



**REQUEST FOR QUALIFICATION  
(PREQUALIFICATION PROCESS)**

**FOR THE**

**YUBA COLLEGE  
BUILDING 800 MODERNIZATIONS**

**GENERAL CONTRACTORS**

**Request for Qualification  
RFQ NO. 22-04**

**Issue Date: August 31, 2022**

**Prequalification/RFQ Package Due: September 27, 2022**

**Prequalification/RFQ Package Due Date: September 27, 2022, 1:00 pm Sharp, YCCD District  
Offices Location- Delivered To:**

**Yuba Community College District, District Offices  
Attn.: David Willis  
District Director of Facilities Planning, Maintenance & Operations**

**“RFQ No. 22-04 Request for Qualification, General Contractors, \*Yuba College, Building 800  
Modernization”**

**Address: 425 Plumas Blvd., Suite 200, Yuba City, California, 95991**

**Yuba Community College District  
District Offices**

425 Plumas Blvd, Suite 200 (second floor)  
Yuba City, California, 95991

Proposal Delivery  
Location, Front Counter  
at Second Floor



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## 1.0 INTRODUCTION

### 1.1 District Information:

The District consists of two colleges, Woodland Community College and Yuba College, with campuses located at six different locations: Yuba College in Marysville, CA; Sutter County Center in Yuba City, CA; Beale Education Center, Beale AFB, CA; Woodland Community College in Woodland, CA; Colusa County Center in Williams, CA; and Lake County Campus in Clearlake, CA.

### 1.2 Yuba Community College District

The Yuba Community College District (YCCD) was founded in 1927 and spans eight counties (Yuba, Sutter, Colusa, Yolo, Lake, Butte, Glenn and Placer) and nearly 4,200 square miles of territory in rural, north-central California. It has colleges in Marysville and Woodland, an educational center in Clearlake, an educational center in Williams, an educational center in Yuba City, and outreach operations at Beale Air Force Base.

### 1.3 Purpose of Request: Prequalification of Contractors

Public Contract Code section 20651.5 permits the governing board of any community college district to require each prospective bidder for a contract, as described in Public Contract Code section 20651, to complete and submit to the district a standardized questionnaire and financial statement, verified under oath by the bidder, in a form specified by the district, including a complete statement of the prospective bidder's financial ability and experience in performing public works. Only applicants that are prequalified will be permitted to submit a bid for the Project.

The District requests the FORMAL submission of **Statements of Qualifications** with support documentation for General Contractors to provide Construction Services for the Yuba College, Building 800 Modernization project.

**Contractor RFQ packages need to respond to Appendices A, B, C, and D.**

### 1.4 Applicable Codes

All planning and other work shall meet all Local, State, and Federal Codes, Regulations, and Ordinances.

## 2.0 General Project Information

This Project includes various improvements and renovation to the building 800 at Yuba College.

The rough estimated construction costs for the Project are \$3,700,000.

Preliminary Construction Schedule: January 2023 through September 2023.

## 3.0 District Staff Contact during the “Prequalification” process:

Firms interested in submitting a “Prequalification Package” are directed **not** to make personal contact with the Board of Trustees, District staff, or members of the evaluation committee. Any contact may constitute grounds for disqualification from consideration.

Single Point of Contact during the Request for Qualifications Preparation Process:

**David L. Willis**  
**District Director of Maintenance, Operations, and Planning**  
**425 Plumas Blvd., Suite 200 (Second Floor)**  
**Yuba City, California, 95991**  
**Cell Phone: 916-747-4262**  
**Email: [dwillis@yccd.edu](mailto:dwillis@yccd.edu)**

## 4.0 CUPCCAA (Not applicable)

Firms are requested (**not required**) to fill-out CUPCCAA qualification and participation forms. Refer to this link for more information regarding the District’s CUPCCAA process and required forms:

<https://www.yccd.edu/central-services/fiscal-services/purchasing-2/cupccaa/>

## 5.0 “Prequalification Packages”; Delivery, Contents, and Format:

Prequalification packages should provide straightforward, concise information that satisfies the requirements noted in this RFQ. Expensive binding, color displays, and the like are discouraged. Emphasis should be placed on brevity, conformity to the Districts instructions, selection criteria of this RFQ, and completeness and clarity of content.

All fees and costs associated with the completion of the prequalification package shall be borne by the Firm. The District shall not, under any circumstances, be liable for any expenses incurred by the Firm in connection with the preparation, completion, or submission of the prequalification package.

Please use the following format when organizing the Request for Qualifications packet:

| Pre-Qualification Packet            | Format |
|-------------------------------------|--------|
| 1. Cover Letter                     | PDF    |
| <b>Appendices</b>                   |        |
| A. Statement of Qualifications Form | PDF    |
| B. Audited Financial Statement      | PDF    |
| C. Acknowledgement of Addenda Form  | PDF    |
| D. Contractor Firm Information      | PDF    |
| E. Project Specific Information     | PDF    |

## 6.0 Non-Discrimination

The District does not discriminate with regard to race, color, gender, national origin, disability, or any other protected or other classification in the awarding of contracts/agreements. The District welcomes all qualified firms to participate in the project Request for Qualification/Proposal process.

The District encourages firms that are women or minority owned, emerging small businesses, veteran owned firms, disabled person owned firms, and all other qualified firms to participate in the qualification process.

The District encourages the submission packages from all firms that can meet the stated requirements set for this RFQ.

## 7.0 Responses to RFQ:

Sealed responses to this RFQ must be clearly marked "RFQ NO. 22-04 Prequalification: General Contractors, Yuba College, Building 800 Modernization".

**Responses shall be mailed to or hand-delivered to the following address:**

### **Sealed Envelope/Box Marked:**

**Yuba Community College District, District Offices**

**Attn.: David Willis**

District Director of Facilities Planning, Maintenance & Operations

**"RFQ No. 22-04, Prequalification, General Contractors, Yuba College, Building 800 Modernization"**

Address: Suite 200, 425 Plumas Blvd., Yuba City, California, 95991

**Note:** Firms must completely seal their Prequalification Packages in an envelope/box and must ensure the District personnel provides a date/time stamp on the delivered package. **Firms are each 100% responsible** to make sure packages that are mailed using a carrier such as UPS, FED Ex, etc., are received and date/time stamped by District personnel prior to the proposal due date/time. No packages will be considered if they are late. Firms must ensure packages are delivered and received promptly prior to the due date/time. There will NOT be a public proposal opening since there are no proposals included in the RFQ packages.

## 8.0 Requests for Information (RFI)

Requests for Information concerning the RFQ must be in writing and may be submitted via email no later than the date shown below. Please direct all questions to David Willis, email: [dwillis@yccd.edu](mailto:dwillis@yccd.edu).

Please share "RFQ 22-04, RFI" in the email subject field regarding all RFI's.

## 9.0 Pre-Qualification Schedule:

### Important Dates and Times:

August 31, 2022: Release of Request for Qualification at 4:00PM

September 9, 2022: **10:00 AM OPTIONAL Pre-RFQ ZOOM Meeting**

#### Join Zoom Meeting

<https://yccd-edu.zoom.us/j/82197714171>

Dial by your location

+1 669 444 9171 US

+1 346 248 7799 US (Houston)

**Note:** *Firms are encouraged to attend the Optional ZOOM Prequalification meeting.*

**September 13, 2022:** 2:30 PM, **OPTIONAL ON-CAMPUS CONTRACTOR PREQUALIFICATION Meeting** at the Yuba College Campus, Building 800, WEST SIDE, 2088 North Beale Road, Marysville, California 95901.

If you need to visit the campus during an alternative time/date, please coordinate with Bryan Epp below:

#### **Bryan Epp**

Assistant Director of Maintenance, Operations

2088 North Beale Road

Phone: 530-740-1722

Email: [bepp@yccd.edu](mailto:bepp@yccd.edu)

September 19, 2022: All questions and requests for information must be submitted to David Willis at: [dwillis@yccd.edu](mailto:dwillis@yccd.edu) by 1pm.

September 20, 2022: Addendum Issued if needed.

September 27, 2022: **Prequalification Packets are due by no later than 1:00 PM SHARP**, Yuba Community College District, District Offices Location. There will NOT be a public bid opening on this RFQ since NO proposals are part of this process. Evaluation of the RFQ packages will begin after 1:00 PM. District will inform Firms if they are prequalified for the Project after review of the submittals.

All questions associated with the prequalification process shall be addressed to David Willis, District Director of Facilities Planning, Maintenance, and Operations at email: [dwillis@yccd.edu](mailto:dwillis@yccd.edu) or cell phone: 916-747-4262.

October 11, 2022: Pre-Qualified Contractors will be provided a notice of pre-qualification.

October – November: Approximate project bidding period.

This is a prevailing wage project.



## 10.0 RFQ Requirement Clarification

Each responder shall submit **one (1) signed original, one (1) additional hard paper copy**, all in separate binders. Provide **one flash drive** copy of the proposal.

All materials submitted in response to the RFQ shall be on 8-1/2"x11" paper, preferably in Portrait orientation. All submitted materials must be bound in either a three-ring binder or spiral bound notebook. **Content shall be tabbed and numbered** per the items included in the Submittal Requirements. All Proposals will be reviewed and evaluated by a District Selection Committee. The District at its sole discretion may interview each of the Firms. There is no page limit. Please be brief.

**Please submit an audited financial statement and the financial status of the Firm as Appendix B to this RFQ.**

Questionnaire responses and financial information of the firm are not public records and will be maintained as confidential information.

All RFQ Packages become the sole property of the District. The RFQ information will be used for District evaluation purposes.

This RFQ does not commit the District to negotiate a contract.

Only prequalified Contractors will be allowed to bid the project.

## 11.0 Reservation of Rights

The District reserves the right to:

- Reject any or all submittals at its sole discretion, including for any inaccurate or incomplete information.
- Waive any irregularities contained in any submittals.
- Cancel the Request for Qualifications (RFQ) process, without cause.
- Modify any requirements contained within the RFQ and request a revised submission from all firms.
- Establish other evaluation criteria determined to be in the best interest of the District.
- Request clarifications to information provided.
- Prequalify firms based on the information presented in this RFQ and at the discretion of the District. Firms may in some cases be disqualified if the information provided is incomplete, does not meet the requirements of the RFQ, if the overall score of the evaluation does not meet minimum thresholds (at the sole discretion of the District)

## 12.0 Appeal of Prequalification Results

If a Firm chooses to challenge a prequalification decision, the Firm must follow the following procedure:

- Firm must, within two (2) business days after notification of the District's prequalification decision, submit in writing to David Willis, the District Director of Facilities Planning, Maintenance & Operations, a request that the District review or reconsider its determination. The Firm's request must set forth in detail all grounds for the request, including all facts, supporting documentation, legal authorities, and arguments in support of the grounds for the request. Any matters not set forth in the request shall be deemed waived. If the Firm does not submit a timely request, the District's determination shall be final and the Firm shall waive all rights to challenge the District's decision, whether by administrative process, judicial process, or any other legal process or proceeding.
- If the Firm timely files the request for review, District staff shall schedule a time for a meeting to allow the Firm to rebut any evidence used as a basis for the decision and to present evidence as to why the Firm should be determined to be qualified to formally bid the Project. District staff shall then review the Firm's evidence and subsequently notify the Firm regarding whether the Firm is determined qualified to formally bid the Project.
- If the Firm chooses to challenge District staff's determination regarding the Firm's prequalification rating after presenting evidence as described above, the Firm may then, within two (2) business days of being notified of District staff's determination, request that the District establish a three (3) member committee for a hearing to review the facts and reconsider the prequalification decision. The Firm's representative will be invited to appear in person to bring before the committee any information identified in the appeal. The Firm will then be released from the meeting and the committee members shall consider whether to recommend a change in the Firm's rating. The committee shall render a recommendation to the Vice Chancellor, Administrative Services of the District who shall issue a final and binding decision. The Firm will be faxed or emailed notification of the final and binding decision.
- The Firm and the District will each bear their own attorneys' costs and any other costs or fees associated with any appeal.

## Appendix A: Statement of Qualifications Form

The Firm shall furnish the following information. Failure to comply with this requirement will render the submittal informal and may cause its rejection. Additional sheets may be attached if necessary.

### Basic Firm Informational Items 1 through 17:

1. Firm Name: \_\_\_\_\_

2. Primary Address: \_\_\_\_\_

3. Firm's Contact Person and Title: \_\_\_\_\_

4. Telephone: \_\_\_\_\_ Facsimile: \_\_\_\_\_

5. Email Address: \_\_\_\_\_

6. License No.: \_\_\_\_\_ Class: \_\_\_\_\_

Responsible Managing Employee/Officer: \_\_\_\_\_

7. DIR Registration No.: \_\_\_\_\_ Expiration Date: \_\_\_\_\_

8. Names and titles of two officers of the Firm:

NAME

TITLE

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

9. Specific type of Ownership (Check one)

☐ Individual

☐ Partnership

☐ Corporation; If a corporation, state the following:

State of incorporation: \_\_\_\_\_

Date of incorporation: \_\_\_\_\_ President/CEO: \_\_\_\_\_

☐ Joint Venture

☐ Other (Specify) \_\_\_\_\_

10. Taxpayer Identification No.: \_\_\_\_\_

11. List annual gross income for last three (3) years:

Year: \_\_\_\_\_ \$ \_\_\_\_\_

Year: \_\_\_\_\_ \$ \_\_\_\_\_

Year: \_\_\_\_\_ \$ \_\_\_\_\_

12. Number of years Firm has been in business: \_\_\_\_\_

If less than 5 years, please describe:

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13. Number of years Firm has conducted business under the present name: \_\_\_\_\_

14. Has the Firm ever been licensed under a different name or different license number? \_\_\_\_\_. If Yes, give name(s) and license number(s) and dates or operation under that name(s) and license number(s) (attach separate sheets if necessary): \_\_\_\_\_

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15. Number of years' experience in California Community College, University or educational facility projects \_\_\_\_\_.

16. Do you now or have you ever had any direct or indirect business, financial or other connection with any official, employee or consultant of the District? \_\_\_\_\_. If Yes, please elaborate: \_\_\_\_\_

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17. Has the Firm ever completed any work at the Yuba Community College District? \_\_\_\_\_ If Yes, please elaborate: \_\_\_\_\_

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**Potentially Disqualifying Questions 18 through 30** (District may immediately disqualify Firm if its answer to any of Questions 18 through 30 is "NO." **Exceptions:** Questions 18, 27, 28, 29, and 30. should be "NO". Firm's refusal to answer or omission of response to any of Questions 18 through 30 may result in disqualification of Firm.):

18. Does the Firm possess a valid and currently in good standing California Contractors' license for the classification(s) of Contractors' License required for the Project? If Yes provide the license number(s).  
Yes/No \_\_\_\_\_

19. Has the Firm been defaulted or terminated (other than for convenience) by any California school district, community college district or other California public agency on any project within the past 5 years? Yes/No

If yes, identify agency and details: \_\_\_\_\_

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20. Has the Firm or any of its principals defaulted so as to cause a loss to a surety on a payment or performance bond? Yes/No \_\_\_\_\_

If yes, give dates, name and address of surety, and details: \_\_\_\_\_

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21. Has the Firm or any of its owners, officers, or partners, ever been convicted of a crime, or found guilty in a criminal action, involving fraud, theft, making any false claim or material representation to a public agency, or involving any federal, state, or local law, rule, or regulation related to construction? Yes/No\_\_\_\_\_

If yes, explain, identify the agency, and provide case name and number. \_

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22. Has the Firm been assessed liquidated damages for any project in the past five years? Yes/No\_\_\_\_\_ If so, identify owner and details: \_\_\_\_\_

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23. Has the Firm been disqualified, debarred, forbidden, or found non-responsible or otherwise prohibited from performing work or bidding won work for any California school district, community college district, or other California public agency within the past five years? Yes/No\_\_\_\_\_

If yes, identify agency and details: \_\_\_\_\_

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24. Has the Firm been in litigation (whether in court or arbitration) with any California school district, community college district, or other California public agency on an issue pertaining to any contract during the past five years?  
Yes/No:\_\_\_\_\_

If yes, explain, identify the agency, and provide case name and number. \_

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25. Has the Firm ever failed to complete a project in the past five years? \_Yes/No:\_\_\_\_\_  
If so, give owner and details: \_\_\_\_\_

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26. Is the Firm currently or has the Firm been in a state of "Bankruptcy" in the past five years? Yes/No:\_\_\_\_\_
- If yes, please explain. \_\_\_\_\_

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27. Can the Firm provide at least up to \$ 3,700,000 in bonding capacity for this project?
- If no, please explain. \_\_\_\_\_

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28. Does the Firm have a liability insurance policy (project) limit of at least \$1,000,000 per occurrence and \$2,000,000 aggregate?

If no, please explain. \_\_\_\_\_

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29. Does the Firm have a current workers' compensation insurance policy as required by the Labor Code or is legally self-insured pursuant to Labor Code Sections 3700 et seq.?

If no, please explain. \_\_\_\_\_

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30. Does the Firm have project experience that includes Science/Technology/Engineering/Math (STEM) comprehensive building modernization OR other similar modernization projects College/University setting? Yes/No

If no, please explain. \_\_\_\_\_

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**Rating Questions:**

31. Please list and describe on separate sheets the Firm's top 10 project references with current contact information. At least three (3) of the projects must have been completed within the past seven (7) years and must be in similar in size, scope, function, and construction value (or larger) as the Project. Additionally, at least five of the projects must have been completed for California public schools, community college districts, or other California public agencies. The project reference list should include the following criteria:
- a) Project Name
  - b) Project Owner and Contact Information
  - c) Project Scope
  - d) Original Contract Completion Date
  - e) Actual Project Completion Date
  - f) Original Contract Price
  - g) Final Adjusted Contract Price
  - h) Any issues that Firm had to overcome on the project

Scoring Criteria:

- A. Multiple Projects with Science/Technology/Engineering/Math (STEM) comprehensive building modernization Projects (50 points)
- B. Completed Multiple Projects on Schedule (up to 25 points)
- C. Project Change Orders less than 5% (up to 20 points)

Total points for Question 31: up to 95 points

32. Please describe in detail, your Firm's approach to maintaining a safe project while students, faculty, and staff will be occupying the building:

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(Up to 10 points.)

33. List your Firm's Workers' Compensation Experience Modification Rate (EMR) for the three most recent years. Your EMR should be issued to your Firm by your workers' compensation insurance carrier.

Year \_\_\_\_\_ EMR \_\_\_\_\_

Year \_\_\_\_\_ EMR \_\_\_\_\_

Year \_\_\_\_\_ EMR \_\_\_\_\_

(EMR numbers under 1.0 = 10 points; 1.0 to 1.24 = 5 points; 1.25 to 1.49 = 1 point; 1.50+ = 0 points.)

34. Has your Firm had any OSHA violations or citations and penalties levied against it in the past five years? If Yes, how many violations (and please explain) \_\_\_\_\_  
(0 = 5 points; 1 = 3 points; 2+ = 0 points.)
35. How many years has your Firm been in business in California as a contractor under your present business name and license number?  
\_\_\_\_\_  
(less than 3 years = 0 points; 3-6 years = 3 points; 6+ years = 5 points.)
36. In the last 10 years, how many legal proceedings (filed in court or arbitrations) has your Firm initiated against an owner, regardless of outcome? \_\_\_\_\_  
(0 = 10 points; 1 = 3 points; 2+ = 0 points.)
37. In the last 10 years, how many legal proceedings (filed in court or arbitrations) has an owner initiated against your Firm, regardless of outcome? \_\_\_\_\_  
(0 = 10 points; 1 = 3 points; 2+ = 0 points.)
38. Has any insurance carrier, for any policy of insurance, refused to renew a policy, or terminated a policy, for your Firm within the last five years? \_\_\_\_\_  
(No = 5 points; Yes = 0 points.)
39. Have any of your Firm's employees or any other persons or entities filed a complaint against your Firm with the California Contractors State License Board within the last five years? If Yes, how many complaints were filed?  
\_\_\_\_\_  
(No = 5 points; 1-2 = 3 points; 3+ = 0 points.)
40. Was your Firm required to pay either back wages or penalties for your Firm's failure to comply with the state's prevailing wage laws within the last five years? If Yes, identify the number of violations. \_\_\_\_\_  
(No = 5 points; 1-2 = 3 points; 3+ = 0 points.)
41. Has any owner made a demand on a performance bond issued to your Firm on any construction project within the last 10 years? \_\_\_\_\_  
(No = 5 points; Yes = 0 points.)
42. Has any surety company made any payments on your Firm's behalf as a result of a default to satisfy any claims made against a performance or payment bond issued on your Firm's behalf in connection with any construction project within the last five years? \_\_\_\_\_  
(No = 5 points; Yes = 0 points.)
43. Has your Firm been denied bond coverage by a surety company, or was there a period of time when your Firm had no surety bond in place during a public construction project when one was required, within the last five years? \_\_\_\_\_  
(No = 5 points; Yes = 0 points.)

44. Has your Firm been denied an award of public works contract based on a public agency's finding that your Firm was not a responsible bidder within the last five years? \_\_\_\_\_  
(No = 5 points; Yes = 0 points.)
45. Please describe the Capability/Capacity of your Firm. Please provide a comprehensive list of projects that the Contractor has in process and reasoning/justification regarding how the Contractor has capacity to perform the required construction services on this project.

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(Up to 20 points.)

46. Please describe the Firm's commitment to maintaining a construction schedule. How will the Firm recover the schedule if it slips due to weather or COVID-19 or similar illness impacts, or the Firm gets busy with other projects? Please describe specific actions the Firm will take to maintain the Project schedule.

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(Up to 20 points.)

47. Please describe the Firm's commitment to meeting regularly at project team meetings, maintaining positive communication, providing progress updates, and providing timely RFI's and support information during the Project. Please describe specific actions the Firm will commit to maintain a positive relationship with the District and the applicable College through the above description:

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(Up to 10 points.)

**Qualification Criteria:**

Questions 1 through 17 are general base level information that is required for pre-qualification.

Questions 18 through 30 are possible disqualifying questions that would render the Firm "not qualified" as determined by the District.

Questions 31 through 47 are rating questions that are scored and more deeply evaluated. Not scoring the minimum threshold value will render the Firm "not qualified".

- There are a total of 230 points possible.
- The District can disqualify a Firm (at it's sole discretion) if the Firm does not meet the requirements of Questions 18 through 30.
- To be determined as a qualified Firm, each Firm must score at least 190 points, and meet the minimum project experience noted in question 31.

Firms will be notified if they are determined meet minimum qualification criteria.

The undersigned is duly authorized to execute this Statement of Qualifications under penalty of perjury on behalf of the above-identified Firm. The undersigned warrants and represents that he/she has personal knowledge of each of the responses to this Statement of Qualifications

and/or that he/she has conducted all necessary and appropriate inquiries to determine the truth, completeness, and accuracy of responses to this Statement of Qualifications. The undersigned declares and certifies that the responses to this Statement of Qualifications are complete and accurate; there are no omissions of material fact or information that render any response to be false or misleading and there are no misstatements of fact in any of the responses. The above-identified Firm acknowledges and agrees that if the District determines that any response herein is false or misleading or contains misstatements of fact so as to be false or misleading, the District may find the Firm is not qualified and the District can reject the proposal for non-responsiveness or non-responsibility.

Executed this\_\_\_\_ day of \_\_\_\_\_ 20\_\_ at\_\_\_\_\_.

(City and State)

I declare under penalty of perjury under California law that the foregoing is true and correct.

By: \_\_\_\_\_

(Signature of Firm's Authorized Officer or Representative)

\_\_\_\_\_

(Typed or Printed Name)

Title: \_\_\_\_\_

## **Appendix B: Audited Financial Statement**

**This information will be kept confidential. Please submit this information separately from the rest of the information in this RFQ.**

## Appendix C: Acknowledgement of Addenda Form

If applicable, the Firm acknowledges receipt of the following addenda from the District pursuant to the Request for Qualifications:

Acknowledgement: Yes ☐ or Not Applicable

Addendum No. 1: \_\_\_\_\_.

Addendum No. 2: \_\_\_\_\_.

Addendum No. 3: \_\_\_\_\_.

Addendum No. 4: \_\_\_\_\_.

Addendum No. 5: \_\_\_\_\_.

## **Appendix D: Contractor Licenses, Certifications, etc...**

**Also provide the current Department of Industrial Relations contractor registration information.**



## **Appendix E: Project Information: Yuba College, Building 800 Modernization Project**

DSA approved project drawings and specifications are available, they are located in the following shared folder at this link:

**Link:**

[https://goyccd-my.sharepoint.com/:f:/g/personal/w0398409\\_yccd\\_edu/EqMRqVZtQqhHrTrUHgOWZugBKKXxk3BKmPe5xR4A1Be-cQ?e=DrgRNm](https://goyccd-my.sharepoint.com/:f:/g/personal/w0398409_yccd_edu/EqMRqVZtQqhHrTrUHgOWZugBKKXxk3BKmPe5xR4A1Be-cQ?e=DrgRNm)

**The End.**