

SERVICES AGREEMENT

THIS AGREEMENT is made and entered into this ____ day of _____, 20__, by and between the City of Merced, a California Charter Municipal Corporation, whose address of record is 678 West 18th Street, Merced, California 95340, (hereinafter referred to as "City") and California Public Policy Group (CPPG), a California Limited Liability Company, whose address of record is 1127 11th Street, Ste 300, Sacramento, CA 95814, (hereinafter referred to as "Contractor").

WHEREAS, City is undertaking a project to engage CPPG for Legislative Advocacy, Consulting, and Grant Seeking and Writing Services; and,

WHEREAS, Contractor represents that it possesses the professional skills to provide to provide Legislative Advocacy, Consulting, and Grant Seeking and Writing services in connection with said project.

NOW, THEREFORE, the parties hereto, in consideration of the mutual covenants hereinafter recited, hereby agree as follows:

1. **SCOPE OF SERVICES.** The Contractor shall furnish the following services: Contractor shall provide the Legislative Advocacy, Consulting, and Grant Seeking and Writing services described in Exhibit "A" attached hereto.

No additional services shall be performed by Contractor unless approved in advance in writing by the City, stating the dollar value of the services, the method of payment, and any adjustment in contract time. All such services are to be coordinated with City and the results of the work shall be monitored by the City Manager or designee. However, the means by which the work is accomplished shall be the sole responsibility of the Contractor.

2. **TIME OF PERFORMANCE.** All of the work outlined in the Scope of Services shall be completed in accordance with the Schedule outlined in Exhibit "A" attached hereto and incorporated herein by reference. By mutual agreement and written addendum to this Agreement, the City and the Contractor may change the requirements in said Schedule.

3. **TERM OF AGREEMENT.** The term of this Agreement shall commence upon the day first above written and end on September 30, 2026.

4. **COMPENSATION.** Payment by the City to the Contractor for actual services rendered under this Agreement shall be made upon presentation of an invoice detailing services performed under the Scope of Services, in accordance with the fee schedule set forth in Exhibit "A" attached hereto and incorporated herein by reference. The Contractor agrees to provide all services required under the Scope of Services in Exhibit "A" within the compensation amount set forth in Exhibit "A". For Contractor's services rendered under this Agreement, City shall pay Contractor the not to exceed sum of \$119,000.00.

5. **METHOD OF PAYMENT.** Compensation to Contractor shall be paid by the City after submission by Contractor of an invoice delineating the services performed.

6. **RECORDS.** It is understood and agreed that all plans, studies, specifications, data magnetically or otherwise recorded on computer or computer diskettes, records, files, reports, etc., in possession of the Contractor relating to the matters covered by this Agreement shall be the property of the City, and Contractor hereby agrees to deliver the same to the City upon termination of the Agreement. It is understood and agreed that the documents and other materials including but not limited to those set forth hereinabove, prepared pursuant to this Agreement are prepared specifically for the City and are not necessarily suitable for any future or other use.

7. **CONTRACTOR'S BOOKS AND RECORDS.** Contractor shall maintain any and all ledgers, books of account, invoices, vouchers, canceled checks, and other records or documents evidencing or relating to charges for services or expenditures and disbursements charged to the City for a minimum of three (3) years, or for any longer period required by law, from the date of final payment to the Contractor to this Agreement. Any records or documents required to be maintained shall be made available for inspection, audit and/or copying at any time during regular business hours, upon oral or written request of the City.

8. **INDEPENDENT CONTRACTOR.** It is expressly understood that Contractor is an independent contractor and that its employees shall not be employees of or have any contractual relationship with the City. Contractor shall be responsible for the payment of all taxes, workers' compensation insurance and unemployment insurance. Should Contractor desire any insurance protection, the Contractor is to acquire same at its expense.

In the event Contractor or any employee, agent, or subcontractor of Contractor providing services under this Agreement is determined by a court of competent jurisdiction or the California Public Employees Retirement System (PERS) to be eligible for enrollment in PERS as an employee of the City, Contractor shall indemnify, protect, defend, and hold harmless the City for the payment of any employee and/or employer contributions for PERS benefits on behalf of Contractor or its employees, agents, or subcontractors, as well as for the payment of any penalties and interest on such contributions, which would otherwise be the responsibility of City.

9. **INDEMNITY.** Contractor shall indemnify, protect, defend (with legal counsel selected by the City), save and hold City, its officers, employees, and agents, harmless from any and all claims or causes of action for death or injury to persons, or damage to property resulting from intentional or negligent acts, errors, or omissions of Contractor or Contractor's officers, employees, volunteers, and agents during performance of this Agreement; Contractor shall indemnify, protect, defend (with counsel selected by the City) save and hold City, its officers, employees and agents harmless from any and all claims or causes of action for any violation of any federal, state, or municipal law or ordinance, to the extent caused, in whole or in part, by the willful misconduct, negligent acts, or omissions of Contractor or its employees, subcontractors, or agents, or by the quality or character of Contractor's work, or resulting from the negligence of the City, its officers, employees, volunteers and agents, except for loss caused by the sole negligence or willful misconduct of the City or its officers, employees, volunteers or agents. It is understood that the duty of Contractor to indemnify and hold harmless includes the duty to defend as set forth in Section 2778 of the California Civil Code. Acceptance by City of insurance certificates and endorsements required under this Agreement does not relieve Contractor from liability under this indemnification and hold harmless clause. This indemnification and hold harmless clause shall survive the termination of this Agreement and shall apply to any damages or claims for damages whether or not such insurance policies shall have been determined to apply. By execution of this Agreement, Contractor acknowledges and agrees to the provisions of this Section and that it is a material element of consideration.

10. **INSURANCE.** During the term of this Agreement, Contractor shall maintain in full force and effect at its own cost and expense, the following insurance coverage:

- a. **Workers' Compensation Insurance.** Full workers' compensation

insurance shall be provided with a limit of at least One Hundred Thousand Dollars (\$100,000) for any one person and as required by law, including Employer's Liability limits of \$1,000,000.00 per accident. The policy shall be endorsed to waive the insurer's subrogation rights against the City.

b. General Liability.

- (i) Contractor shall obtain and keep in full force and effect general liability coverage at least as broad as ISO commercial general liability coverage occurrence Form CG 0001.
- (ii) Contractor shall maintain limits of no less than One Million Dollars (\$1,000,000) per occurrence for bodily injury, personal injury and property damage.
- (iii) The City, its officers, employees, volunteers and agents are to be named as additional insureds under the policy, as respects liability arising out of work or operations performed by or on behalf of the Contractor.
- (iv) The policy shall stipulate that this insurance will operate as primary insurance for work performed by Contractor and its sub-contractors, and that any other insurance or self insurance maintained by City or other named insureds shall be excess and non-contributory.
- (v) Contractor shall maintain its commercial general liability coverage for three (3) years after completion of the work and shall add an additional insured endorsement form acceptable to the City naming the City of Merced, its officers, employees, agents and volunteers for each year thereafter for at least three (3) years after completion of the work. Copies of the annual renewal and additional insured endorsement form shall be sent to the City within thirty (30) days of the annual renewal.

c. Automobile Insurance.

- (i) Contractor shall obtain and keep in full force and effect an automobile policy of at least One Million Dollars (\$1,000,000) per accident for bodily injury and property damage.

- (ii) The City, its officers, employees, volunteers and agents are to be named as additional insureds under the policy, as respects automobiles owned, leased, hired or borrowed by the Contractor.
- (iii) The policy shall stipulate that this insurance will operate as primary insurance for work performed by Contractor and its sub-contractors, and that any other insurance or self insurance maintained by City or other named insureds shall be excess and non-contributory.

d. Professional Liability Insurance. Contractor shall carry professional liability insurance appropriate to Contractor's profession in the minimum amount of One Million Dollars (\$1,000,000). Architects and engineers' coverage is to be endorsed to include contractual liability.

e. Qualifications of Insurer. The insurance shall be provided by an acceptable insurance provider, as determined by City, which satisfies all of the following minimum requirements:

- (i) An insurance carrier admitted to do business in California and maintaining an agent for service of process within this State; and,
- (ii) An insurance carrier with a current A.M. Best Rating of A:VII or better (except for workers' compensation provided through the California State Compensation Fund).

f. Certificate of Insurance. Contractor shall complete and file with the City prior to engaging in any operation or activity set forth in this Agreement, certificates of insurance evidencing coverage as set forth above and which shall provide that no cancellation or expiration by the insurance company will be made during the term of this Agreement, without thirty (30) days written notice to City prior to the effective date of such cancellation—including cancellation for nonpayment of premium. In addition to any other remedies City may have, City reserves the right to withhold payment if Contractor's insurance policies are not current.

11. PREVAILING WAGES.

A. Labor Code Compliance. If the work performed under this Agreement falls within Labor Code Section 1720(a)(1) definition of a “public works” the Contractor agrees to comply with all of the applicable provisions of the Labor Code including, those provisions requiring the payment of not less than the general prevailing rate of wages. The Contractor further agrees to the penalties and forfeitures provided in said Code in the event a violation of any of the provisions occurs in the execution of this Agreement.

B. These wage rate determinations are made a specific part of this Agreement by reference pursuant to Labor Code Section 1773.2. General Prevailing Wage Rate Determinations may be obtained from the Department of Industrial Relations Internet site at <http://www.dir.ca.gov/>.

C. After award of the Agreement, and prior to commencing work, all applicable General Prevailing Wage Rate Determinations, if applicable, are to be obtained by the Contractor from the Department of Industrial Relations. These wage rate determinations are to be posted by the Contractor at the job site in accordance with Section 1773.2 of the California Labor Code.

D. Contractor agrees to include prevailing wage requirements, if applicable, in all subcontracts when the work to be performed by the subcontractor under this Agreement is a “public works” as defined in Labor Code Section 1720(a)(1) and Labor Code Section 1771.

12. ASSIGNABILITY OF AGREEMENT. It is understood and agreed that this Agreement contemplates personal performance by the Contractor and is based upon a determination of its unique personal competence and experience and upon its specialized personal knowledge. Assignments of any or all rights, duties or obligations of the Contractor under this Agreement will be permitted only with the express written consent of the City.

13. TERMINATION FOR CONVENIENCE OF CITY. The City may terminate this Agreement any time by mailing a notice in writing to Contractor that the Agreement is terminated. Said Agreement shall then be deemed terminated, and no further work shall be performed by Contractor. If the Agreement is so terminated, the Contractor shall be paid for that percentage of the phase of work actually completed, based on a pro rata portion of the compensation for said phase satisfactorily completed at the time the notice of termination is received.

14. **CONFORMANCE TO APPLICABLE LAWS.** Contractor shall comply with its standard of care regarding all applicable Federal, State, and municipal laws, rules and ordinances. No discrimination shall be made by Contractor in the employment of persons to work under this contract because of race, color, national origin, ancestry, disability, sex or religion of such person.

Contractor hereby promises and agrees to comply with all of the provisions of the Federal Immigration and Nationality Act (8 U.S.C.A. 1101 *et seq.*), as amended; and in connection therewith, shall not employ unauthorized aliens as defined therein. Should Contractor so employ such unauthorized aliens for the performance of work and/or services covered by this Agreement, and should any agency or instrumentality of the federal or state government, including the courts, impose sanctions against the City for such use of unauthorized aliens, Contractor hereby agrees to, and shall, reimburse City for the cost of all such sanctions imposed, together with any and all costs, including attorneys' fees, incurred by the City in connection therewith.

15. **WAIVER.** In the event that either City or Contractor shall at any time or times waive any breach of this Agreement by the other, such waiver shall not constitute a waiver of any other or succeeding breach of this Agreement, whether of the same or any other covenant, condition or obligation. Waiver shall not be deemed effective until and unless signed by the waiving party.

16. **INCONSISTENT OR CONFLICTING TERMS IN AGREEMENT AND EXHIBITS.** In the event of any contradiction or inconsistency between any attached document(s) or exhibit(s) incorporated by reference herein and the provisions of the Agreement itself, the terms of the Agreement shall control.

Any exhibit that is attached and incorporated by reference shall be limited to the purposes for which it is attached, as specified in this Agreement. Any contractual terms or conditions contained in such exhibit imposing additional obligations on the City are not binding upon the City unless specifically agreed to in writing, and initialed by the authorized City representative, as to each additional contractual term or condition.

17. **AMBIGUITIES.** This Agreement has been negotiated at arms' length between persons knowledgeable in the matters dealt with herein. Accordingly, any rule of law, including, but not limited to, Section 1654 of the Civil Code of California, or any other statutes, legal decisions, or common-law principles of

similar effect, that would require interpretation of any ambiguities in this Agreement against the party that drafted this Agreement is of no application and is hereby expressly waived.

18. **VENUE.** This Agreement and all matters relating to it shall be governed by the laws of the State of California and any action brought relating to this agreement shall be held exclusively in a state court in the County of Merced.

19. **AMENDMENT.** This Agreement shall not be amended, modified, or otherwise changed unless in writing and signed by both parties hereto.

20. **INTEGRATION.** This Agreement constitutes the entire understanding and agreement of the parties and supersedes all previous and/or contemporaneous understanding or agreement between the parties with respect to all or any part of the subject matter hereof.

21. **AUTHORITY TO EXECUTE.** The person or persons executing this Agreement on behalf of the parties hereto warrants and represents that he/she/they has/have the authority to execute this Agreement on behalf of their entity and has/have the authority to bind their party to the performance of its obligations hereunder.

22. **COUNTERPARTS.** This Agreement may be executed in one or more counterparts with each counterpart being deemed an original. No counterpart shall be deemed to be an original or presumed delivered unless and until the counterparts executed by the other parties hereto are in the physical possession of the party or parties seeking enforcement thereof.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed on the date first above written.

CITY OF MERCED
A California Charter Municipal
Corporation

BY: _____
D. Scott McBride
City Manager

ATTEST:
D. SCOTT MCBRIDE, CITY CLERK

BY: _____
Assistant/Deputy City Clerk

APPROVED AS TO FORM:
CRAIG J. CORNWELL, CITY ATTORNEY

BY: Craig Cornwell 9/18/2025
City Attorney Date

ACCOUNT DATA:
M. VENUS RODRIGUEZ, FINANCE OFFICER

BY: _____
Verified by Finance Officer

{Signatures continued on next page}

CONTRACTOR
California Public Policy Group (CPPG)
A California Limited Liability Company

BY:  Signed by: _____
B629A9CD433B43A
(Signature)

Dane Hutchings
(Typed Name)

Its: Founder & CEO
(Title)

BY: _____
(Signature)

(Typed Name)

Its: _____
(Title)

Taxpayer I.D. No. _____

ADDRESS: 1127 11th Street, Suite 300
Sacramento, CA 95814

TELEPHONE: (916) 974-9270

FAX: _____

E-MAIL:
sgonsalves@publicpolicygroup.com

EXHIBIT A



CITY OF MERCED LEGISLATIVE ADVOCACY CONSULTING SERVICE AND GRANT WRITING SERVICES

Prepared by: Sharon Gonsalves
Managing Director

California Public Policy Group
1127 11th Street, Suite 300, Sacramento, CA
(916) 974-9270
sgonsalves@publicpolicygroup.com

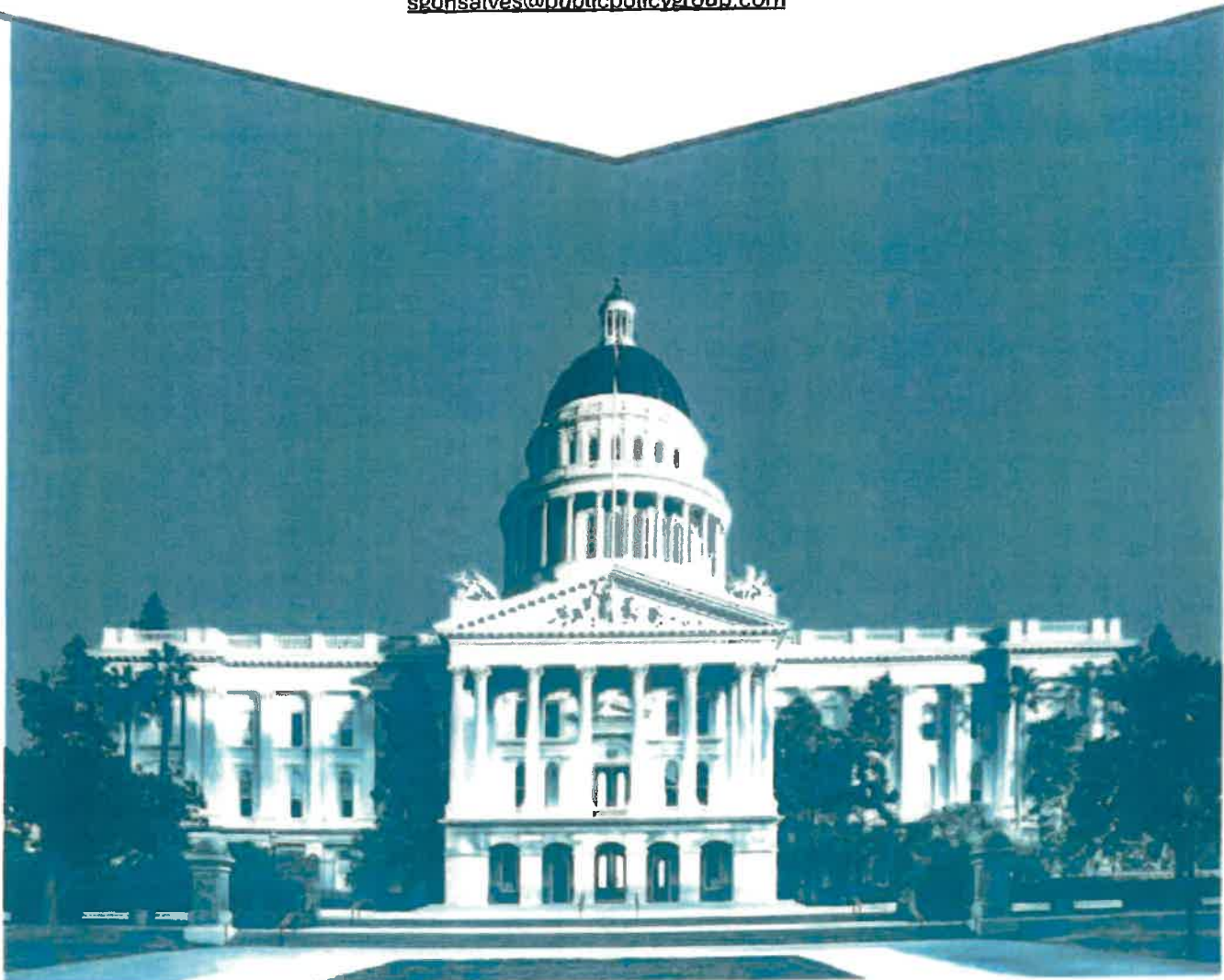




TABLE OF CONTENTS

COVER LETTER 1

FIRM QUALIFICATIONS AND EXPERIENCE3

 Areas of Policy and Funding Expertise3

 City of Merced Community Profile4

 Current Clients and Conflicts Process5

 Conflict of Interest6

 Recent Grant Successes6

 Recent Legislative Successes7

TEAM STRUCTURE AND KEY PERSONNEL 10

APPROACH TO SCOPE OF SERVICES18

 Legislative Advocacy 18

 Core Elements of Successful Legislative Advocacy 18

 Grant Seeking..... 19

 How These Approaches Work Together 21

WORK PLAN AND TIMELINE21

 Scope of Work Legislative Advocacy 21

 Scope of Work Grant Writing 22

 Timeline 24

FEE PROPOSAL.....26

REFERENCES26

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COVER LETTER

July 8, 2025

To: Jennifer Rachman
Senior Management Analyst/Public Information Officer
City of Merced

Dear Ms. Flachman,

On behalf of California Public Policy Group, Inc. (CPPPG), we are pleased to submit our proposal to continue providing State Legislative and Advocacy Consulting and Grant Writing Services to the City of Merced. CPPPG is a Sacramento-based lobbying and grant consulting firm dedicated to delivering real-world results for public agencies. Our work is grounded in the belief that public policy should create lasting, measurable improvements in the communities we serve—outcomes best achieved through proactive, collaborative, and strategic advocacy.

CPPPG began representing the City of Merced at the start of the 2023–2024 legislative session. In March 2024, we expanded our support to include grant writing and funding strategy. Since that time, our team has delivered high-impact outcomes that directly support the City's legislative, budgetary, and development priorities:

CPPPG Impact for the City of Merced Since 2023

- ✓ **Nearly 70% success rate** on positioned legislation—either advancing or protecting Merced's interests
- ✓ **Advanced City-sponsored AB 1259 (Soria):** Authorized Merced to form an Enhanced Infrastructure Financing District (EIFD)
- ✓ **\$4.1 million secured** in combined state budget allocations and competitive grant awards
- ✓ **\$5.5 million** in additional grant applications currently in progress
- ✓ **Development of a targeted legislative and grant strategy** aligned to City Council priorities

The importance of continuity in legislative and funding advocacy cannot be overstated, especially given the evolving dynamics at the federal level. As Merced advances its vision for high-speed rail connectivity and transformative transit-oriented development around the planned station, sustained representation in Sacramento will be vital. While the federal government signals a retreat from high-speed rail investment, California is doubling down. CPPPG is uniquely positioned to help the City navigate this tension—ensuring Merced's priorities are reflected in statewide funding and regulatory strategies, and that opportunities are seized, not sidelined.

Our team's longstanding relationships in the Capitol, Administration, and across key state agencies provide a strategic advantage rooted in bipartisan trust, senior-level engagement, and a client-first mindset. We view our role not simply as advocates, but as enduring partners

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committed to helping the City of Merced advance complex, high-impact initiatives.

On a personal note, we made a commitment from the outset to advocate with tenacity, enthusiasm, and passion on behalf of the City of Merced. Over the past two years, we believe we have honored that commitment. While we are proud of the progress we've made together, there is still important work ahead. We are honored to continue this partnership and enthusiastic about helping the City build on its momentum.

As CPPPG's CEO, Dane Hutchings has the authority to bind the firm in an agreement. Sharon Gonsalves will serve as the day-to-day contact for this proposal and can be reached via email at sgonsalves@publicpolicygroup.com or at (916) 974-9270. Our office is located at 1127 11th Street, Suite 300, Sacramento, California 95814.

Sincerely,

Sharon Gonsalves
Managing Director
California Public Policy Group, Inc.

Dane Hutchings
Founder + CEO
California Public Policy Group, Inc.

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FIRM QUALIFICATIONS AND EXPERIENCE

Areas of Policy and Funding Expertise



CPPPG brings decades of hands-on experience in state policy, public finance, and local government operations. Our team understands the political, regulatory, and administrative dynamics that shape California—and we use that expertise to help cities turn their policy goals into real-world outcomes.

We represent local agencies of all sizes and complexities, from members of the “Big 10” to densified Bay Area cities and growing communities navigating fiscal and operational challenges. But our deepest value may be in regions like the Central Valley, where our long-standing partnerships with cities like Merced and Bakersfield reflect our ability to deliver strategic, grounded, and regionally informed advocacy.

In Merced, our work has helped move legislation, secure competitive and discretionary funding, and build a legislative platform that elevates the City’s voice in broader statewide debates. These results underscore our core philosophy: that effective advocacy must be both proactive and protective. Advancing legislation that empowers local agencies—by creating new tools, unlocking resources, or removing barriers—is just as vital as stopping one-size-fits-all policies that threaten local autonomy or strain fiscal capacity.

Our services are intentionally structured to meet the evolving needs of local government agencies and include:

- State legislative, administrative, and regulatory advocacy
- Strategic planning and policy counsel
- Grant writing, research, and revenue sourcing
- Coalition-building and grassroots campaign coordination
- Public affairs and issue-focused communications
- Federal legislative tracking and impact analysis

These offerings are backed by our team's direct experience in navigating—and helping to shape—California public policy. We’ve worked across critical issue areas such as housing and

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land use, public safety, infrastructure finance, labor, CalPERS, climate resilience, CEQA, and open government law. These aren't abstract policy areas for us—they are the operational realities our clients manage every day. And it's in that practical understanding that CPPPG delivers lasting value.

City of Merced Community Profile



96,073
Total Population (2024)



\$53,931
Median Household Income



22.4%
Poverty Rate



20.5%
Bachelor's Degree or Higher



27,221
Units of Housing (Housing Element)



44%
Language Other than English Spoken at Home



71 FSI occurred in 2021



28.9
Median Age

Merced's combination of educational excellence, economic vitality, demographic diversity, and strategic location make it a community with significant strengths and promising prospects for the future.

Strategically located in the San Joaquin Valley, Merced serves as a transportation nexus with access to major highways, rail services, and proximity to Yosemite National Park. The city's connectivity is set to improve further with the planned expansion of the ACE train and inclusion in California's high-speed rail network, enhancing access to major urban centers.

This dynamic blend of cultural diversity, economic opportunity, and strategic location underscores Merced's growth potential and makes it a uniquely positioned city in California's transportation and economic landscape.

Merced is also distinguished by its strong sense of community, where deep agricultural roots intersect with a growing academic and innovation hub anchored by the University of California, Merced. The city also embraces its demographic diversity, with a population consisting of Latino, Hmong, Black, and White communities, each contributing to the city's vibrant cultural life through festivals, food, small businesses, and civic engagement.

Beyond cultural vitality, Merced offers residents a lower cost of living compared to many other regions in California, making it an appealing choice for families, students, and retirees alike. Outdoor enthusiasts reap the benefits of the city's proximity to national parks, lakes, and rivers, while community members can enjoy access to a growing network of trails, parks, and public spaces. This blend of affordability, natural beauty, and community identity creates a strong foundation for Merced's quality of life.

However, like many communities in California's Central Valley, Merced has experienced increasing housing demand without a proportional expansion of housing supply—leading to rising rents,

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overcrowding, and pressure on aging infrastructure.

Homelessness also remains a visible and complex issue in Merced, shaped by a combination of economic instability, substance use challenges, and limited access to mental and behavioral health care. These conditions contribute to broader concerns around public safety and community well-being, particularly for vulnerable populations. Youth in underserved neighborhoods also face barriers to opportunity, underscoring the importance of long-term engagement, education, and support systems.

Merced's economic landscape is evolving, but disparities persist between available jobs and the skills of the local workforce. As industries like logistics, clean energy, and healthcare expand, many residents continue to face limited access to training and advancement. Environmental challenges, including poor air quality and prolonged droughts, add further pressure to public health and infrastructure—highlighting the community's vulnerability to climate-related stressors and the need for more sustainable resource management.

The City of Merced stands at a pivotal crossroads—rich in culture and opportunities yet facing critical challenges. Its location, educational assets, cultural vibrancy, and relative affordability provide a strong platform for growth and resilience. At the same time, addressing persistent disparities in housing, economic opportunity, and public health has been essential to ensuring that all residents benefit from the city's advancement. As the City evolves, there are clear opportunities in advancing strategies that foster opportunity, strengthen community, and build a more inclusive and resilient future for Merced's residents.

Current Clients and Conflicts Process

| Active Client List (07/08/2025) | | |
|---|---|---|
| Burbank Hollywood Airport Authority* | City of El Cerrito + | City of San Bernardino ** |
| California Association of Psychiatric Technicians* | City of Foster City * | City of San Mateo + |
| California Association of Recreation and Park Districts * | City of Greenfield ** | City of Santa Rosa + |
| California Municipal Clerks Association * | City of Hidden Hills x | City of Thousand Oaks* |
| City of Bakersfield + | City of Merced + | City of Vernon * |
| City of Beaumont + | City of Morgan Hill x | City of Westlake Village x |
| City of Belmont * | City of Mountain View + | Silicon Valley Clean Energy ** |
| City of Brisbane ** | City of Rancho Cucamonga + | San Bernardino Community College District ** |
| City of Carlsbad * | City of Redwood City + | Town of Hillsborough * |
| City of Corona * | City of Roseville (Environmental Utilities) | * Legislative Advocacy Only ** Grant Services Only |

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| | |
|-------------------|--|
| | Dept.) * |
| City of Eastvale* | Ontario International Airport Authority* |

Both Services
Legislative or Grants Advisory
(on-lobbying)

Conflict of Interest

CPPPG affirms that it has no known conflicts of interest that would impair its ability to represent the City of Merced. CPPPG complies with all applicable federal, state, and local conflict of interest laws, including the Political Reform Act and FPPC regulations.

Depending on specific issues, cities may find themselves at odds with counties, special districts, or even with one another. While this is a common challenge for all Sacramento-based firms, at CPPPG, we pride ourselves on our ability to balance the interests of our clients, regardless of the issue. Should a situation arise where one client formally takes a position on legislation that conflicts with the adopted position of another client, we evaluate the nature of the conflict with each client. If appropriate, our firm is prepared to manage any conflict through the following process:

- **Clear and Timely Communication of Actual or Perceived Conflict:** As soon as we become aware of a potential conflict, we promptly inform all affected clients.
- **Issue(s) Separated and Assigned to Separate Advocates:** The issue or issues in question are assigned to a single CPPPG lobbyist and dedicated support team.
- **Ethical Wall Formed:** All communication related to legislative activity, strategy, or any active direct or indirect advocacy efforts regarding the matter at hand are immediately “walled off” from one another until the matter is resolved.
- **Contingency:** In the event that, after this process has been enacted, the City is not satisfied, our firm is open to exploring other options that may provide the City with greater assurance, including potentially identifying and retaining a suitable subcontractor on a short-term basis specific to the singular issue, at no additional cost to the City until the matter is resolved

Recent Grant Successes

To illustrate our proven track record of success, we have included testimonials and campaign narratives from clients who have faced similar challenges and have benefited from our diligent legislative and funding advocacy efforts.

Transformative Climate Communities (TCC) – City of Bakersfield

- **Award Amount:** \$22,125,000
- **Year Awarded:** 2023
- **Funding Agency:** Strategic Growth Council

CPPPG’s team worked hand in hand with staff from Bakersfield’s Economic and Community

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Development Department, providing strategic consulting over six months and grant writing services to develop the application. As a result, Bakersfield secured \$22 million in funding from the SGC's highly competitive TCC program. Bakersfield's Southeast Strong initiative was one of just four projects in 2023 that received a grant for full implementation. Southeast Strong deploys a combination of strategies to uplift and revitalize southeast Bakersfield, a community historically impacted by redlining, chronic poverty, and lack of investment. Projects funded through TCC include affordable housing, urban greening, park revitalization, complete streets infrastructure, workforce development programs for green jobs, increased transit access, residential solar installation, and the creation of a community garden.

Outdoor Recreation Legacy Partnership (ORLP) – City of Beaumont

- **Award Amount:** \$3,204,300
- **Year Awarded:** 2024
- **Funding Agency:** National Park Service

CPPG worked with the City of Beaumont to secure ORLP funding to complete Phase II of the Stewart Park Renovation Project, a transformative effort to revitalize a historic neighborhood park serving disadvantaged census tracts. The park, originally established in 1941, had fallen into disrepair, and lacked safe, accessible recreational amenities. Phase II improvements include construction of an older youth playground, basketball and pickleball courts, a new skate park, group picnic shelters, accessible walkways, an outdoor stage, and major tree planting. The project also removes two interior road segments to unify the park into a larger, more cohesive green space. Extensive bilingual community engagement guided the design, ensuring the park reflects resident priorities and promotes health, safety, and inclusivity. The result will be a vibrant, multi-use destination for all ages in a historically underserved area of Beaumont.

Safe Streets and Roads for All (SS4A) – City of San Bernardino

- **Award Amount:** \$5,279,592
- **Year Awarded:** 2024
- **Funding Agency:** U.S. Department of Transportation

CPPG partnered with the City of San Bernardino to secure SS4A implementation funding for a suite of data-driven safety projects targeting high-collision corridors identified in the City's Local Roadway Safety Plan. Proposed improvements include pedestrian hybrid beacons, buffered bike lanes, sidewalk infill, and road diets designed to reduce fatal and severe-injury crashes. The projects prioritize underserved neighborhoods where 82% of the work will occur and where 55% of households lack vehicle access. Community stakeholders—including the school district, police department, and neighborhood councils—played a key role in shaping the project list.

Recent Legislative Successes

City of Merced

(Demonstrated Skills: Advancing Sponsored Legislation, Strategic Document Creation, Legislative And Executive Advocacy.)

AB 1259 (Soria) Dissolution of redevelopment agencies: enhanced infrastructure financing district: City of Merced (2023-2024 Legislative Session)

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When a client looks to sponsor legislation, typically CPPPG will begin talking to potential authors in late December and early January. In 2023, record rainfall resulted in devastating floods that delayed the efforts to move forward on a bill to authorize the City to create an Enhanced Infrastructure Financing District, which had been restricted due to a settlement the City had with the Department of Finance. When CPPPG received authorization to move forward, there were just three days to secure an author and introduce the bill.

Despite opposition from the Howard Jarvis Taxpayers Association, CPPPG was able to garner support from the League of California Cities and the California Association on Economic Development. Throughout the process our team met with key legislators and staff, testified in each policy committee, and directly engaged with the Governor's office. On October 11, 2023, Governor Newsom signed AB 1259 into law.

CPPPG Staff Assigned: Sharon Gonsalves, Dane Hutchings, and Ethan Nagler

California Association of Recreation and Park Districts (CARPD)

(Demonstrated Skills: Legislative Advocacy Campaign, Stopping Detrimental Legislation, Strategic Document Creation)

SB 315 (Grayson) Quimby Act 2025-2026 Legislative Session

Senate Bill 315 proposed sweeping changes to the Quimby Act—capping parkland dedications at 25% for infill projects and prohibiting Quimby fees within a half-mile of existing parks. These provisions would have significantly undermined local governments' ability to require developers to contribute to community park infrastructure. Representing the California Association of Recreation and Park Districts (CARPD), CPPPG led a coordinated legislative advocacy campaign to stop the bill.

We provided detailed policy analysis, mobilized a broad coalition of stakeholders—including local governments, environmental advocates, planning professionals, and fiscal equity groups—and framed SB 315 as a direct threat to community health, access to green space, and local fiscal responsibility.

Importantly, the City of Merced also formally opposed SB 315, recognizing the harmful impact the bill would have had on its ability to ensure equitable park access and maintain infrastructure for a growing population. As both CARPD's lobbyist and Merced's legislative advocate, CPPPG leveraged our dual roles to align messaging, consolidate strategy, and ensure that Merced's voice was amplified throughout the legislative process.

Our team worked closely with the Senate Local Government Committee and individual legislative offices to educate lawmakers on the real-world consequences of the bill—particularly for Central Valley communities with rising housing demand and historically underserved populations.

Ultimately, our efforts were successful. SB 315 stalled in committee, preserving the ability of cities like Merced to require reasonable parkland dedications and maintain critical funding streams for local open space. This outcome not only protected CARPD's statewide membership but delivered a clear and immediate win for the City of Merced.

CPPPG Staff: Ethan Nagler, Dane Hutchings, Sharon Gonsalves

City of Santa Rosa

(Demonstrated Skills: Strategic Document Creation, Secured Budget Funding)

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City Legislative Delegation Meetings + \$12 million in Secured Funding (2022-2023 Legislative Session)

Providing opportunities to directly educate your lawmakers is a critical aspect of a successful legislative advocacy strategy. Part of CPPPG's unique service approach involves working directly with our clients to develop policy-specific messaging documents that help tell their story. With respect to the City of Santa Rosa, our team conducted extensive fact-finding meetings with the key departmental staff and Council and then created core messaging documents on the City's strategic priorities and budget funding requests. These became the foundation for our educational "tour" with the City's legislative delegation.

We arranged meetings with each legislator in the client's delegation and with high-ranking Administration officials, and we provided City-specific information about priority legislative applicability and specific funding requests based on information obtained in our meetings with the City earlier in the year. As a result, we were able to secure over \$12 million in one-time state funding to help fund critical infrastructure.

CPPPG Staff Assigned: Sharon Gonsalves, Dane Hutchings, and Ethan Nagler

City of Mountain View

[Demonstrated Skills: Advancing Sponsored Legislation (Which Included Securing An Author Outside The Client's Represented Delegation), Strategic Partnerships, Restoring \$20M in State Funding From Proposed Clawback and Coalition Building]

AB 971 (Lee) Vehicles: Transit-Only Traffic Lanes (2023-2024 Legislative Session)

Sponsoring legislation allows the client to take a leading role in drafting policy and negotiating with stakeholders throughout the year. Typically, lawmakers from the client's jurisdiction would introduce such proposals; however, due to prior commitments and a full bill limit, the City's delegation was unable to champion the bill. CPPPG successfully identified an external author for AB 971 (Lee, D-Milpitas), which supports Mountain View's North Bayshore Precise Plan by expanding the types of mass transit vehicles eligible for the City's reversible transit lane along Shoreline Boulevard (upon project completion). This flexibility was crucial for enabling Mountain View's fare-free transit operation to meet capacity requirements for the project.

In 2023, CPPPG collaborated with City staff to draft legislation and engage with the Assembly and Senate Transportation committees. We also coordinated early with the California Transit Association and the Valley Transportation Authority (VTA) to ensure that the legislation met the City's objectives while respecting transit-agency autonomy and preventing additional costs for signage. At the last minute, Caltrans raised concerns about potential impacts on state highways. To address this, we worked with the author's office to obtain a legislative rule waiver, allowing the bill to be pulled from its final Assembly vote and returned to the Senate Floor for essential amendments. Ultimately, AB 971 was signed into law.

CPPPG Staff Assigned: Sharon Gonsalves, Dane Hutchings, and Ethan Nagler

TEAM STRUCTURE AND KEY PERSONNEL

Dane Hutchings, Founder + CEO



APPLICABLE EXPERIENCE: AT A GLANCE

- 17 Years Of Legislative Advocacy And Public Affairs Experience
- Former Legislative Representative And Federal Policy Liaison, League Of California Cities
- Proven Proficiency In Coalition Building
- Strong Relationships With Key Legislative, Administrative, And Executive Branch Officials
- Registered Lobbyist With The State Of California;
- B.A. In Public Affairs, California State University, Sacramento; M.P.P., New England College

More About Dane

Dane Hutchings brings nearly two decades of experience as a dedicated advocate for California's cities and local government agencies at the State Capitol. As a political strategist and registered lobbyist, Dane has successfully championed policies in transportation, land use, homelessness, and governmental transparency—issues directly relevant to the City of Merced's strategic goals. His expertise in navigating the State Budget process has secured millions in one-time earmarks and preserved critical state funding streams for CPPG clients, even during challenging fiscal years.

In the FY 24 State Budget cycle, Dane, in partnership with the CPPG team, successfully secured \$15 million for client priorities despite historic state deficits. In 2023 alone, he played a key role in obtaining nearly \$40 million in one-time funding for local government clients—demonstrating a consistent ability to deliver tangible, impactful results.

Prior to founding CPPG, Dane served as Legislative Representative and Federal Policy Liaison at the League of California Cities, where he advised city officials on issues including labor relations, privacy and technology, governmental transparency, the Brown Act, and workers' compensation. His early career at Ogilvy, a top-tier public affairs firm, laid the foundation for his unique 'inside-outside' advocacy approach—combining direct legislative engagement with strategic coalition building to protect and advance local government interests. During his tenure at Ogilvy, Dane engaged in multiple issue-based campaigns specifically designed to support legislative strategies for both public and private sector clients. His work spanned a diverse array of organizations and policy areas, including the California High-Speed Rail Authority, the California Office of Traffic Safety, the Community College League of California, the California Earthquake Authority, and the Department of Water Resources.

In 2011, at the height of cartel-related violence in Mexico, Dane was tapped to join Ogilvy's crisis communications team for Mexico's Secretaría de Turismo. In that capacity, he worked with national and international publications, private companies, and government officials to manage communications and promote safety initiatives and to strengthen economic development ties with California—demonstrating his adaptability and skill in managing complex, high-stakes public policy challenges.

Dane's deep relationships across the Capitol, the Administration, and state agencies, coupled with

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his understanding of city operations, position him to effectively represent Merced's legislative and funding priorities at the state level.

Sharon Gonsalves, Managing Director



APPLICABLE EXPERIENCE: AT A GLANCE

- Over 19 Years Of Governmental Affairs And Public Relations Experience
- Strong Policy Background In Natural Resources And Water Issues
- Proven Track Record In Advising Clients On The Successful Procurement Of Federal And State Grant Funding
- Skilled In Successfully Navigating The State Budget Process
- Registered Lobbyist With The State Of California;
- B.A. In Communications, California State University, Monterey

More About Sharon

Sharon Gonsalves brings nearly two decades of experience in legislative advocacy and public policy, with a focus on helping cities and local agencies navigate California's complex political landscape. She is known for her ability to build strong, bipartisan relationships in the Capitol and with key regulatory agencies—essential assets for advancing municipal priorities in today's rapidly evolving policy environment.

Sharon's background includes nearly ten years in the California State Legislature, where she served as Legislative Director to State Senator Anthony Cannella, then a leader on both the Senate Transportation and Housing Committee and the Senate Natural Resources Committee. In that role, Sharon was instrumental in negotiating landmark legislation such as Proposition 1 (2014 water bond) and SB 1 (2017 Road Repair and Accountability Act), which secured the first sustainable increase in state transportation funding in more than two decades. Her efforts fostered a broad, bipartisan network that continues to open doors for local government priorities.

As CPPPG's lead lobbyist for the City of Merced, Sharon has helped deliver high-impact results on both legislative and budgetary fronts. Aside from engaging on hundreds of pieces of legislation to both protect and advance the City's interest, she played a central role in sponsoring and advancing AB 1259 (Soria) [Chapter 678, Statutes of 2023], a bill that authorized the City to form an Enhanced Infrastructure Financing District. Her leadership on this effort restored an essential financing mechanism that will support Merced's infrastructure and long-term growth strategy.

At CPPPG, Sharon has also driven growth by championing legislation that aligns with local needs and securing vital funding for cities across the state. Recent highlights include partnering with the California Professional Firefighters and the United States Lifesaving Association to remove restrictive regulations on state beaches and working with the City of Carlsbad on AB 2715 (Boerner) [Chapter 243, Statutes of 2024] to amend the Brown Act—enabling local governments to discuss cybersecurity matters in closed session, thus protecting critical infrastructure. In the

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2023–2024 legislative session, she championed legislation that empowers employers to obtain temporary restraining orders for employees facing job-related harassment.

Sharon's deep understanding of the state budget process has been instrumental in securing millions of dollars in funding for parks, critical infrastructure, and other public improvements—including recent wins for the cities of Bakersfield, Mountain View, Santa Rosa, and Merced. In Merced, she worked closely with City leaders and the Administration to secure a \$4 million state earmark for a new fire station and emergency operations center—supporting the City's long-term goals for emergency preparedness and public safety infrastructure. She has also supported projects that enhance parks and open spaces, rehabilitate aging community facilities, strengthen wildfire resilience, and improve public safety. Her blend of policy expertise, coalition-building skills, and commitment to local government continues to make her a trusted partner to the City of Merced and a key asset in its legislative and funding efforts.

Coby Pizzotti, Director of Legislative Affairs



APPLICABLE EXPERIENCE: AT A GLANCE

- 18 Years Of Strong Legislative Advocacy Experience
- 10 Years As A Former Legislative Staff Member Including Two Assembly Speakers
- 9 Years, As A Local Elected Official
- Strong Organized Labor Background
- Registered Lobbyist With The State Of California; B.S. In Public Administration, University Of Hamilton

More About Coby

Coby Pizzotti is a seasoned professional with 28 years of experience in legislative, political, and campaign environments, recognized for his successful advocacy and impactful leadership. His deep relationships with Members of the Legislature and organized labor leaders position him to effectively advance local government priorities in Merced's dynamic political landscape.

Before joining CPPG, Coby was a partner at Lyles, Wiesmann, Pizzotti, and Associates, a management firm that represented the California Association of Psychiatric Technicians (CAPT)—a union representing over 6,000 state-employed licensed and certified nursing professionals. In that role, Coby championed the rights of state-employed nurses and public safety professionals, demonstrating his ability to build coalitions and navigate complex labor issues. CAPT remains a CPPG client, and Coby continues to administer their statewide political action committee, ensuring effective engagement with policymakers and ongoing advocacy on behalf of their members.

His expertise spans legislative strategy, policy development, and stakeholder engagement. Coby played a pivotal role in drafting landmark legislation such as the "Car Buyers Bill of Rights," protecting consumer rights and personal information. Additionally, he successfully lobbied for AB 1340, establishing enhanced treatment programs at the Department of State Hospitals for violent patients, and negotiated \$30 million in budget funding for their construction and staffing.

Coby began his career in the California State Assembly, working for four legislators, two Speakers, and the Democratic Caucus—gaining firsthand knowledge of the legislative process and building relationships that remain valuable assets today.

Since 2015, Coby has served as an elected member of the Washington Unified School District Board

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of Education, providing him with unique insights into the challenges and opportunities facing local government agencies. Under his leadership, the district has addressed achievement gaps, improved test scores, and increased parental involvement. He led the passage of a \$150 million school facilities bond with 60% voter approval and negotiated a project labor agreement with the Sacramento Sierra Building and Construction Trades, promoting equitable opportunities for local labor. These initiatives align closely with Merced's focus on housing, infrastructure, workforce development, and inclusive community growth.

Coby's deep relationships with legislators and organized labor, combined with his strategic approach to coalition-building and commitment to local government, make him an invaluable partner to the City of Merced as it navigates key legislative and funding challenges.

Claire Sullivan, Associate Lobbyist

APPLICABLE EXPERIENCE: AT A GLANCE



- Former Agency Staff Under Governor Brown and Newsom Administrations
- Housing, Land Use, Environmental and Taxation Policy Expertise
- Former Senior Staff with California Housing and Community Development Department
- Registered Lobbyist With The State Of California; J.D. Environmental and Taxation Law Penn State, B.S. University of California, Davis

More About Claire

Claire Sullivan is CPPG's leading housing policy expert, bringing a deep understanding of California's housing landscape and extensive relationships within the Department of Housing and Community Development (HCD). Her background makes her an invaluable resource for cities like Merced that are committed to advancing affordable housing, increasing supply, and maintaining their Prohousing designation.

Before joining CPPG, Claire spent three years at HCD, where she oversaw a team of 12 staff working alongside local governments to navigate compliance with state housing laws and access affordable housing funding. Notably, she designed and administered the Prohousing Incentive Program, which has provided more than \$55 million to California cities that prioritize housing production and streamline permitting. Her work helped shape the implementation of housing element law and created practical pathways for cities to align with state goals while addressing local challenges.

At CPPG, Claire supports a broad range of municipal priorities with a particular depth in housing, land use, and infrastructure policy. She analyzes and tracks legislation, drafts position letters and committee testimony, negotiates bill language, and engages directly with state agencies and legislative staff. Claire is frequently called upon to develop committee background materials and talking points and to help coordinate coalition efforts around high-priority bills—ensuring that client perspectives are clearly articulated and effectively represented throughout the legislative process.

Prior to her time at HCD, Claire worked at MidPenn Legal Services, representing low-income clients in eviction proceedings, mediations, and welfare determinations—experience that deepened her commitment to equity and affordable housing. Her earlier roles included serving as an Executive Legal Assistant in the Office of the Governor under Governor Brown, where she liaised with state and

local agencies on issues including environmental, public health, criminal justice, and labor concerns.

Claire holds a Juris Doctor with specializations in environmental law and taxation from Penn State Law, a bachelor's degree in community and regional development from the University of California, Davis, and an associate degree in behavioral science from Mission College.

Ethan Nagler, Associate Lobbyist



APPLICABLE EXPERIENCE: AT A GLANCE

- Strong Legislative Process And Background
- Former Legislative Staff In The California Senate
- Policy Analyst Background With A Strong Attention To Detail
- Registered Lobbyist With The State Of California M.P.P., American University; B.A. Political Science, University Of Oregon

More About Ethan

Ethan Nagler is a rising leader at CPPPG, representing municipal and special district clients in all facets of state legislative advocacy. Known for his tireless work ethic and precision, Ethan has quickly become an indispensable asset to the team, driving client priorities and achieving high-stakes results in California's complex political environment.

In 2025, Ethan led CPPPG's successful opposition to Senate Bill 315 (Grayson), which threatened to restrict local governments' ability to secure parkland funding under the Quimby Act. Representing the California Association of Recreation and Park Districts (CARPD), he developed key policy analyses, coordinated a statewide coalition, and worked directly with the Senate Local Government Committee to stop the bill in committee—preserving a critical funding tool for cities and districts. This effort showcased his ability to navigate complex legislative dynamics and deliver client wins.

Ethan's work ethic and initiative have also made him a go-to leader for clients on issues ranging from budget advocacy to policy amendments. He consistently steps forward to build coalitions, refine strategies, and lead advocacy efforts that protect and advance local government priorities.

Prior to joining CPPPG, Ethan served in the Capitol office of Senator Bill Dodd (D-Napa), where he gained firsthand experience in legislative processes and stakeholder negotiations. He also worked at the Federal Reserve Bank of San Francisco, where he specialized in policy analysis and organizational efficiency—skills he now applies to his legislative work, ensuring clients receive precise, data-driven advocacy.

Ethan's dedication, growing leadership role, and results-oriented approach make him a highly effective voice for local governments navigating California's legislative landscape.

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Dan Carrigg, Senior Advisor

**APPLICABLE EXPERIENCE: AT A GLANCE**

- 35 years of legislative advocacy experience.
- 25 years advocating on behalf of local government.
- Former Housing and Community Development Committee Consultant
- Former Deputy Executive Director and Chief Lobbyist, League of California Cities
- Expertise in California's legislative, political, and budget processes.

More About Dan

Dan Carrigg is the Senior Policy Advisor at the California Public Policy Group (CPPPG), bringing extensive experience in legislative analysis, policy development, strategy, and advocacy on a wide range of issues affecting California's local government agencies. With over 35 years working on legislative issues in the State Capitol, Dan is an expert and thought leader in the policies that shape local governance and is skilled at crafting practical, implementable legislation that advances the interests of public agencies.

Dan's policy background includes deep experience in economic and community development issues—core priorities for cities like Merced that are working to build affordable housing, invest in infrastructure, and drive inclusive growth. He helped develop and refine legislation supporting new economic development tools, including Enhanced Infrastructure Finance Districts (EIFDs) and Community Revitalization Investment Authorities (CRIAs). He continues to consult on these issues with the California Association for Local Economic Development (CALED).

Dan's deep working relationships with key policy committee consultants and senior officials within the Newsom Administration make him particularly effective at translating local agency goals into actionable state-level policies. His reputation for collaboration and strategic insight ensures that local government clients have a strong, informed voice in Merced's policymaking process.

During his 21-year career with the League of California Cities, Dan served as Deputy Executive Director and Legislative Director, overseeing the League's lobbying and policy development activities. He lobbied on key issues such as budget, revenue and taxation, transportation, housing, and land use. In addition to supervising the League's legislative and public affairs teams, he drafted and analyzed bills and ballot measures, testified in the Legislature, and authored numerous articles in *Western City* magazine.

Dan's roots in the Capitol include a fellowship on the Assembly Desk under former Speaker Willie Brown and serving as senior consultant for the Assembly Housing and Community Development Committee from 1991–1996.

Dan graduated magna cum laude from California State University, Sacramento, with a bachelor's degree. He holds a Certificate in Management from the University of California, Davis, and is certified as a mediator by the Conflict Resolution Research and Resource Institute (Tacoma, WA).

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Jake Whitaker, Funding Advisor



APPLICABLE EXPERIENCE: AT A GLANCE

- Certified Grant Writer with Over \$155 Million in Funding Secured for Local Government Agencies, Institutions of Higher Education, and Nonprofit Organizations
- Nearly 10 Years of Experience Working in and with Local Government
- 4 Years of Experience as a Local Government Elected Official
- Member, Grant Professionals Association
- B.A. Politics, Willamette University

More About Jake

Jake Whitaker serves as Director of Grant Services at the California Public Policy Group, where he leads the firm's efforts to secure state and federal funding for local government clients. With nearly a decade of experience working in and with local agencies, Jake specializes in helping cities advance priorities like infrastructure, housing, public safety, climate resilience, and economic development through targeted funding strategies.

Since launching CPPPG's Grant Services practice in June 2021, Jake has overseen more than 60 successful proposals, securing over \$155 million in grant awards. Known for his collaborative leadership style and sharp strategic insight, Jake has worked with communities of all sizes, from large cities like Bakersfield to small, agrarian communities like Greenfield in the Salinas Valley. His experience includes supporting clients in the Inland Empire, the San Mateo Peninsula, and the North Bay, showcasing his versatility and commitment to helping diverse jurisdictions achieve their funding goals.

Jake's accomplishments include leading efforts that secured over \$20 million for the San Bernardino Community College District through the California Workforce Development Board's High Road Training Partnership and High Road Construction Careers programs. He also played a key role in the Southeast Strong initiative in Bakersfield, helping secure a combined \$42 million in funding from the EPA's Community Change Grant and the Strategic Growth Council's Transformative Climate Communities program.

In his capacity as a Funding Advisor, Jake works closely with city staff to advise on which grant opportunities best align with local priorities—ensuring clients are well-positioned to secure dollars at the state, federal, and regional levels. His expertise spans the full grant lifecycle—from early scoping and strategic positioning to final submission and compliance. Jake's deep knowledge of the funding landscape enables him to offer proactive guidance on upcoming opportunities and counsel on the shifting availability of federal grant programs.

With a proven record of helping cities and local agencies secure transformative funding, Jake is well-positioned to support the City of Merced in navigating California's evolving funding environment and identifying opportunities that align with the City's strategic goals.

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Bruce Rudd, Senior Consultant



APPLICABLE EXPERIENCE: AT A GLANCE

- 42 Years of Public Service, Including Serving as The City Manager of Fresno, Assistant City Manager, Director of Transportation, Interim Director of Parks and Recreation
- Extensive Knowledge and Understanding of Municipal Finance and Operations
- Successfully Managed Multiple Complex Grant-Funded Capital Improvement Projects
- Secured \$100 Million In Transformative Climate Communities Funding for the City of Fresno
- B.S. In Business Administration, University of Phoenix

More About Bruce

Bruce Rudd retired from the City of Fresno after 42 years of public service that culminated with his appointment by Mayor Ashley Swearengin to the position of City Manager in June 2013. The City of Fresno is unique when compared to other cities of its size in that public transportation and airports departments are also managed and operated by the City.







Bruce represented the City of Fresno on the County of Fresno Council of Government's (CFCOG) Policy Advisory Council and advised the Mayor and other policymakers on transportation projects and/or issues involving CFCOG, the Fresno County Transportation Authority, Caltrans, and the California High Speed Rail Authority. Because of his background and experience in transportation and project management, there were times during the Great Recession when Bruce simultaneously held the role of City Manager and Director of Transportation. One of his final assignments was to assume responsibility for ensuring that Fresno's \$53 million Bus Rapid Transit project was successfully completed.

In his role as City Manager, Bruce Rudd led the effort on behalf of the City of Fresno to vie for a \$70 million Transformative Climate Communities (TCC) Collaborative grant from the State of California. This included a 50% match requirement or \$35 million representing a total investment of more than \$100 million in total. Bruce sought out, drafted, and met with key stakeholders throughout the grant application process. Bruce led the effort to identify a number of internal and external resources that were leveraged, including funding from State Center Community College District, federal Congestion and Mitigation and Transit Program funds, local transportation tax revenues, as well as other sources in order to fund the required match.

APPROACH TO SCOPE OF SERVICES

Legislative Advocacy



-  We anticipate your opportunities & challenges
-  We amplify your voice
-  We understand your region
-  We customize our approach
-  We provide boutique service
-  We find funding

Our clients rely on us not as a luxury, but as a strategic necessity—essential to advancing their policy goals, securing state resources, and defending their interests at the Capitol.

We begin by developing a deep understanding of each client's operations, strategic priorities, and political landscape. From there, we craft tailored advocacy strategies designed to advance beneficial legislation, stop or amend harmful proposals, and position the client for success in the annual state budget process. These strategies are informed by our team's subject matter expertise, strong bipartisan

relationships, and daily presence in the Capitol.

Our process includes:

- Continuous monitoring of legislation and regulatory developments
- Detailed bill tracking and impact analysis
- Timely alerts and actionable recommendations
- Drafting of position letters, testimony, and fact sheets
- Coordinated outreach to legislators, committee consultants, and administration officials

To keep clients informed and engaged, we provide frequent updates, structured work plans, and comprehensive reports. This consistent communication helps demystify the legislative process and allows agency staff and elected leaders to focus on execution, not information-gathering. Ultimately, our approach saves clients time, expands their influence, and ensures they are positioned to shape—not just respond to—state policy.

Core Elements of Successful Legislative Advocacy

We believe in a smart, focused approach to lobbying. Our experience proves time and again that carefully selecting a few top priorities and then bringing the best minds to work on them typically bears fruit. We know how to navigate legislation through the policy, appropriations, and budget processes, and we have the ability to call on and directly engage with legislators and key staff who analyze, debate, and decide the outcome of important legislation.

Trust us to deliver targeted, impactful advocacy that not only elevates your voice in Sacramento but also resonates with your stakeholders and community. Our advocacy strategy is underpinned by the following principles, ensuring our clients receive the best possible service.

Proactive Engagement

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Creative Solutions

Adaptability in the Political Process

A Tenacious Work Ethic and Passion for Local Government

Proactive Engagement: Building upon a solid foundation of your goals and key messaging, CPPPG will continually engage early and often with key decision-makers and like-minded stakeholders throughout the legislative process during the interim recesses, and between legislative sessions. This includes consistent communication with your legislative delegation on items of concern and opportunity, as well as proactive engagement with relevant committee chairs, consultants, Administration officials.

Creative Solutions: The success of advancing legislative or fiscal proposals, negotiating amendments, and mounting a coordinated public affairs campaign when necessary is determined by the approach taken to achieve results. While there are some general principles that every advocacy firm should implement for their clients, we shy away from the one-size-fits all solution and instead assess the full landscape for your specific circumstances and needs. This allows us to provide the proper guidance, messaging, and on-the-ground maneuvering that pushes beyond the cookie-cutter solutions frequently offered in California advocacy.

Adaptability in the Political Process: We have curated a team of strategic operatives with deep experience across diverse policy arenas, including former high-ranking Capitol staff, committee consultants, and former elected officials. Our collective professional network is leveraged to fulfill our clients' goals effectively. Drawing on our rich and diverse political backgrounds, we have engaged with nearly every issue impacting local jurisdictions. This positions us to quickly familiarize ourselves with client-specific policy matters, enabling active and effective engagement with stakeholders and lawmakers, even on tight timelines. When one opportunity closes, we strive to uncover alternative pathways to continue advancing your priorities. Our unique blend of determination, agility, and solid policy expertise equips us to stay ahead of potential opposition, ensuring your needs and concerns are consistently addressed and successfully advanced within the legislative arena.

A Tenacious Work Ethic and Passion for Local Government: Our motto is, "We do the work, and we take nothing for granted." That may sound overly simplistic, but in our experience, many firms solely rely on their "relationships" to advance their clients' interests. While relationships are vital, legislative advocacy is a domain that rewards persistence and hard work more than anything else. We understand the unique challenges that the Cities face. This understanding enables us to help develop your unique voice, share your story, and advance your goals more effectively.

Grant Seeking

We believe that successful grant seeking begins long before a deadline. Our approach is rooted in

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preparation, strategic alignment, and a clear understanding of what makes a project fundable—not just what makes it important. We don't just write grants—we help our clients build the internal clarity, capacity, and timing necessary to consistently compete at a high level.

Our process begins with a rigorous evaluation of project readiness. Before recommending pursuit, we help clients assess whether a project is clearly defined, well supported, and competitively positioned. This means asking essential questions:

- Is the problem clearly articulated?
- Is the funding opportunity a true match?
- Do we have the resources and partnerships needed?
- Are the goals aspirational but realistic?
- Can we demonstrate capacity to implement and measure success?

1. Identify the problem that needs to be addressed.
2. Identify a funding opportunity that matches the problem.
3. Identify the resources that you need to address the problem.
4. Set aspirational, yet realistic, goals for the project.
5. Based on those resource needs and goals, develop a scope of work.
6. Affirm your capacity to achieve the scope of work.
7. Prepare a data collection and progress tracking plan.

To guide this evaluation, we apply a structured readiness model that ensures each proposal is grounded in strategic fit, feasibility, and funder expectations. This seven-step framework—outlined in the graphic above—has become a key tool in helping clients move from concept to competitiveness with greater confidence and success.

Once a project is deemed ready, CPPPG moves through a disciplined development cycle: Preparation, Development, and Submission. Each phase is governed by a custom work plan, clear timelines, and defined roles for every participant. We conduct structured kickoff meetings, maintain consistent communication, and enforce quality control protocols to ensure that the final product is not only technically complete, but also reflective of the client's voice, priorities, and execution readiness.

Throughout development, we rely on what we call the Core Elements of Grant Seeking—five criteria consistently present in successful proposals:

- A clearly defined problem
- A well-articulated solution
- A feasible and justified budget
- Demonstrated organizational capacity
- A plan to measure impact

We also continuously scan the funding landscape to identify high-probability opportunities at the federal, state, and regional levels. Each opportunity is evaluated through our "fit and readiness"

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lens so that clients pursue the right grants at the right time—with the greatest likelihood of success. Our goal is not simply to submit proposals, but to build sustainable grant-seeking capacity that supports long-term strategic goals and maximizes return on investment.

How These Approaches Work Together

While our legislative advocacy and grant-seeking services are distinct, they are deeply integrated by design. At CPPPG, the two practices inform and reinforce one another to maximize strategic impact for our clients.

Our advocacy team monitors the State Budget closely—not only to shape statewide policy, but to identify emerging funding streams, potential earmark opportunities, and new program allocations. These insights allow our grants team to act early, preparing clients to pursue funding with a clear understanding of timing, structure, and competitive positioning.

Likewise, our grants team routinely collaborates with the advocacy side to develop project narratives and framing strategies that reflect state priorities—ensuring that applications speak directly to the goals and values embedded in legislative or administrative guidance. We also coordinate legislative delegation engagement, notifying state lawmakers when a client is pursuing a major grant opportunity in their district and requesting letters of support that can be included in the application package. These letters often underscore a project's regional significance and political viability, strengthening its competitive profile.

This alignment allows us to position client projects for success on multiple fronts: advancing policies that support their objectives, securing discretionary funds where appropriate, and elevating proposals in competitive grant processes by ensuring they reflect the broader goals of the State. This model enables our clients to influence the systems that shape funding—and then compete more effectively within them. It's this ongoing interplay between policy and funding, narrative and opportunity, that defines the CPPPG approach.

WORK PLAN AND TIMELINE

We are prepared to deliver all services listed in the City of Merced's Scope of Work, drawing from a proven track record representing public agencies at the state level. More specifically:

Scope of Work Legislative Advocacy

- **Tracking and Analyzing State and Federal Legislation and Budget Actions:** CPPPG provides comprehensive legislative and budget tracking using a custom internal tracking system aligned to client-specific interests. For the City of Merced, we will maintain a real-time matrix of bills and budget items relevant to the City's operations, fiscal stability, and policy objectives. We issue tailored legislative updates and alert City staff to key deadlines, amendments, and political shifts.
- **Identifying, Monitoring, and Responding to Legislation:** We proactively identify legislation that impacts Merced and recommend strategies for support, opposition, or amendment. We prepare position letters, talking points, bill analyses, and testimony materials as needed. Our

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team monitors daily activity in the Capitol and is positioned to act swiftly when legislation evolves.

- **Advocacy with the State Legislature and Administration:** CPPPG maintains strong bipartisan relationships with members of the Legislature, including Merced-area representatives, as well as key staff in the Governor's Office and relevant state agencies. We meet regularly with legislative and Administration officials on behalf of clients to advocate for favorable outcomes and shape emerging policies.
- **Drafting and Submitting Legislation:** We assist clients in conceptualizing, drafting, and advancing legislation. This includes identifying legislative sponsors, developing bill language, coordinating with Legislative Counsel, and managing the full legislative lifecycle. CPPPG has successfully carried multiple client-sponsored bills through the Legislature in recent years.
- **Assisting with State Budget Requests:** CPPPG has secured nearly \$500 million in public funding for local government clients through state budget allocations, competitive grants, and federal earmarks. We provide end-to-end support in identifying funding opportunities, developing advocacy strategies to secure General Fund appropriations, and building coalitions around budget requests.
- **Providing Monthly and Annual Reports:** We deliver regular reports summarizing legislative and regulatory activities, bill status updates, state budget developments, and next-step recommendations. Reports are tailored to Merced's specific policy priorities which can be used to brief the Law and Legislation Committee, full council or the public. Annual summaries highlight accomplishments and establish strategic direction for the upcoming year.
- **Advising on Legislative Strategy and Goal Setting:** CPPPG leads annual legislative planning sessions and works with clients to identify proactive policy priorities, analyze risk exposure, and position agencies to lead or shape high-impact legislation. Our strategic guidance includes scenario planning, coalition mapping, and political risk analysis.
- **Providing Briefings and Updates to City Council, Committees, and Staff:** We are experienced in delivering concise, action-oriented briefings to executive teams, elected officials, and public committees. We prepare memos and presentations in line with Brown Act requirements and work with City staff to ensure that messaging is consistent, timely, and responsive to local dynamics.
- **Conduct a Relationship Inventory with City Staff:** CPPPG will work with Merced's staff to develop an inventory of existing relationships with key legislative, committee, and administrative personnel. This map of strategic touchpoints will inform a coordinated outreach strategy and amplify the City's existing influence in Capitol and agency conversations.
- **Filing All Required FPPC Forms:** CPPPG files all required lobbying disclosures and ethics filings on behalf of our clients, including Form 602 and Form 635. Our internal compliance protocols ensure full adherence to FPPC and Fair Political Practices regulations.

Scope of Work Grant Writing

- **Proposal Development:** CPPPG will provide grant writing and proposal development services from start to finish of the proposal development process. This includes preparing funding abstracts, project narratives, and the required forms and attachments. The grant writer will convene a kickoff meeting for each project and outline expectations for all staff involved in preparing the application. Optimizing your use of resources and staff time is an overarching priority for our team. CPPPG will develop a strategic work plan for the development of each

proposal, take the lead in scheduling meetings, and work to obtain relevant information from stakeholders.

- **Collaborative Approach:** CPPPG utilizes a collaborative grant writing process to compile highly competitive proposals. Our skilled consultants understand that leveraging the subject matter expertise of our client is critical to success. We use cloud-based document-sharing services to enable real-time feedback from the client throughout the proposal development process. When there is an active project, the assigned grant writer will schedule weekly/bi-weekly calls to provide a consistent check-in point (cadence is determined on a case-by-case basis).
- **Quality Control:** Prior to submitting a grant application, CPPPG's grant writer will review the contents of the narrative and each attachment, check for typographical or grammatical errors, and ensure that all required components for a complete proposal are included in the application package.
- **Legislative Delegation Engagement:** CPPPG's grant writers work in partnership with our Sacramento lobbying team to notify legislators about grant applications in their districts and request letters of support to include in grant applications.
- **Progress Monitoring and Grant Tracking:** CPPPG's team will provide monthly Grant Activity Reports that identify grant applications in progress, funding opportunities being tracked by CPPPG's team on behalf of the client, and the outcomes (awarded/pending/rejected) of submitted grant applications. Tracking lists are organized based on identified focus areas and aligned to the client's priority projects.
- **Funding Opportunity Research:** CPPPG conducts continual and comprehensive research to keep clients informed of upcoming grant opportunities. Proactively identifying funding priorities allows staff and consultants to focus grant-seeking efforts in a way that supports the client's long-term strategic goals and helps strategically align grant-seeking activities with council-approved priorities. CPPPG clients receive the monthly Municipal Funding Outlook report detailing current and cyclical grant programs administered by federal, state, and regional agencies.
- **Strategic Planning:** CPPPG works directly with organizational leadership teams to identify funding and service gaps to inform grant-seeking activities. We schedule "deep dive" meetings with departments within the client's organization as part of our onboarding process to focus on key priorities and use these priorities to drive our research and grant tracking efforts.
- **Grant Readiness:** CPPPG's consultants will support the client's efforts to proactively identify priority projects and triage potential grant opportunities to support these projects. As part of this effort, our consultants will vet projects for competitive viability to support the development of strong grant applications.
- **Peer Review:** CPPPG's consultants are available to provide peer review for grant applications prepared by the client's own staff.
- **Interdepartmental Grants Teams:** CPPPG frequently works with clients to develop an Interdepartmental/Interdisciplinary Grants Team. This model is intended to bring together the main points of contact in key departments for consistent communication and sharing of upcoming opportunities.
- **Organizational Support:** Upon request, CPPPG's consultants will work with the client's staff to assess areas for improvement in the client's grant-seeking efforts, assess past performance, and support the implementation of best practices to support successful efforts.

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- **Professional Development:** Upon request, CPPPG can provide workshops for your organization to support grant-seeking and grant management activities at the staff level. Clients are eligible to receive one complimentary workshop per year.

Timeline

Below is a detailed timeline that outlines how and when we would implement our workplan and work with the City to further the custom plan established to meet the needs of the City. Specific dates and deliverables are subject to change should the Legislative calendar be modified.

| Legislative Advocacy Timeline | |
|--|---|
| Time Period | Key Activities |
| September – December 2025 (Initial 90-Day Plan) | <ul style="list-style-type: none"> • Meet with Administration on bills of interest to the City pending action by the Governor. • Provide comprehensive end-of-year report reviewing City success and forecasting 2026 policy issues. • Meet with the City to establish agency legislative priorities for 2026. • Devise a legislative tracking matrix tailored to City interests. • Identify funding priorities and relevant 2026 grant programs in coordination with City departments. |
| December 2025 – February 2026 (Deep Dive & Onboarding) | <ul style="list-style-type: none"> • Develop and vet ideas for potential sponsored legislation (if desired). • Collaborate with City staff to refine the 2026 legislative advocacy plan. • Review Governor's January Budget Proposal to identify City-specific funding opportunities. |
| February – August 2026 (Legislation & Budget Advocacy) | <ul style="list-style-type: none"> • Engage with policy, fiscal, and Administration staff to advance City priorities. • Pursue state budget earmarks, federal community project funding, and competitive grant programs. • Coordinate coalition-building and third-party support for key bills. • Draft and deliver position letters, fact sheets, talking points, and testimony. • Track legislative amendments and coordinate City input in real time. • Prepare and support City staff for committee testimony as needed. • Monitor administrative and regulatory developments that impact City operations. |
| August – September 2026 (Wrap-Up & Reporting) | <ul style="list-style-type: none"> • Prepare end-of-session legislative report summarizing outcomes and key metrics. • Recommend formal City positions on remaining |

ADVOCACY. FUNDING. RESULTS.



legislation and budget items.

- Support final negotiations and last-stage amendments for sponsored or supported bills.
- Finalize and archive all position letters, reports, and bill files for City records.

Grants Timeline

| | |
|---|--------------------------------------|
| Providing Grant Writing, Research, and Strategic Consulting services to the City of Merced | Continuous |
| Notification of funding opportunities relevant to the City's priorities and needs. | Continuous |
| Attend monthly meetings with the City's designated point(s) of contact to track progress on grant-seeking activities and review upcoming opportunities. | Recurring monthly |
| Send monthly Grant Activities Report with custom opportunity tracking list to the City's designated point(s) of contact. | Coinciding with each monthly meeting |
| Send monthly Municipal Funding Outlook report to the City's designated point(s) of contact. | Recurring monthly |
| Schedule a Deep Dive Meeting to develop multi-year priorities and goals with the Grants Division and personnel from other departments that actively pursue grants, including Parks & Recreation, Public Works, Community Development & Housing, and Police. | Month 1 |
| Using the information gathered from the Deep Dive Meeting, refine CPPPG's custom grant opportunity tracking list for the City and build out the integrated list of focus areas and priority projects. | Month 2 |
| Send Annual Report to the City's designated point(s) of contact. | December of each year |
| Hold annual inter-departmental Deep Dive Meetings to review, assess, and add to the City's multi-year grant-seeking priorities. | June of each year |

FEE PROPOSAL

The proposed pricing below outlines a fully loaded not-to-exceed amount inclusive of all services outlined in the RFP's scope of work.

| Service | Monthly | Annual |
|---|---------|---------------------|
| <i>Legislative Advocacy Services</i> | \$6,000 | \$72,000.00 |
| <i>Grant Writing and Development Services</i> | \$3,500 | \$42,000.00 |
| <i>Service Total</i> | | \$114,000.00 |
| <i>*As Needed in Person Travel Budget</i> | -- | \$5,000.00 |
| Total Not-To-Exceed | | \$119,000.00 |

** Please Note: \$5,000.00 not-to-exceed annual travel would only be used in connected with client-request travel (e.g., Hotel, transportation, mileage etc. associated with a requested in-person meeting). No travel-related expenses shall be assessed unless specifically requested and approved by the client.*

REFERENCES

| Name | Agency | Services | Email | Phone |
|---|---|----------------------------|----------------------------|----------------|
| Anthony Valdez, Assistant City Manager | City of Bakersfield | Lobbying and Grant Writing | avaldez@bakersfieldcity.us | (661) 326-3751 |
| Matt Durate, Executive Director | CA Association of Recreation and Park Districts | Lobbying | mduarte@capri-jpa.org | (916) 722-5550 |
| Afshin Oskoui, City Manager | City of Belmont | Lobbying | aoskoui@belmont.gov | (650) 595-7408 |
| John Gillison, City Manager | City of Rancho Cucamonga | Lobbying and Grant Writing | john.gillison@cityofrc.us | (909) 774-2011 |

Certificate Of Completion

Envelope Id: A2A0EDB4-D34C-44F3-8CF5-98D3C905E9A6
 Subject: Complete with Docusign: CPPG_FY 26 Original Agreement_CA signed.pdf
 Tyler Contract Number:
 Source Envelope:
 Document Pages: 38
 Certificate Pages: 5
 AutoNav: Enabled
 EnvelopeId Stamping: Enabled
 Time Zone: (UTC-08:00) Pacific Time (US & Canada)

Status: Completed

Envelope Originator:
 Sarah Knoester
 678 W 18th Street
 Merced, CA 95340
 KnoesterS@cityofmerced.gov
 IP Address: 136.226.78.189

Record Tracking

| | | |
|--|--|--------------------|
| Status: Original 9/19/2025 1:15:21 PM | Holder: Sarah Knoester KnoesterS@cityofmerced.gov | Location: DocuSign |
| Security Appliance Status: Connected | Pool: StateLocal | |
| Storage Appliance Status: Connected | Pool: City of Merced | Location: Docusign |

Signer Events

Dane Hutchings
 dhutchings@publicpolicygroup.com
 President and Secretary
 Security Level: Email, Account Authentication (Optional)

Signature

Signed by:

 B629A9CD433843A...

Signature Adoption: Drawn on Device
 Using IP Address:
 2601:204:d77f:3eb0:c090:97:88b:83c6
 Signed using mobile

Timestamp

Sent: 9/19/2025 1:22:00 PM
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 Signed: 9/19/2025 2:19:51 PM

Electronic Record and Signature Disclosure:
 Accepted: 9/19/2025 2:19:26 PM
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In Person Signer Events

Signature

Timestamp

Editor Delivery Events

Status

Timestamp

Agent Delivery Events

Status

Timestamp

Intermediary Delivery Events

Status

Timestamp

Certified Delivery Events

Status

Timestamp

Carbon Copy Events

Status

Timestamp

Sharon Gonsalves
 sgonsalves@publicpolicygroup.com
 Security Level: Email, Account Authentication (Optional)

Electronic Record and Signature Disclosure:
 Not Offered via Docusign

COPIED

Sent: 9/19/2025 2:19:52 PM

Amy Boggs
 aboggs@publicpolicygroup.com
 Security Level: Email, Account Authentication (Optional)

Electronic Record and Signature Disclosure:
 Not Offered via Docusign

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Sent: 9/19/2025 2:19:52 PM
 Viewed: 9/19/2025 2:22:14 PM

Witness Events

Signature

Timestamp

| Notary Events | Signature | Timestamp |
|--|------------------|----------------------|
| Envelope Summary Events | Status | Timestamps |
| Envelope Sent | Hashed/Encrypted | 9/19/2025 1:22:00 PM |
| Certified Delivered | Security Checked | 9/19/2025 2:19:26 PM |
| Signing Complete | Security Checked | 9/19/2025 2:19:51 PM |
| Completed | Security Checked | 9/19/2025 2:19:52 PM |
| Payment Events | Status | Timestamps |
| Electronic Record and Signature Disclosure | | |

ELECTRONIC RECORD AND SIGNATURE DISCLOSURE

From time to time, City of Merced (we, us or Company) may be required by law to provide to you certain written notices or disclosures. Described below are the terms and conditions for providing to you such notices and disclosures electronically through the DocuSign system. Please read the information below carefully and thoroughly, and if you can access this information electronically to your satisfaction and agree to this Electronic Record and Signature Disclosure (ERSD), please confirm your agreement by selecting the check-box next to 'I agree to use electronic records and signatures' before clicking 'CONTINUE' within the DocuSign system.

Getting paper copies

At any time, you may request from us a paper copy of any record provided or made available electronically to you by us. You will have the ability to download and print documents we send to you through the DocuSign system during and immediately after the signing session and, if you elect to create a DocuSign account, you may access the documents for a limited period of time (usually 30 days) after such documents are first sent to you. After such time, if you wish for us to send you paper copies of any such documents from our office to you, you will be charged a \$0.00 per-page fee. You may request delivery of such paper copies from us by following the procedure described below.

Withdrawing your consent

If you decide to receive notices and disclosures from us electronically, you may at any time change your mind and tell us that thereafter you want to receive required notices and disclosures only in paper format. How you must inform us of your decision to receive future notices and disclosure in paper format and withdraw your consent to receive notices and disclosures electronically is described below.

Consequences of changing your mind

If you elect to receive required notices and disclosures only in paper format, it will slow the speed at which we can complete certain steps in transactions with you and delivering services to you because we will need first to send the required notices or disclosures to you in paper format, and then wait until we receive back from you your acknowledgment of your receipt of such paper notices or disclosures. Further, you will no longer be able to use the DocuSign system to receive required notices and consents electronically from us or to sign electronically documents from us.

All notices and disclosures will be sent to you electronically

Unless you tell us otherwise in accordance with the procedures described herein, we will provide electronically to you through the DocuSign system all required notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you during the course of our relationship with you. To reduce the chance of you inadvertently not receiving any notice or disclosure, we prefer to provide all of the required notices and disclosures to you by the same method and to the same address that you have given us. Thus, you can receive all the disclosures and notices electronically or in paper format through the paper mail delivery system. If you do not agree with this process, please let us know as described below. Please also see the paragraph immediately above that describes the consequences of your electing not to receive delivery of the notices and disclosures electronically from us.

How to contact City of Merced:

You may contact us to let us know of your changes as to how we may contact you electronically, to request paper copies of certain information from us, and to withdraw your prior consent to receive notices and disclosures electronically as follows:
To contact us by email send messages to: cityclerk@cityofmerced.org

To advise City of Merced of your new email address

To let us know of a change in your email address where we should send notices and disclosures electronically to you, you must send an email message to us at cityclerk@cityofmerced.org and in the body of such request you must state: your previous email address, your new email address. We do not require any other information from you to change your email address.

If you created a DocuSign account, you may update it with your new email address through your account preferences.

To request paper copies from City of Merced

To request delivery from us of paper copies of the notices and disclosures previously provided by us to you electronically, you must send us an email to cityclerk@cityofmerced.org and in the body of such request you must state your email address, full name, mailing address, and telephone number. We will bill you for any fees at that time, if any.

To withdraw your consent with City of Merced

To inform us that you no longer wish to receive future notices and disclosures in electronic format you may:

- i. decline to sign a document from within your signing session, and on the subsequent page, select the check-box indicating you wish to withdraw your consent, or you may;
- ii. send us an email to cityclerk@cityofmerced.org and in the body of such request you must state your email, full name, mailing address, and telephone number. We do not need any other information from you to withdraw consent.. The consequences of your withdrawing consent for online documents will be that transactions may take a longer time to process..

Required hardware and software

The minimum system requirements for using the DocuSign system may change over time. The current system requirements are found here: <https://support.docusign.com/guides/signer-guide-signing-system-requirements>.

Acknowledging your access and consent to receive and sign documents electronically

To confirm to us that you can access this information electronically, which will be similar to other electronic notices and disclosures that we will provide to you, please confirm that you have read this ERSD, and (i) that you are able to print on paper or electronically save this ERSD for your future reference and access; or (ii) that you are able to email this ERSD to an email address where you will be able to print on paper or save it for your future reference and access. Further, if you consent to receiving notices and disclosures exclusively in electronic format as described herein, then select the check-box next to 'I agree to use electronic records and signatures' before clicking 'CONTINUE' within the DocuSign system.

By selecting the check-box next to 'I agree to use electronic records and signatures', you confirm that:

- You can access and read this Electronic Record and Signature Disclosure; and
- You can print on paper this Electronic Record and Signature Disclosure, or save or send this Electronic Record and Disclosure to a location where you can print it, for future reference and access; and
- Until or unless you notify City of Merced as described above, you consent to receive exclusively through electronic means all notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you by City of Merced during the course of your relationship with City of Merced.