

SCOPE OF WORK

September 2025

Prepared by:

TEAMCIVIX



Greg Jones
Supervisor
County of Tehama
727 Oak St.
Red Bluff, CA 96080



Dear Supervisor Jones:

On behalf of TeamCivX, we appreciate the opportunity to submit this proposal to help the County of Tehama evaluate a potential revenue measure for the 2026 ballot.

My partners and I at TeamCivX are seasoned professionals with decades of experience helping public agencies navigate the ballot measure process to achieve locally controlled funding. We are strategy and communications consultants with unmatched experience evaluating the feasibility of local funding measures, designing measures for the ballot that align with community priorities and implementing informational communication efforts to raise awareness of funding needs and a potential ballot measure.

TeamCivX is uniquely positioned to support the County of Tehama in your revenue measure planning efforts for the following reasons:

- **Unmatched County Tax Measure Experience.** For over two decades, the partners at TeamCivX have been the go-to consultants for public agencies seeking to pass a revenue measure. We have passed over 100 county and city tax measures in a diverse set of counties and cities throughout our home state of California. We maintain a success rate of over 90%, and our experience includes sales taxes, utility taxes (UUTs), hotel taxes (TOTs), business license taxes (BLTs), property transfer taxes, parcel taxes, general obligation bonds, vacancy taxes, assessments and fees.
- **Experience Navigating Challenging Environments.** A revenue measure proposal is impacted by many factors far beyond our control, including the state of the economy, political division, the public's trust in government and other factors. We've helped our clients navigate economic downturns, partisan division, controversy and other challenges to achieve success. We believe in the civic process and work hard to bring people together to build stronger communities.
- **Multimedia Communications Experts.** Part of our job is to help you get your message to the right people so that we build public awareness of your funding needs and tax proposal. People receive their information in many different ways these days. We are experts in traditional communication methods, including direct mail and earned media. We are also experts in digital media, including utilizing social media, digital advertising and video.
- **Capacity to Serve You.** TeamCivX's seasoned partners and well-trained staff have both the knowledge and the capacity to serve your needs throughout the revenue measure process. I will personally lead your project and be your primary point of contact. I will be supported by one of our experienced Consultants who will help manage project logistics to ensure the plans we develop are executed on time, on budget and with precision.

The remainder of this proposal describes our scope of services, fees and resumes. Given the importance of obtaining a statistically reliable measurement of public opinion, we recommend contracting with FM3 to

conduct a voter survey and gauge the support of the any potential ballot measure. If you have questions or need additional information, please don't hesitate to contact me at 510-914-0028 or email me at jkummer@teamcivx.com.

Thank you,

A handwritten signature in black ink, appearing to be 'Joy Kummer', with a long horizontal line extending to the right.

Joy Kummer
Founding Partner
(510) 914-0028
jkummer@teamcivx.com

FIRM PROFILE

About TeamCivX

TeamCivX is a Limited Liability Company managed by its five founding partners: Charles Heath, Jared Boigon, Barry Barnes, Joy Kummer and Jeremy Hauser. While TeamCivX is a new venture formed in early 2023 by the former partners and staff at TBWBH Props & Measures, we are a team of seasoned professionals who collectively bring over a century of experience developing and passing bond and tax measures in California. Individually, we each bring between 10 and 25 years of experience, and all of us have worked together for over a decade.

We are proud to be California's leading strategy and communications consultants, with unmatched experience evaluating the feasibility of local funding measures, designing measures for the ballot that align with community priorities and implementing informational communication efforts to raise awareness of your needs and a potential ballot measure.

The partners at TeamCivX are frequent presenters and expert panelists for the League of Cities and other, similar organizations representing California municipalities and public agencies.

Each of our projects is led by one of the firm's partners with decades of experience on local revenue measures. Each project is also supported by one of our experienced and well-trained staff Consultants. The staff role on our projects is limited to logistical coordination to ensure that the strategies, plans and messaging developed by the lead partner are executed on time, on budget and with precision.

In addition to partners and staff, TeamCivX has a well-developed network of contract polling firms, graphic designers, videographers, photographers, printers, mail houses, ad buyers and other professional resources that will be utilized as needed to execute planned strategies.

See Attachment A for a full list of current and former clients.

FEASIBILITY ASSESSMENT

October 2025–November 2025 (10 Weeks)

TeamCivX would perform the following services as needed and requested by Client to assess the electoral feasibility of a ballot measure for Client:

- Develop potential strategies to meet Client's funding needs to be tested in polling;
- Collaborate with FM3 to design, conduct and analyze an opinion survey of voters in the County to assess feasibility of Client's ballot measure;
- Conduct demographic analysis of voters in the County and how they break into key sub-groups by age, ethnicity, political party, length of residency, parents and other key criteria;
- Analyze past election results in the County and region to understand voter turnout trends and other relevant voting patterns;
- Research other local tax proposals that may be heading to an upcoming ballot that could compete with Client's ballot measure;
- Make specific recommendations regarding the optimal election date, tax rate, tax structure, and other important ballot measure features; and
- Attend all Client and Supervisor meetings as requested.

TEAM BIOGRAPHY



JOY KUMMER, Founding Partner at TeamCivX

Joy is a founding partner of TeamCivX, and brings over 25 years of political, legal and community service experience to each of her clients and causes.

Part of Joy's success is in the relationships she builds with her clients, focusing in on their specific needs and working together to build a communication and community plan that allows them to reach their goals. She is known for her can-do attitude, friendly smile and willingness to listen and collaborate as a team to find the right solution.

Joy grew up in Montana, where she received her J.D. from the University of Montana School of Law and a B.A. in Communications from Montana State

University-Billings. Prior to co-founding TeamCivX, Joy was a partner at her former consulting firm, served as Regional Field Director for U.S. Senator Max Baucus (D-MT) and as Field Director for the successful 49ers Stadium Campaign in Santa Clara, CA.

Joy and her husband Todd live in Oakland where they enjoy cheering on the Golden State Warriors and Cal Bears. Joy is a proud mother and grandmother, occasional yoga instructor, slow and steady distance runner, roller coaster enthusiast and gluten-free baker.

FEE STRUCTURE

For a jurisdiction the size of the County of Tehama, our consulting fee is a flat rate of \$15,000 for about 10 weeks of work. Our fee will not change regardless of how many times you need us on the phone, responding to emails or attending meetings. TeamCivX doesn't want you to hesitate to call when you need us. Standard reimbursable business expenses for travel to meetings will be billed along with fees. The voter survey by FM3 is priced separately.

ATTACHMENT A - CLIENT LIST

Unified School Districts



Alameda USD
Albany USD
Amador County USD
Arcadia USD
Azusa USD
Baldwin Park USD
Bassett USD
Beaumont USD
Berkeley USD
Brea Olinda USD
Bonsall USD
Cabrillo USD
Capistrano USD
Carlsbad USD
Castro Valley USD
Ceres USD
Charter Oak USD
Claremont USD
Colton Joint USD
Colusa USD
Conejo Valley USD
Corona-Norco USD
Cotati-Rohnert Park USD
Culver City USD
Davis Joint USD
Denair USD
Desert Sands USD
Downey USD
Dublin USD
El Rancho USD
Fairfield-Suisun USD
Folsom Cordova USD
Fowler USD
Fremont USD
Garden Grove USD
Glendale USD
Hayward USD
Hughson USD
Irvine USD
Jurupa USD
Kerman USD
La Cañada USD
Lake Elsinore USD
Lake Tahoe USD
Lakeside Joint SD
Lammersville USD
Las Virgenes USD
Lompoc USD
Long Beach USD
Los Alamitos USD
Los Angeles USD
Madera USD
Manhattan Beach USD
Manteca USD

Martinez USD
Milpitas USD
Monterey Peninsula USD
Moorpark USD
Moreno Valley USD
Morgan Hill USD
Morongo USD
Mount Diablo USD
Mountain Empire USD
Napa Valley USD
Newark USD
New Haven USD
Novato USD
Oak Park USD
Orange USD
Pajaro Valley USD
Palo Alto USD
Palos Verdes Peninsula USD
Paradise USD
Patterson Joint USD
Pittsburg USD
Pleasanton USD
Poway USD
Redondo Beach USD
Rim of the World USD
Ripon USD
Riverside USD
Sacramento City USD
Saddleback Valley USD
San Jacinto USD
San José USD
San Lorenzo Valley USD
San Marcos USD
San Marino USD
San Ramon Valley USD
Santa Ana USD
Santa Monica-Malibu USD
Simi Valley USD
Snowline Joint USD
Sonoma Valley USD
South Pasadena USD
South San Francisco USD
Southern Kern USD
Tahoe Truckee USD
Tracy USD
Travis USD
Tustin USD
Ukiah USD
Val Verde USD
Vallejo City USD
Vista USD
Walnut Valley USD
Washington USD
West Contra Costa USD
Woodland Joint USD

Elementary School Districts



Alisal Union SD
Alpine Union SD
Alta Loma SD
Alum Rock Union Elementary SD
Anaheim Elementary SD
Auburn Union SD
Beardsley SD
Belmont-Redwood Shores SD
Berryessa Union SD
Buena Park SD
Burlingame SD
Byron Union SD
Cambrian SD
Campbell Union SD
Castaic Union SD
Central SD
Centralia Elementary SD
Cupertino Union SD
Del Mar Union SD
East Whittier SD
Fountain Valley SD
Franklin-McKinley SD
Fruitvale SD
Fullerton SD
Galt Elementary SD
Huntington Beach City SD
Jefferson Elementary SD
Kentfield SD
La Mesa-Spring Valley Union SD
Lakeside Union SD
Larkspur-Corte Madera SD
Live Oak SD
Loma Prieta Joint Union SD
Loomis SD
Los Altos SD
Los Gatos Union SD
Los Nietos SD
Lowell Joint SD
Menifee Union SD
Millbrae SD
Miller Creek SD
Modesto City Elementary SD
Moraga SD
Moreland SD
Mountain View SD
Mountain View Whisman SD
Norris SD
North Sacramento SD
Nuview Elementary SD
Oakley Union Elementary SD
Ocean View SD
Orinda Union SD
Pacifica SD

Palmdale SD
Perris Elementary SD
Petaluma City Elementary SD
Portola Valley SD
Ravenswood City SD
Red Bluff SD
Redwood City SD
Reed Union SD
Romoland SD
Rosemead SD
Roseville City SD
San Bruno SD
San Carlos SD
San Mateo-Foster City SD
San Rafael Elementary SD
Santa Cruz City Elementary SD
Santa Rita Union SD
Santa Rosa Elementary SD
Saratoga Union SD
Saugus Union SD
Savanna SD
Soquel Union Elementary SD
Sulphur Springs Union SD
Union SD
Victor Elementary SD
Westminster SD

High School Districts



Acalanes Union HSD
Antelope Valley Union HSD
Campbell Union HSD
Chaffey Joint Union HSD
Delano Joint Union HSD
East Side Union HSD
El Dorado Union HSD
Fullerton Joint Union HSD
Galt Joint Union HSD
Jefferson Union HSD
Los Gatos-Saratoga Union HSD
Mountain View-Los Altos HSD
Nevada Joint Union HSD
Oxnard Union HSD
Perris Union HSD
Petaluma Joint Union HSD
Placer Union HSD
Roseville Joint Union HSD
San Benito HSD
San Dieguito Union HSD
San Mateo Union HSD
San Rafael HSD
Santa Cruz City HSD
Santa Maria Joint Union HSD
Santa Rosa HSD
Sequoia Union HSD
Tamalpais Union HSD
William S. Hart Union HSD



Community College Districts



Allan Hancock College
Antelope Valley College
Cabrillo College
Chabot-Las Positas CCD
Chaffey College
College of the Canyons
College of Marin
College of the Redwoods
College of the Siskiyous
Contra Costa CCD
Foothill-De Anza CCD
Gavilan College
Glendale College
Hartnell College
Lane Community College
Mendocino College
Merced CCD
MiraCosta College
Mt. San Jacinto CCD
Monterey Peninsula College
Napa Valley College
Pasadena City College
Peralta CCD
Rancho Santiago CCD
Riverside CCD
San Bernardino CCD
San Joaquin Delta CCD
Santa Barbara City College
Santa Monica College
Santa Rosa Junior College
Yuba College

Cities and Counties



Butte County
LA County Homeless
Marin County
Napa County
Placer County
San Bernadino County
San Mateo County
Santa Clara County
Santa Cruz County
Solano County
Sonoma County
City of Adelanto
City of Alameda
City of Barstow
City of Benicia
City of Beverly Hills
City of Burlingame
City of Campbell
City of Chula Vista
Town of Corte Madera
City of Crescent City
City of Davis
City of Del Mar
City of Diamond Bar
City of Downey
City of Emeryville
City of Fairfield
City of Fontana
City of Foster City
City of Fullerton
City of Glendale
City of Gustine
City of Hollister
City of Kerman
City of La Cañada
City of La Mesa
City of Lancaster
City of Lafayette
City of Laguna Beach
City of La Verne
City of Lemon Grove
City of Lomita
City of Los Altos
City of Madera
Town of Mammoth Lakes
City of Manhattan Beach
City of Marina
City of Merced
City of Montebello
City of Morgan Hill
City of Murrieta
City of Napa
City of Novato
City of Oceanside
City of Ontario
Town of Orinda
City of Pacifica
City of Palm Springs
City of Palmdale
City of Palo Alto
City of Paramount
City of Pleasant Hill
City of Pomona
City of Redlands
City of Redwood City
City of Salinas
Town of San Anselmo
City of San Bernardino
City of San Bruno
City of San Marcos
City of San Mateo
City of San Jose
City of San Rafael
City of San Ramon
City of Santa Clara
City of Santa Cruz
City of Santa Fe Springs
City of Santa Monica
City of Santa Rosa
City of South Lake Tahoe
City of South Pasadena
City of Suisun City
City of Sutter Creek
City of Torrance
Town of Truckee
City of Union City
City of Vacaville
City of Ventura
City of Watsonville
City of Whittier
Town of Windsor
City of Woodland

Hospitals and Healthcare



Pajaro Valley Health Care District
San Benito Health Care District
Salinas Valley Memorial Healthcare System
Seton Medical Center
Valley Health System*

**private-side campaign only*

Transportation



BART (Santa Clara County)*
 Caltrain*
 Contra Costa County
 Transportation Authority*
 Fresno County Transportation Authority*
 Merced County Association of Governments
 Metropolitan Transportation
 Commission*
 Monterey-Salinas Transit
 Napa County Transportation Agency
 Placer County
 Riverside County
 Transportation Commission
 San Mateo County Transit District
 Santa Cruz County Regional
 Transportation Commission
 Sonoma County Transportation Authority
 Stanislaus County Transportation*
 Transportation Agency of
 Monterey County*
 Transportation Authority of Marin*
 Truckee/North Tahoe
 Transportation Agency

**private-side campaign only*

Parks, Open Space and Water Districts



Alameda County Clean Water Program
 Desert Recreation District
 East Bay Regional Parks District
 Greater Vallejo Recreation District
 Hayward Area Recreation District
 Los Angeles County Flood Control District
 Los Angeles County Regional Park and
 Open Space District
 Marin County Parks/MALT*
 Midpeninsula Regional Open Space District
 Monterey Peninsula Regional Park District
 Napa County Regional Park and Open Space
 District/Napa Land Trust*
 Peninsula Open Space Trust
 Puente Hills Habitat Preservation Authority
 Santa Clara Valley Open Space Authority
 Santa Clara County Parks
 Santa Clara Valley Water District
 Santa Cruz County Open Space*
 San Francisco Bay Restoration Authority*
 Sonoma County Agricultural Preservation
 and Open Space District

**private-side campaign only*

Fire Districts



Central Fire District of Santa Cruz County
 Crescent Fire Protection District
 East Contra Costa Fire Protection District
 Fresno County Fire Protection District
 Los Angeles County Fire
 Marin County Fire Department
 Northstar Fire
 North Tahoe Fire Protection District
 Sacramento Metropolitan Fire District
 Santa Cruz County Fire District CSA48
 Sonoma County Fire District
 Stinson Beach Fire Protection District
 Truckee Fire Protection District

Libraries



Garfield County Public Libraries
 Los Altos Library
 Marin County Free Library
 Pacifica Library
 San Rafael Public Library
 Santa Cruz County Library
 South Pasadena Library
 Whittier Library

Affordable Housing and Land Use



Beverly Hilton Hotel
 BioMed
 Blackhawk/Nunn Partners
 Carmel Partners
 Cisco Systems
 Federal Realty Investment Trust
 Grosvenor Americas
 Housing Leadership Council of
 San Mateo County
 Keenan Land Company
 Lowe Enterprises
 Macerich Company
 Morley Brothers
 Netflix
 Oakland A's
 Pacific Union College
 Ponderosa Homes
 Pulte Homes
 SandHill Property Company
 San Francisco Giants
 Summerhill Homes
 The Irvine Company

Elected Officials



Dave Pine, Chair, San Mateo County Board
 of Supervisors
 Belia Ramos, Chair, Napa County Board
 of Supervisors
 Anne Cottrell, Napa County Board
 of Supervisors
 Diane Dillon, Napa County Board of
 Supervisors (retired)
 Brad Wagenknecht, Napa County Board of
 Supervisors (retired)
 Lani Faulkner, Santa Cruz County Board
 of Supervisors
 John Laird, CA State Senator
 Tom Bates, Mayor of Berkeley (retired)
 Judy Chirco, San Jose City Council (retired)
 Linda LeZotte, San Jose City
 Council (retired)
 Domingo Candelas, San Jose City Council
 Pamela Campos, San Jose City Council
 Pam Foley, San Jose City Council
 Peter Ortiz, San Jose City Council
 Mary Luros, Napa City Council
 Beth Painter, Napa City Council
 David Oro, American Canyon City Council
 Jessica Speiser, Santa Clara County Board
 of Education
 Jeff Dodd, Napa Valley CCD Board of Trustees

Statewide Measures



Proposition 1 - Veterans and Affordable
 Housing Act
 Proposition 2 - Homeless Mental Health
 Housing Act