



Agenda Item 5
May 4, 2016

DATE: April 22, 2016

TO: Children and Families Commission of Orange County

FROM: Christina Altmayer, Executive Director 

SUBJECT: Consultant Agreements

ACTION: Adopt resolution authorizing agreements or amendments to agreements with designated individuals and organizations to provide project management, evaluation, operational support and on-call/special projects consulting services for the specified terms, amounts and conditions.

SUMMARY:

The Children and Families Commission of Orange County's business model and organizational structure relies on technical and project management consultants to help develop and implement strategies established by the Commission. The Commission currently contracts with 30 individuals and firms for consulting services in areas ranging from project management and evaluation to graphic design. The majority of these existing agreements are scheduled to expire on June 30, 2016.

In March, staff conducted a Request for Qualifications (RFQ) to identify consultants that could provide project management, operational support services, evaluation, on-call/special projects consultants and established a roster of qualified applicants. A total of 30 applicants were received from individuals and firms interested in providing consulting services to the Commission. This staff report requests Commission authority to enter into consultant agreements for fiscal year 2016/17, consistent with the proposed fiscal year 2016/17 budget.

DISCUSSION:

The Commission's Business Plan identifies the need for consultants in specific areas of technical and project management consulting services. Attachment 2 provides a roster of qualified program management, operational support and on-call/special projects applicants. On-call consultants are not guaranteed any work but are an approved list of resources from which the Commission may draw upon for additional consulting services throughout the year as needs arise, subject to budget limitations. Attachment 3 provides a roster of qualified evaluation applicants. Placing qualifying applicants on this roster does not obligate the Commission to utilize their services and no commitment is made to issue contracts to them or engage their services in any way. In the event that the Commission requires an expertise not currently addressed by the on-call list, the most qualified individual or firm will be identified and added to the on-call list.

Attachment 1 includes staff recommendations for consultant services for fiscal year 2016/17; the attachment includes terms, contract amounts and descriptions of scopes of work for each consultant. The cost for requested consultant services represents a net reduction of \$32,000 compared to the same scope of consultant services in the prior year. The proposed consultant

services budget includes consultant support for the First 5 IMPACT (Improve and Maximize Programs so All Children Thrive) program that will be reimbursed First 5 California; and additional funds to pay for consultant and technical support to implement Bridges Maternal Child Health Network data system optimization recommendations presented to the Commission in March 2016. Total budgeted funding is approximately \$1.2 million which is approximately 4.6 percent of the total operating budget of \$26.7 million, within the Commission's target of five-percent. A summary of each consultant category included in Attachment 1 and recommendations for contract approval are set forth below.

Project Management Consultants

Project management consultants provide specialized expertise in health, early education, and operational program areas. Consistent with the model employed by the Commission since inception, these consultants provide unique and specialized skills, supplement the Commission's staff, and allow for the Commission to maintain a relatively small full-time staff. The project management consultants are responsible for reviewing program performance throughout the term of the contract, ensuring quality of services, monitoring for compliance with contract requirements, and providing continuous program support and technical assistance based on their programmatic expertise.

Six project management consultants are recommended to support the Commission's programs through the next fiscal year. Hourly rates for project management consultants range from \$75 to \$150 per hour and are based on subject matter expertise, experience, and complexity of the project demands. In addition, Commission staff will review the qualified lists of applicants to identify appropriate program management consultants to lead the efforts for the Bridges Maternal Child Health Network Quality/Process Improvement activities and return to the Commission for approval of selected consultants in July 2016.

Evaluation Consultants

Proposition 10 requires each county commission have a plan that describes the goals and objectives to be achieved; the programs, services and projects to be provided; and how measurable outcomes of programs, services, and projects will be determined using appropriate and reliable indicators. To address this mandate, the Commission's Evaluation Manager is supported with assistance from consultants. Collectively, this team designs, coordinates and leads strategies to measure progress toward achievement of the goals and objectives in the Commission's Strategic Plan including ensuring data reporting compliance and analysis of reported data. The Evaluation consultants who will support this work receive an hourly rate that range from \$65 to \$175 per hour. Consultants recommended also include a firm with exclusive software capabilities, qualifying them as a sole source consultant.

Operational Support Services Consultants

There are four operational support services consultants responsible for strategic communications, fund development and graphic design. The consultants in this category have an hourly rate range between \$75 to \$225 per hour.

- Strategic Communications consultants assist with the development of the Commission's communications strategy by managing the website and social media sites, providing legislative support and outreach to elected leaders, and implementing public awareness activities and special events.

- The Fund Development consultant provides support for the Commission's efforts in developing sustainability strategies and pursuing grant opportunities consistent with the Commission's priority to diversify funding and expand federal, state and national philanthropic grants in Orange County. This includes development of grant applications, program budgets, case statements, and cultivating a list of potential corporate funders, foundations and government grants.
- Graphics Design consultants provide layout, and production services for collateral materials including reports, brochures, newsletters, educational materials, presentation materials, photographic images, special reports, art for web site use, and other printed or electronic media.

On-Call/Special Projects

Four on-call/special project consultants are recommended for funding in fiscal year 2016/17. On-call/special project consultants will receive funding authorization in amounts not to exceed those noted on Attachment 1 and shall not be guaranteed a maximum payment obligation as actual funding may vary as projects are further refined during contract negotiations and as services are provided throughout the year. On-call/Special Projects will provide ad hoc, as needed, consulting services including:

- Representation on health advisory boards and committees
- Support for Commission's fiscal leveraging efforts related to County-Based Medi-Cal Administrative Activities
- Contract Compliance/Audits activities (two consultants may be needed)
 - Performance Audit- more intensive contract compliance review of programs
 - Risk Management- risk assessment reviews of program
 - Financial Review/Audit- program financial audits which require more intensive review

Implementing Actions and Next Steps

Based on Commission action, staff will work with consultants recommended for funding to execute agreements effective July 1, 2016 for up to a one year term. Pursuant to the RFQ, consultant contracts are eligible for renewal for up to three additional one year terms, subject to annual review of the consultant's performance, budgetary considerations, Commission program priorities, and Commission approval. All consultant agreements will include a requirement to disclose any potential conflicts of interest and to provide assurances that the consultant will refrain from actions giving rise to potential conflicts of interest, which is consistent with the updated Consultant or Professional Services Agreement template approved by the Commission.

The agreement with NetChemistry will be one-year amendment to the current contract and will be amended to incorporate the additional scope related to the Bridges Maternal Child Health optimization recommendations.

STRATEGIC PLAN & FISCAL SUMMARY:

The proposed action has been specifically reviewed in relation to the Commission's Strategic Plan and is consistent with the Commission's goals. The total funding amount of approximately \$1.2 million for consultant agreements from July 1, 2016 to June 30, 2017, is included in the fiscal year 2016/17 budget within the related categories.

PRIOR COMMISSION ACTIONS:

- May 2015- Authorized Funding for Consultant Agreements and Adopted updates to Commission Business FY 2014/15 Plan
- May 2014 - Authorized Funding for Consultant Agreements
- April 2014 – Adopted Commission Budget and Business Plan
- December 2013 – Approved updated standard form agreements

RECOMMENDED ACTION:

Adopt resolution (Attachment 4) authorizing the Executive Director, or designee, and Commission Counsel to prepare and negotiate Agreements, or Amendments to existing Agreements at Executive Director's sole discretion, with designated individuals and/or organizations to provide project management, evaluation, operational support and on-call/ special projects consulting services for the terms, in the amounts, and on the conditions as specified in Attachment 1.

ATTACHMENTS:

1. Consultant Recommendations
2. Roster of Qualified Applicants
3. Roster of Qualified Evaluation Applicants
4. Resolution for Consultant Agreements

Contact: Lucy Lin

CONSULTANT RECOMMENDATIONS

Consultant Category	Subject Matter	Contract Number	Consultant	Term	FY 16/17 Funding	Scope
Project Management	Bridges Maternal Child Health Network and Homeless Prevention	C-332	Margarita McCullough	07/01/16-06/30/17	Bridges \$80,000	Responsible for program oversight, monitoring of data compliance, and identifying any program improvement/corrective action plans for Bridges and Homeless Prevention agreements.
					Homeless \$20,000	
Project Management	School Readiness Nursing and Community Health Centers	C-333	Dian Milton	07/01/16-06/30/17	School Nursing \$60,000	Responsible for program oversight, monitoring of data compliance and identifying any program improvement/corrective action plans for school readiness nursing and clinical services, including community clinics, pediatric vision, and community developmental programs.
					Community Health Access \$14,000	
					Pediatric Health Services \$9,000	
Project Management	Nutrition and Physical Activity	C-334	Arlene Turner	07/01/16-06/30/17	\$10,000	Responsible for providing technical assistance to Commission funded programs on best practices regarding active play and nutrition in young children.
Project Management	Early Learning	C-335	Cinda Muckenthaler (Muckenthaler & Associates, Inc.)	07/01/16-06/30/17	\$125,000	Responsible for providing program oversight, monitoring of data compliance and identifying program improvement/corrective action plans for school district and countywide early learning programs. Coordinate with school districts on sustainability plans and developing long-term funding strategies.

CONSULTANT RECOMMENDATIONS

Consultant Category	Subject Matter	Contract Number	Consultant	Term	FY 16/17 Funding	Scope
Project Management	Strong Families/ Developmental Screening	C-336	Lisa Burke	07/01/16-06/30/17	\$65,000	Responsible for program oversight and identifying program improvement opportunities for developmental screening grants and for providing support for special projects and strategic communications.
Project Management	Quality Start OC/Quality Rating and Improvement System (QRIS)/First 5 IMPACT	C-337	Jennifer Burrell (Knowledge Ideas Dedication & Solutions, Inc.)	07/01/16-06/30/17	\$60,000 **	Coordinate with Orange County Department of Education (OCDE) to implement Quality Start OC (Orange County's Quality Rating and Improvement System) at alternative sites with a focus on developmental screenings and family strengthening programs, and provide related training.
Special Projects* (On-Call)	Community Health Services	C-331	Jackie Tran	07/01/16-06/30/17	\$10,000	Represent the Commission on community health advisory boards and committees in order to facilitate increased understanding of health needs, gaps, and resources as relate to Orange County children, and promote collaboration among diverse stakeholders toward improved outcomes for children.
Project Management Total					\$453,000	

* On-Call/ Special Projects consultants shall not be guaranteed a maximum payment obligation as actual funding may vary as projects are further refined during contract negotiations and as services are provided throughout the year.

** First 5 IMPACT is a grant funded by First 5 California and the Commission receives reimbursement for these expenditures.

CONSULTANT RECOMMENDATIONS

Consultant Category	Subject Matter	Contract Number	Consultant	Term	FY 16/17 Funding	Comments
Evaluation	Early Development Index	C-337	Jennifer Burrell (Knowledge Ideas Dedication & Solutions, Inc.)	07/01/16-06/30/17	\$10,000	Responsible for providing technical assistance to school districts as they implement the Early Development Index.
Evaluation	Bridges Maternal Child Health Network Data System Hosting	FCI-BN2-19	NetChemistry, Inc.	07/1/16-06/30/17	\$108,000	Responsible for providing hosting services for the operation of the Bridges Connect Data System, developed by NetChemistry, for the Orange County Bridges Maternal Child Health Network providers working with the Commission
					\$30,000	Responsible for providing system updates in response to program optimization results.
Evaluation	Evaluation Support	C-338	Limor Zimskind (Limor Consulting, Inc.)	07/01/16-06/30/17	Early Development Index \$54,000	Responsible for evaluation project management of the Early Development Index including coordinating and executing teacher trainings, developing GIS mapping and community profile reports, and providing technical assistance on the EDI to local communities.
					Special Projects \$50,000	Responsible for providing evaluation services related to special projects services on an as needed basis related to implementing the Commission's FY 2016/17 Evaluation Work Plan. Special project consultation may include conducting or collaborating on initiative specific evaluations, program specific evaluations, external evaluation, best practices, and other data analysis.
Evaluation Total					\$252,000	

CONSULTANT RECOMMENDATIONS

Consultant Category	Subject Matter	Contract Number	Consultant	Term	FY 16/17 Funding	Comments
Operational Support	Strategic Communications	C-340	Kathleen Freed (Cornerstone Communications)	07/01/16-06/30/17	\$50,000	Assist in the development and execution of the Commission's communications strategy; and manage the Commission's website and social media sites, coordinating content and updates.
Operational Support	Graphic Design	C-343	Mark Mendoza (AdGyld)	07/01/16-06/30/17	\$20,000	Combined budget of \$20,000 for all graphic design services. Provide layout, and production services for collateral materials including reports, brochures, newsletters, educational materials, presentation materials, photographic images, special reports, art for web site use, and other printed or electronic media.
		C-344	Luis Alvarado (Luis Alvarado Design)			
Operational Support	Strategic Communications	C-341	Curt Pringle & Associates	07/01/16-06/30/17	\$95,000	Responsible for legislative support, community partnership, public awareness activities, including "Essentials for Young Lives" and additional activities as request.
					Essentials for Young Lives \$25,000	
Operational Support	Fund Development	C-342	Anne Olin (The Olin Group, Inc.)	07/01/16-06/30/17	\$125,000	Responsible for development of grant proposals and identifying grant opportunities for the Commission and/or funded grantee partners. Provide technical assistance for development and implementation of the Commission's capacity building program.
Operational Support (On-Call)*	Performance Audit / Risk Management/ Financial Review & Audit	C-339	Sherry Gilbey	07/01/16-06/30/17	\$100,000	Responsible for performing risk assessments and compliance audits of programs requiring more intensive compliance reviews.
		PS-138	KNL Support Services			
Operational Support (On-Call)*	Fiscal Leveraging	C-346	Laura Massena	07/01/16-06/30/17	\$10,000	Ad hoc/ on-call support for fiscal leveraging efforts related to County-Based Medi-Cal Administrative Activities.
Operational Support Total					\$425,000	

* On-Call/ Special Projects consultants shall not be guaranteed a maximum payment obligation as actual funding may vary as projects are further refined during contract negotiations and as services are provided throughout the year.

CONSULTANT RECOMMENDATIONS

CATEGORY TOTALS	FY 16/17 Funding
Project Management Total	\$453,000
Evaluation Total	\$252,000
Operational Support Total	\$425,000
GRAND TOTAL	\$1,130,000

ROSTER OF QUALIFIED PROGRAM MANAGEMENT, OPERATIONAL SUPPORT AND ON-CALL/ SPECIAL PROJECTS APPLICANTS

Subject Matter Expertise

(Pediatric Health Services, Development Screening, Bridges Maternal Child Health Network, Community Health Services, School Readiness Nursing, Homeless Prevention, Early Learning, and Early Learning Quality Improvement Programs)

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|---|---|
| <ul style="list-style-type: none"> • Arlene Turner • Barbara Oliver • Burke Consulting (Lisa Burke) • Center for Nonprofit Management • Dian Milton • Ersoylu Consulting • Focali Consulting, LLC (Deena Margolis) • Jaqueline Tran • Knowledge, Ideas, Dedication, and Solutions, Inc. (Jennifer Burrell) | <ul style="list-style-type: none"> • Laura Massena • Margarita McCullough • My Team Effort (Cindy Miller) • Muckenthaler & Associates, Inc. (Cinda Muckenthaler) • NP Strategies (Rebecca Alvarez) • Parsons Consulting (Kari Parsons) • Sandy Peffer Stone • Sherry Gilbey • The Olin Group (Anne Olin) |
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Operational Support Services

(Fiscal Leveraging, Performance Audit, Risk Management, Financial Review/Audits, Strategic Communications, Graphic Design, Contract Development, and Fund Development)

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| <ul style="list-style-type: none"> • AdGyld • Anila Neumeister • Burke Consulting (Lisa Burke) • Cornerstone Communications (Kathleen Freed) • Curt Pringle & Associates • Focali Consulting, LLC (Deena Margolis) | <ul style="list-style-type: none"> • KNL Support Services • Laura Massena • Luis Alvarado Design • Muckenthaler & Associates, Inc. (Cinda Muckenthaler) • Sandy Peffer Stone • Sherry Gilbey • The Olin Group (Anne Olin) |
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ROSTER OF QUALIFIED EVALUATION APPLICANTS

Evaluator	1. Assisting with Analyzing Commission Data and Assist in Preparing Reports for the Commission (Examples: Year to Year Comparisons of Core Data Elements, Reports on Service Outcomes, Comparisons of Commission Data with Community-Wide Data)	2. Contribute to the Ongoing Review and Design of Commission Evaluation Data Collection Requirements (Examples: Annual Review of data Collection Requirements)	3. Conduct and Report on Program Evaluations (Examples: Capacity Building, Catalytic Grants)	4. Serve in Advisory Capacity (Examples: Review and Advise on Program Evaluation Proposals)	5. Serve as Project Manager to Implement Evaluation Requirements of Grant Funded Collaborative Community Projects or Projects Implemented Across California Counties	6. Collect and Compile Commission-Wide Data That Are Not Currently Collected in the Commission's Data Collection and Reporting System (Examples: Surveys of Clients, Focus Groups)	7. Develop, Compile and/or Utilize County Wide Data or Prepare Countywide Assessments (Examples: Early Development Index, Bridges Maternal Child Health Network, Community Indicators Report)	8. Conduct and Report on Program Evaluations (Examples: Capacity Building, Catalytic Grants)
Blue Garnet	X	X		X		X	X	X
Center for Nonprofit Management	X	X	X	X	X	X	X	X
Dian Milton (Independent Consultant)		X	X	X	X	X		X
Ersoylu Consulting	X	X	X	X	X	X	X	X
Harder + Company Community Research	X	X	X	X	X	X	X	X
Jacqueline Tran (Independent Consultant)		X	X	X	X	X	X	X
Keene Insights	X	X	X	X	X	X		X
Limor Consulting (Independent Consultant)	X	X	X	X	X	X	X	X
My Team Effort		X					X	X
Noelle Banuelos	X	X	X	X		X		X

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(Independent Consultant)								
NP Strategies	X		X	X				
Parsons Consulting	X	X				X	X	X
Sherry Gilbey (Independent Consultant)	X	X	X					X
Smart Start	X	X	X	X	X	X	X	X
The Olin Group	X	X	X	X	X	X	X	X

CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY

RESOLUTION NO. ___-16-C&FC

May 4, 2016

A RESOLUTION OF THE CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY DIRECTING THE EXECUTIVE DIRECTOR AND COMMISSION COUNSEL TO PREPARE AND NEGOTIATE NEW AGREEMENTS, OR AMENDMENTS TO CURRENT AGREEMENTS AT THE EXECUTIVE DIRECTOR'S SOLE DISCRETION, WITH DESIGNATED INDIVIDUALS AND/OR ORGANIZATIONS TO PROVIDE CONSULTING SERVICES FOR PROJECT MANAGEMENT, EVALUATION, OPERATIONAL SUPPORT AND ON-CALL/SPECIAL PROJECT SERVICES; AND, AUTHORIZING APPROVAL AND EXECUTION OF SUCH AGREEMENTS AND/OR AMENDMENTS TO AGREEMENTS ON BEHALF OF THE COMMISSION

WHEREAS, in order to facilitate the creation and implementation of an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood development, the legislature adopted legislation set forth in the California Children and Families Act of 1998, Health and Safety Code Section 130100, *et seq.* (as amended, the "Act") implementing the Children and Families First Initiative passed by the California electorate in November, 1998 and establishing the California Children and Families Commission and County Children and Families Commissions, including this Children and Families Commission of Orange County ("Commission"); and

WHEREAS, Commission adopted its Strategic Plan to define how funds authorized under the Act and allocated to the Commission should best be used to meet the critical needs of Orange County's children prenatal to five years of age as codified in the Act; and

WHEREAS, the Commission desires to enter New Agreements, or Amendments to Current Agreements at the Executive Director's sole discretion, with each of the individuals and/or organizations, hereinafter referred to as the "Consultant" in each of the Agreements or Amendments to Agreements identified in the staff report for the May 4, 2016 Commission meeting to provide Consulting Services for Project Management, Evaluation, Operational Support and On-Call/Special Projects Services for the terms and in the amounts and on the conditions as described in Attachment 1 therein; and

WHEREAS, each Consultant desires to enter into the applicable Agreements, or Amendments to Agreements in furtherance of the purposes of the Act and the Strategic Plan on the terms and conditions set forth in the applicable Agreements; and

WHEREAS, Commission has reviewed the staff report for the May 4, 2016 Commission meeting relating to the scopes of services to be provided and hereby finds and determines that the proposed Agreements, or Amendments to Agreements, are in furtherance of and consistent with the Commission's Strategic Plan; and

WHEREAS, Commission desires to authorize the Commission Chair and Commission Clerk to execute the Agreements, or Amendments to Agreements with each of the Consultants, for the

terms and in the amounts and on the conditions as specified in Attachment 1 to the May 4, 2016 staff report for this Agenda Item; and

NOW, THEREFORE BE IT RESOLVED BY THE COMMISSIONERS OF THE CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY AS FOLLOWS:

Section 1 Commission finds and determines the foregoing Recitals are true and correct and are a substantive part of this Resolution.

Section 2 Commission authorizes the Executive Director, or designee, and Commission Counsel to prepare and negotiate Agreements, or Amendments to Agreements, with each of the Consultants as described in Attachment 1 to the May 4, 2016 staff report for this agenda item to provide Consulting Services for Project Management, Evaluation, Operational Support and On-Call/Special Project Services for the terms and in the amounts and on the conditions, consistent with the May 4, 2016 staff report, Attachment 1 to the May 4, 2016 staff report and scope of services referenced therein; and

Section 3 The form of any New Agreements with the Consultants, for the terms and in the amounts specified in Attachment 1 to the May 4, 2016 staff report for this Agenda Item shall be substantially similar to the form of the standard Consultant or Professional Services Agreement, subject to minor, non-substantive revisions as reviewed and approved by the Executive Director or designee and Commission Counsel. The approval by the Executive Director or designee of the New Agreements, and/or Amendments to Existing Agreements shall be conclusively evidenced by the execution of such Agreements by the Commission Chair and delivery thereof to the Commission Clerk.

Section 4 Commission hereby approves the New Agreements, or Amendments to Existing Agreements at the Executive Director's sole discretion, with each of the Consultants as described in Attachment 1 to the May 4, 2016 staff report for this Agenda Item to provide Consulting Services for Project Management, Evaluation and Operational Support Services for the terms and in the amounts and on the conditions as specified in the May 4, 2016 staff report for this Agenda Item.

Section 5 The Commission Chair and the Clerk of the Commission are hereby authorized to execute and attest, respectively, the New Agreements and/or Amendments to Current Agreements on behalf of the Commission.

Section 6 A copy of each final New Agreement and/or Amendment to Existing Agreement when executed by the Commission Chair and attested by the Clerk of the Commission shall be appended hereto as a part of Exhibit A to this Resolution. Exhibit A is hereby fully incorporated as a part of this Resolution by this reference and made a part hereof. Each final executed Agreement or Amendment shall be placed on file in the office of the Clerk of the Commission.

Section 7 In addition to the authorization of Section 2 above, the Executive Director, or designee, is hereby authorized, on behalf of the Commission, (i) to sign all documents necessary and appropriate to carry out and implement the Agreement(s), (ii) to cause the issuance of warrants, (iii) to administer the Commission's obligations, responsibilities, and duties to be performed under such agreement(s), and (iv) during the term thereof to provide waivers, administrative interpretations, and minor modifications of the provisions of such agreement(s) in the furtherance thereof.

Section 8 The Clerk of the Commission shall certify to the adoption of this Resolution.

EXHIBIT A TO RESOLUTION OF COMMISSION

(Attach copy(ies) of final executed New Agreements and/or Amendments to Existing Agreements)