as a small business in reference to this RFP? _____ Yes _____ X No

If yes, the Bidder is required to submit a copy of the OSDS's Small Business Certification Approval Letter with the technical proposal package.

Your small business ID number: _____

Pending Litigation or Hearings

Are any civil or criminal litigation or administrative hearings currently pending against the Bidder's organization, owners, officers or employees? _____ Yes _____ X No

If yes, please state the case number and agency or court where pending and status of litigation or hearing:

As with any large firm, Moss Adams is occasionally involved in addressing legal and regulatory issues.

However, no action, suit, proceeding, inquiry, or investigation before or by any court or federal, state,

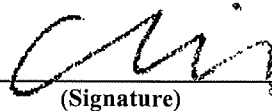
municipal, or other government authority is pending, or to our knowledge is threatened against Moss Adams, related to or which would have a material effect upon the services contemplated herein.

The District reserves the right to verify the information provided on this form by the Bidder under RFP process.

I declare under penalty of perjury that the above information is true and correct and that I am authorized to sign this status form on behalf of the Bidder/contractor.

Colleen Rozillis

Print Name & Title


(Signature)

June 28, 2019

(Date)

If this status form is not completely filled out, signed and submitted with Bidder's response to the RFP, the bid will be rejected as non-responsive.

List of Partners

• Abramson, Curtis L	• Campos, Wendy L	• Dusi, Kevin
• Adkins, Jason	• Carr, Michelle	• Duval, Chad
• Ahern, Robert P.	• Cartwright, Bryan	• Eckley, Justin
• Amend, Gregory E	• Cates, Andrew J	• Elder, Jennifer
• Anderson, Craig D	• Chan, Arlene	• Elling, Pamela R
• Anderson, Dave	• Chen, Lillian	• Erickson, Tammy A
• Anderson, Richard M	• Cheshier, Jeff	• Ervin, Elaine J
• Andrade, Tony	• Chevalier, James	• Evans, Dan
• Apiado, Amy E	• Cheyney, Daniel J.	• Farkas, Paul S
• Armstrong, Bill	• Christiansen, Camille	• Faulk, Aaron D.
• Arsenaault, Luc	• Clair, Jeffrey T	• Fein, Steve
• Attebery, Janell	• Cleaver, Pam R	• Felix, Liana
• Averill, Chad A	• Cline, Adam	• Fenich, Randall J
• Baker, Jack W	• Cockburn, Rob L	• Fey, Jeffrey M
• Balentine, Eric L	• Conner, Brian P	• Fine, Mira
• Ballard, Christine	• Coogan, Erica L	• Fineberg, Stephen
• Barnard, Bill	• Criswell, Derek D	• Fischer, Estarre
• Baughman, Corinne D	• Croghan, Richard J	• Fisher, Lewis
• Beauvais, Jode A	• Curtis, Mark	• Follett, David A
• Bell, Christopher C.	• Damu, Stelian	• Forhan, Erica
• Betts, Rick G	• Darlington, Olga A	• Franco, Kelli J
• Birashk, Dustin R.	• Deaver, Roy	• Frank, Fredrick M
• Blackwell, Catrina	• Deering, Deborah A	• Frank, Nicholas
• Blevins, Craig	• Del Mese, Robert J	• Gaffney, Daniel T.
• Blice, Joseph	• Dell, Stacey	• Galvano, Tricia
• Boast, Kyle	• Demchuk, Daniel T	• Gardner, Shannan
• Bodden, John	• Desimone, Julie L	• Gaskins, William
• Boldt, Michael R.	• Deveau, Brian A	• Gewain, Chris
• Boyd, Marcy J	• Dhaliwal, Kamaldeep	• Gillespie, Findley
• Boyle, Darci M	• Dieleman, Jeff D	• Gillespie, W. Trevor
• Brendel, James	• Dollar, Elizabeth C	• Girt, David L
• Brentano, Letizia	• Donohue, John	• Godinez, Gerardo
• Broderick, Thomas	• Dowsett, Derek	• Goehner, Darin M
• Brown, Jeffrey W	• Dreyfuss, Eve	• Goldfarb, Erin
• Burnham, Cheri R	• Dunnebecke, Alison	• Gonzalez, Pedro
• Buurma, Doug	• Dunning, Kris G	• Grace, Kenneth

• Grannum, Robert L.	• Huynh, Tai	• Lippmann, Kurt L.
• Greear, Don V	• Iseman, Marnee	• Locke, Dennis H
• Green, Jeffrey D.	• Jackson, Kate	• Lomazzi, Greg
• Greene, Marke	• Jensen, Shawn E	• Lukaszewicz, Jason D
• Gregory, Sharon	• Johnston, Toby	• Luker, Stan
• Grube, Charles	• Kaiser, Andrew	• Maddock, Kevin
• Gutsch, Jeffrey P	• Kammerer, Larry	• Maki, Tony
• Hall, Michael G	• Karas, Joseph D	• Marciniak, Dustin A
• Hammer, Torre	• Kaufman, Frank S	• Martin, Greg
• Hancock, John R	• Keene, Steven	• Massey, Michael C.
• Hanley, Patrick	• Kelleher, Bill	• Mattson, Andy
• Hansen, Brandon	• Kelly, Sean	• McCandless, Barry W.
• Hansen, Christopher A	• Kennedy, Carrie A	• McCleary-Moore, Amanda J
• Hanson, Louise M.	• Kingston, Sonia L	• McClellan, Arnie
• Harden, Clarence	• Kirkendall, Jeff	• McDonnell, Joseph
• Harlan, David	• Kitchell, Wiley	• McEachran, Robb
• Harman, Melissa E	• Knowlton, Bruce R	• McFarland, Megan
• Harris, Kevin	• Knudson, Phillip R	• McGhee, Robert L.
• Harrison, Mark J.	• Knuf, Guy	• McGinley, Mark G
• Harvey, Ken	• Koch, Kimberly A	• McMahon, Mark E
• Hasegawa, Kevin	• Koch, Ryan	• Meier, Mark
• Hathaway, Stephanie A	• Kooiman, Todd	• Mettillie, Lori
• Hauser, John	• Kortus, Taft D	• Miles, Eric R
• Head, Kelsey	• Kowieski, Gregory	• Miller, Tullus
• Herbolich, Dena A	• Kradjan, Christopher W	• Minnihan, Bertha
• Hinton Jr., Robert L.	• Kuenzi, Ryan J	• Minniti, Blair
• Hoeflin, Kristine M	• LaLone, Noni M.	• Monahan, John
• Hoggan, Kory	• Lamkin, Jack	• Monford, Jessica
• Hoglan, Lisa E	• Lanzarotta, James C	• Montez, Matthew
• Holcom, Richard A	• LaPlaca, Thomas	• Morse, Christopher
• Holden, Paul	• Laswell, Justin	• Muedener, William
• Holtermann, Michael	• Laubach, Lori A	• Munn, Jason R
• Hughes, Martin G	• Lawson, Jason K	• Myhill, Stuart
• Hungate, D. Alan	• Legg, Max	• Nachand, Gabe
• Hunter, Justine	• Lewis, Joshua D	• Nelson, Weston
• Hurst, Mark	• L'Heureux, Chris	• Nicholson, Eric D.

• Norris, William	• Richardson, Patrick H	• Smith, Bradley D
• Odom, Gary L.	• Ricioli, Michael G	• Smith, Travis G.
• O'Donnell, Anthony	• Rivard, Christopher E	• Snyder, Carleen J
• O'Neill, Robert	• Robertson, Bret	• Snyder, Duane
• Paglia, Tracy S	• Rohner, Eric	• Solomon, Matthew D
• Paris, Chris	• Rolland, Matthew	• Spain, Melissa
• Parker, Michael	• Romano, Jason R	• Stadelman, Karina
• Patel, Dhaval	• Rona, Mike	• Stelzriede, Stacy
• Patel, Mrunal K	• Roos, Laura J	• Stephenson, Kyle
• Pendell, Norman R	• Rotstein, Ronald J	• Steranka, Mark
• Perry, Valerie L	• Rouen, Christopher J.	• Steuber, Brian
• Peterson, Fred J	• Rowning, Joanne C	• Sturges, William
• Pfahl, Gregory	• Royle, Anthony	• Sturgis, Clay R
• Pforsich, Ty W	• Rubins, Mark A	• Sturgis, Ryan D
• Pharis, Tracy	• Runge, Amy R	• Sullivan, Robert L.
• Pomeroy, Rebecca H	• Rutter, Bret D	• Suruki, Carol J
• Powell, Bryan S	• Ryker, Robert E	• Swearingen, J. S
• Powell, Joel L	• Sage, David	• Tam, Francis
• Powell, Rhonda	• Sampson, Douglas	• Teeter-Balin, Cheryl Anne
• Price, Jennifer S	• Sanders, Craig	• Terry, David
• Pritchard, Chris J	• Sanger, Thomas E.	• Tetz, Kelvin L
• Probst, Karen J	• Sarmiento Jr., Francisco	• Thoma, Mark E
• Pulver, Joelle	• Savage, Jack	• Thompson, Jason R
• Puskas, William J	• Schechter, Steve	• Thorn, Doug J
• Rabanal, Jennifer	• Schilling, David W	• Thornton, Richard P
• Rabkin, Mark	• Schlager, James	• Thronson, Michael R
• Rancourt, Roger E.	• Schmidt, Jennifer	• Tilotta, William
• Ratra, Sarah	• Schmitt, Charles P	• Tish, Laurie
• Rea, Jarret	• Schultz, Lawrence	• Tobiason, Sidney
• Rebay, Karl	• Sedler, Aaron	• Todd, Lisa
• Reber, Greg	• Sewal, Sheetal	• Tong, Kinman
• Redmond, Stephen	• Shannon, Charles E	• Tucci, Paul T
• Refa, Kami	• Silverstein, Philip J	• Urquhart, Scott A
• Reis, Mark V	• Simpson, Scott F	• Valentini, Brandon
• Repp, Tasha N	• Skopil, Trace P	• Vallejo, Ernesto
• Reynolds, Robert	• Smith, Amy	• Valverde, Marco V

- Van Dellen, Michelle R
- Van der wel, E.T.
- Vance, Brandon
- Veeh, Dennis
- Vercruysse, Craig
- Villanueva, Alan
- Villanueva, Kevin N
- Vorhees, Francine B.
- Vossen, Jacob
- Waldram, Paul D
- Wales, Harman K
- Wall, Brad
- Wall, Buddy J
- Wallace, Colin
- Walsh, Glenn
- Wang, Wenli
- Wattum, Glenn A.
- Weber, Mark
- Welsh, Dave
- Weninger, Jr., Roger M
- Whitten, Jordan
- Wiens, DeVon
- Wilks, Kenneth
- Williams, Cameron M
- Williams, Jimmie
- Winton, James
- Wisniewski, Carisa
- Wittwer, Kenneth
- Woodward, Mark
- Workman, James L
- Wright, Mary K
- Wright, Nathan
- Xu, Mei
- Yoo, Seung
- Yu, Jerry
- Zelda, Mike
- Zilberman, Mark
-

Form - A.5: BIDDER DECLARATION

1. Prime bidder information (Review attached Bidder Declaration Instructions prior to completion of this form):

- a. Identify current California certification(s) (MB, SB, SB/NVSA, DVBE): _____ or None X (If "None", go to Item #2)
- b. Will subcontractors be used for this contract? Yes No X (If yes, indicate the distinct element of work your firm will perform in this contract e.g., list the proposed products produced by your firm, state if your firm owns the transportation vehicles that will deliver the products to the State, identify which solicited services your firm will perform, etc.). Use additional sheets, as necessary.

- c. If you are a California certified DVBE: (1) Are you a broker or agent? Yes No X

(2) If the contract includes equipment rental, does your company own at least 51% of the equipment provided in this contract (quantity and value)? Yes No N/A X

2. If no subcontractors will be used, skip to certification below. Otherwise, list all subcontractors for this contract. (Attach additional pages if necessary):

Subcontractor Name, Contact Person, Phone Number & Fax Number	Subcontractor Address & Email Address	CA Certification (MB, SB, DVBE or None)	Work performed or goods provided for this contract	Corresponding % of bid price	Good Standing?	51 % Rental?

CERTIFICATION: By signing the bid response, I certify under penalty of perjury that the information provided is true and correct.

Signature:  Date: June 28, 2019