

| Category             | Question                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| Budget               | Is there any additional information you can provide regarding the budget - an anticipated range, not to exceed amount, etc. that we should take into consideration?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Ava has not established a budget or not-to-exceed amount for this procurement. Bidders should submit their best pricing based on the requested scope.                                                                                                                                                                                                                                                                                                   |
| Cost Format          | For items 1 and 2, the consultant is to provide the total cost for all Engagement Activities in a grand total for OPTION 1 and OPTION 2. For the itemized list of the costs for all services: planning, meeting coordination, facilitation, documentation, reporting, translations, and interpretations are you seeking the lump sum cost for each of these areas?                                                                                                                                                                                                                                                                                                     | Please provide line-item costs for each identified service category, along with a grand total for Option 1 and Option 2.                                                                                                                                                                                                                                                                                                                                |
| Cost Format          | For Items #3 and 4, is a breakdown by overall task descriptor sufficient (Task 1, Task 2, Task 3) or are you seeking this information for each subtask listed within the task categories?                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Please provide the requested breakdown by subtask.                                                                                                                                                                                                                                                                                                                                                                                                      |
| Cost Format          | The RFP instructs that translation and interpretation costs be included in the lump-sum price; however, we understood at the bidder's webinar that Ava would like interpretation shown as a separate line item. Please confirm how this should be structured in the cost proposal.                                                                                                                                                                                                                                                                                                                                                                                     | Translation and interpretation costs should be included in the lump-sum price and identified as separate line items within the cost breakdown.                                                                                                                                                                                                                                                                                                          |
| Evaluation Criteria  | Would a bidder with an office in Ava's service area but headquartered elsewhere qualify for the local preference?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | The Bidder needs to be headquartered in Ava's service area to qualify for local preference.                                                                                                                                                                                                                                                                                                                                                             |
| Evaluation Criteria  | Regarding the preference points on page 13, including Disabled Veteran Business Enterprise (DVBE) status, can these be earned through a subcontractor or teaming partner rather than the prime?                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Yes.                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Insurance            | Exhibit F, Section B requires that policies be issued by an insurer admitted to write insurance in the State of California with an A.M. Best rating of A:VII or better. Professional liability, cyber, and similar specialty coverages are frequently available only from non-admitted surplus lines insurers. Will Ava accept policies issued by a non-admitted insurer that is either (i) included on the California Department of Insurance List of Approved Surplus Line Insurers (LASLI) or (ii) listed on the NAIC International Insurers Department Quarterly Listing of Alien Insurers, provided the insurer maintains an A.M. Best rating of A:VII or better? | Ava will consider edits to Exhibit F, Section B that meet Ava's practical requirements. However, as reflected in the evaluation criteria, Ava prefers limited or no redlines to the Consulting Services Agreement.                                                                                                                                                                                                                                      |
| Insurance            | Exhibit F requires Professional Liability/Errors & Omissions limits of \$2,000,000 per claim and in the aggregate. Would Ava consider limits of \$1,000,000 per claim and \$2,000,000 in the aggregate?                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Ava will consider edits to Exhibit F, Section A(4) that are appropriate for this engagement. However, as reflected in the evaluation criteria, Ava prefers limited or no redlines to the Consulting Services Agreement.                                                                                                                                                                                                                                 |
| Insurance            | Exhibit F, Section K provides that subconsultants must either be covered under the prime consultant's policies or independently satisfy all Exhibit F requirements. Where a subconsultant's role is limited in scope and contract value, will Ava consider insurance limits proportionate to that subconsultant's scope?                                                                                                                                                                                                                                                                                                                                               | Ava will consider discrete exceptions to Exhibit F, Section K on a case-by-case basis. However, as reflected in the evaluation criteria, Ava will factor the extent of redlines to the Consulting Services Agreement into proposal scoring.                                                                                                                                                                                                             |
| Other                | Will Ava also be working with other consultants during the period of the Agreement that are outside of the Engagement tasks identified in this RFP but also support the accomplishment of your outlined goals? If so, what type(s) of work will they be providing?                                                                                                                                                                                                                                                                                                                                                                                                     | At this time, Ava has not identified or selected additional consultants to support the Roadmap. Ava may engage additional specialized support as project needs evolve.                                                                                                                                                                                                                                                                                  |
| Stakeholder Meetings | Does Ava have an existing policy or expectation regarding stakeholder stipends for community-based organization participants in targeted stakeholder meetings, including typical amounts?                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Ava does not have an established policy regarding stakeholder stipends. Bidders may propose an approach they believe is appropriate.                                                                                                                                                                                                                                                                                                                    |
| Stakeholder Meetings | Do you have existing relationships with the target stakeholder groups that you have identified or will the consultant be forming new relationships with them on Ava's behalf?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Yes, Ava has existing relationships and will provide introductions. Ava is also open to additional suggestions from the selected Consultant                                                                                                                                                                                                                                                                                                             |
| Stakeholder Meetings | Section 2.1 states Ava will identify stakeholder groups, while the Consultant is tasked with coordinating participant scheduling and logistics. Please confirm whether the Consultant is expected to identify and recruit specific individuals or organizations within those groups, or whether Ava will provide contact lists for the Consultant to coordinate engagement activities.                                                                                                                                                                                                                                                                                 | Yes, Ava will identify stakeholder groups and make introductions, as appropriate. Ava is also open to additional suggestions from the selected Consultant. The Consultant will coordinate scheduling and logistics                                                                                                                                                                                                                                      |
| Stakeholder Meetings | Does Ava have an existing stakeholder database, community advisory mechanism, or engagement platform that the Consultant is expected to integrate with, or should bidders assume this infrastructure needs to be built as part of the engagement?                                                                                                                                                                                                                                                                                                                                                                                                                      | Ava has existing stakeholder relationships, contact lists, and communication channels that the Consultant may leverage. The Consultant is not expected to develop a new stakeholder engagement infrastructure.                                                                                                                                                                                                                                          |
| Submittal Format     | Is there a page limit for the overall proposal or for sections other than the Letter of Transmittal (1 page) and Stakeholder Engagement Approach (4 pages)?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | There are no additional page limits other than what is listed in the RFP. Bidders are encouraged to provide clear and concise responses.                                                                                                                                                                                                                                                                                                                |
| Submittal Format     | For the work sample, may bidders provide a hyperlink to a published document in lieu of attaching the full document?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Yes.                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Submittal Format     | The evaluation criteria gives 10 points for Project Management and Delivery. This is not included in any of the required response sections. In which section should we address this?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Please include in the Stakeholder Engagement Approach section.                                                                                                                                                                                                                                                                                                                                                                                          |
| Submittal Format     | The evaluation criteria gives 8 points for Special Procurement Preferences. This is not included in any of the required response sections. In which section should we address this?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Please include in a separate section of your proposal.                                                                                                                                                                                                                                                                                                                                                                                                  |
| Workshops            | Will the workshops and interviews be distributed evenly between the counties in your service territory? If not, what do you anticipate the breakdown of work to be between Alameda and San Joaquin?                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Targeted stakeholder interviews will not be allocated by geography but will focus on engaging relevant stakeholder groups. For public workshops, Ava's objective is to provide geographic accessibility across its service territory, which includes five regions (North, Central, South, East, and San Joaquin County). Bidders are encouraged to recommend an engagement approach that effectively reaches participants across the service territory. |
| Workshops            | For in-person public workshops, will Ava secure and pay for venues directly, or should venue costs be included in the lump-sum price?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | The Consultant is responsible for identifying and coordinating the venue, though Ava may provide some recommendations as appropriate. Please include venue costs in the lump-sum price.                                                                                                                                                                                                                                                                 |

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| Workshops | Should the consultant plan to use Ava's communication channels (customer emails, bill messaging, social media, member-jurisdiction networks) to promote the public workshops in addition to its own channels?                           | Ava anticipates supporting outreach through existing communication channels, such as Ava social media, newsletters, municipal partner and CBO networks, Board/CAC announcements, the Ava Events webpage, and other outreach opportunities, as appropriate. |
| Workshops | We anticipate that advertising will be required for public-facing meetings to promote awareness and encourage attendance. Is this responsibility expected to be part of the consultant's scope or will this be managed by the Ava team? | The Consultant should develop outreach materials and recommendations. Ava will support promotion through its existing communication channels.                                                                                                              |