

**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**

921



FROM: Riverside County Regional Medical Center

SUBMITTAL DATE:
August 20, 2015

SUBJECT: Update to the Budget of the MOU With Loma Linda University Hospital (LLUH) for the implementation of EPIC Electronic Health Records System. Fifth District [\$1.0 million; Hospital Enterprise Fund].

RECOMMENDED MOTION: That the Board of Supervisors:

1. Approve and authorize additional planning and implementation expenditures of \$1,000,000 to be paid to LLUH as a part of the Board-approved three-year, \$53.1 million EPIC project budget
2. Approve the attached amendment No. 1 Memorandum of Understanding (MOU) with LLUH

BACKGROUND:

Summary

On June 2, 2015 the Board of Supervisors approved in principle a three-year, \$53.1 million EPIC project budget in collaboration with Loma Linda University Hospital, and directed the Assistant CEO/Health Systems to return with final agreements. Considerable progress has been made toward the creation of a master services agreement and a scope of work, though neither is ready for Board signature.

(Continued on next page)

Jennifer Cruikshank

Jennifer Cruikshank,
Hospital Chief Operating Officer
for Zareh Sarrafian

FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost:	POLICY/CONSENT (per Exec. Office)
COST	\$ 1,000,000	\$	\$ 1,000,000	\$	Consent <input type="checkbox"/> Policy <input checked="" type="checkbox"/>
NET COUNTY COST	\$	\$	\$	\$	

SOURCE OF FUNDS: Hospital Enterprise Fund (40050)

Budget Adjustment: none
For Fiscal Year: 15/16

C.E.O. RECOMMENDATION:

APPROVE

BY: *Christopher M. Hans*

County Executive Office Signature Christopher M. Hans

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Benoit, seconded by Supervisor Washington and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as recommended.

Ayes: Jeffries, Tavaglione, Washington, Benoit and Ashley
Nays: None
Absent: None
Date: September 1, 2015
xc: RCRMC

Kecia Harper-Ihem
Clerk of the Board
By: *Kecia Harper-Ihem*
Deputy

3-23

PURCHASING & FLEET SERVICES: Lisa Brandl, Director

FORM APPROVED COUNTY COUNSEL BY: *Anita C. Willis* DATE: 8-20-15 Departmental Concurrence

- A-30
- Positions Added
- 4/5 Vote
- Change Order

SUBMITTAL TO THE BOARD OF SUPERVISORS, COUNTY OF RIVERSIDE, STATE OF CALIFORNIA

FORM 11: Update to the Budget of the MOU With Loma Linda University Hospital (LLUH) for the implementation of EPIC Electronic Health Records System. Fifth District [\$1.0 million; Hospital Enterprise Fund].

DATE: August 20, 2015

PAGE: 2 of 2

BACKGROUND:

Summary (continued)

Regular meetings have occurred toward this end and recently a schedule of daily conference calls was begun so as to speed up the process of resolving differing viewpoints in the draft statement of work. An increased authorization of \$1.0 million is requested for the continued planning and implementation expenditures to be paid to LLUH. This is not a new appropriation but is part of the \$53.1 million already approved by the Board.

Once again, hospital management and LLUH have exchanged drafts of the master services agreement and the scope of work, both sides have shared comments, and all continue to meet to refine and finalize the documents. Staff is making progress in finalizing these agreements, though they are taking longer than expected. The agreements are complex and affect multiple parties. The agreements will likely be ready to be brought to the Board for consideration in October. When the final implementation agreement with LLUH is brought to the Board, it will include a full \$53.1 million budget.

Impact on Citizens and Businesses

As stated in the Medi-Cal 2020 concept paper, an "integrated whole patient management system using value driven patient clinical data to demonstrate that California is reimbursing for clinical outcomes in a value driven system" is integral in this clinical transformation. To improve goals of interoperability, data management and technology that will support and scale to population health management for the Inland Empire, a single robust electronic health record to support the objectives of the clinically integrated network is recommended.

Contract History and Price Reasonableness

Costs associated with this agreement are a part of the in-principle budget approved by the Board on June 2, 2015.

WHEN DOCUMENT IS FULLY EXECUTED RETURN
CLERK'S COPY
to Riverside County Clerk of the Board, Stop 1010
Post Office Box 1147, Riverside, Ca 92502-1147
Thank you.

**FIRST AMENDMENT
MEMORANDUM OF UNDERSTANDING
FOR
SHARED ELECTRONIC HEALTH RECORD ("EHR") PLATFORM**

Loma Linda University Health (on behalf of itself and its affiliates, "**LLUH**") and Riverside University Health System (also known as Riverside County Regional Medical Center, an agency of the County of Riverside on behalf of itself and its affiliates, "**RUHS**") entered into that certain memorandum of Understanding for Shared Electronic Health Record Platform dated as of June 2, 2015 (the "**MOU**") setting forth, for discussion purposes only, the larger framework for implementing a shared electronic medical record system platform and access to the Epic Software Platform (as defined therein).

WHEREAS, the parties have in good faith begun negotiations for a Master Services Agreement, Statement of Work and Service Level Agreement for implementation of the shared electronic health records system utilizing the Epic Systems platform ;

WHEREAS, as a result, the Definitive Agreements between them are not executed as of July 7, 2015; and

WHEREAS, the parties mutually desire to extend the term of the MOU to permit continued negotiations, as more particularly described in this First Amendment;

NOW THEREFORE, the parties agree as follows:

1. Section 3 of the MOU is deleted in its entirety and revised to read as follows:

3. Definitive Agreements. The parties have exchanged drafts of the Master Services Agreement, the Statement of Work and the Service Level Agreement. The parties desire to continue negotiations in connection therewith.

2. Section 6 of the MOU is revised to read as follows:

"6. EHR Implementation Date: Termination of MOU. The EHR Implementation shall take place on the earliest practicable date. The targeted date for execution of the EHR Definitive Agreements is October 31, 2015. If LLUH and RUHS fail to enter the EHR Definitive Agreements by December 31, 2015, 2015, for any reason, then this MOU shall terminate unless further extended by mutual written agreement of the parties, and thereafter, neither party shall have any further obligations hereunder except for the Binding Provisions (as defined below). Despite the foregoing, either party may terminate further discussions or negotiations contemplated hereby for any reason without further obligations hereunder except for the Binding Provisions."

3. Section 9 of the MOU is revised as follows:

The words "but (b) in no event greater than \$500,000" appearing in existing Section 9 are deleted and replaced with the following:

“but (b) in no event greater than \$1,500,000 through the design adoption phase (estimated completion on October 30, 2015.)”

4. Except as set forth in this First Amendment, all other terms of the MOU shall remain unchanged. This First Amendment, together with the MOU represents the complete understanding of the parties with respect to the subject matter of this First Amendment to the MOU.

In witness whereof, the parties have executed this First Amendment to the Memorandum of Understanding as of September 1, 2015.

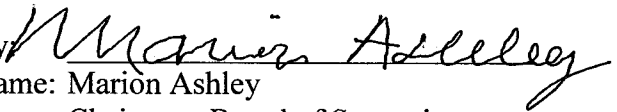
LLUH:

Loma Linda University Health

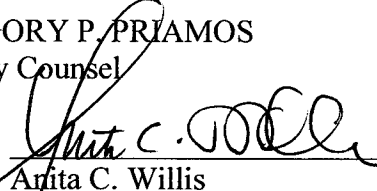
By: _____
Name: Kerry L. Heinrich
Chief Executive Officer


RUHS:

Riverside University Health System

By: 
Name: Marion Ashley
Chairman, Board of Supervisors

GREGORY P. PRIAMOS
County Counsel

By: 
Name: Arita C. Willis
Assistant County Counsel

ATTEST:
KECIA HARPER-IHEM, Clerk
By: 
DEPUTY

MEMORANDUM OF UNDERSTANDING
for
SHARED ELECTRONIC HEALTH RECORD (“EHR”) PLATFORM

This Memorandum of Understanding (“*MOU*”) is entered into as of June 2, 2015 by and between Loma Linda University Health (on behalf of itself and its affiliates, “*LLUH*”) and Riverside University Health System (also known as Riverside County Regional Medical Center, an agency of the County of Riverside (on behalf of itself and its affiliates, “*RUHS*”) and sets forth, for discussion purposes only, the larger framework for a shared EHR platform between them. LLUH and RUHS are prepared to proceed with discussions for purpose of implementing a shared electronic medical record system platform and access to the Epic Software Platform (as defined below) on the terms and subject to the conditions set forth in this MOU (the “*EHR Implementation*”). The parties are entering into this MOU to evidence their intentions to proceed with negotiations designed to carry out the EHR Implementation.

The principal terms and conditions of the EHR Implementation and access are described below and will be as set forth in more detail in the EHR Definitive Documents (as defined below):

1. Shared Electronic Medical Records: Access to Epic Software Platform.
 - (a) RUHS desires to access certain of LLUH’s software and databases on a shared basis and to obtain implementation support and maintenance services from LLUH in connection with that access.
 - (b) LLUH has implemented certain software and infrastructure licensed from Epic Systems Corporation (“*Epic*”) and other third party providers (the “*Epic Software Platform*”) that includes an EHR system platform. LLUH will provide access to the Epic Software Platform to RUHS.
 - (c) The transaction will be accomplished by LLUH providing RUHS access to the Epic Software Platform, as installed and implemented at LLUH as of the effective date of the EHR Definitive Agreements, together with such changes as may hereafter be agreed upon between the parties (the “*LLUH EHR Platform*”).
 - (d) The EHR Implementation will be memorialized in the following agreements (collectively and together with any additional documents set forth in paragraph 7 below, the “*EHR Definitive Agreements*”):
 - (i) A “*Master Services Agreement*” including:
 - (1) a “*Statement of Work*” that will describe the parties’ relative obligations with respect to the necessary implementation services to configure, install and make operational the LLUH EHR Platform at RUHS.
 - (2) a “*Service Level Agreement (or ‘SLA’)*” that will describe the parties’ relative obligations with respect to the necessary on-going maintenance and support services of the LLUH EHR Platform at RUHS.
 - (e) The Statement of Work and the Service Level Agreement are generally described below in this MOU and will be more particularly described in the Master Services Agreement and other EHR Definitive Agreements.

2. **Change Control Process.** The change control process governing changes to the LLUH EHR Platform will be set forth in the Master Services Agreement, which change control process will govern unless and until the parties agree in writing upon a different process. As part of negotiating the EHR Definitive Agreements, the parties will agree upon a process by which a party may submit a change request, a decision-making process by which requests are prioritized and approved for implementation, and the like, which will be based on the following tentative process:
- (a) **Project Management Office:** LLUH will constitute and staff a Project Management Office under the supervision of the LLUH CIO, and with LLUH subject matter experts including the Program Director, Technology Architect, Clinical Applications Director, Financial Applications Director, Data Specialist, and Hardware Specialist. The Project Management Office will make all change decisions with respect to the LLUH EHR Platform, after receiving input from and consulting with the Steering Committee.
 - (b) **IT Steering Committee:** The parties will appoint an IT advisory steering committee (the "***Steering Committee***"), consisting of an even number of members appointed equally by the Chief Executive Officer of each party. The Steering Committee shall include the Chief Medical Information Officer ("***CMIO***") of each party and an individual responsible for patient scheduling and registration (the "***Access Director***") of each party and such other personnel with such qualifications as are described in the Definitive Agreements. Any request for change to the LLUH EHR Platform by either party will be submitted to the Steering Committee which will review the change for its impact on the following:
 - (i) maintenance of a standards based EHR model;
 - (ii) show a result that improves quality and efficiency;
 - (iii) deploy consistent clinical protocols across the network with the goal of achieving measurable targets;
 - (iv) result in each party carrying its share of the IT investment; and
 - (v) prioritize requests, identify and prioritize functional and operational needs.
3. **Master Services Agreement.** The Master Services Agreement will outline two phases, the implementation phase and the on-going support and maintenance phase. The parties' respective tasks and rights during the implementation phase will be described in the Statement of Work; the parties' respective tasks and rights during the on-going support and maintenance phase will be described in the SLA, as generally described below. In addition, the Master Services Agreement will address terms and conditions, including, but not limited to the following:
- (a) **Term and Termination:**
 - (i) **Term:**
 - (1) Minimum term
 - (2) Renewals
 - (3) Notice periods

- (ii) **Termination:**
 - (1) **Right to terminate for convenience**
 - (2) **Right to terminate for default**
- (iii) **Exit strategy and end-of-contract transition, including:**
 - (1) **General disentanglement process**
 - (2) **Data portability: return data in Epic supported format that can be used by stand-alone instance (i.e. new Production Directory) of Epic Software**
 - (3) **Data retention (e.g. legally required purposes, such as litigation e-discovery or preservation as evidence); data retention after contract termination**
 - (4) **Data deletion**
- (b) **Description of Services**
 - (i) **Implementation services - reference SOW**
 - (ii) **On-going support and maintenance services - reference SLA**
 - (iii) **Technology and business process evolution - reference change control process (see paragraph 2 above)**
 - (iv) **Right to request additional Services**
 - (v) **Disaster recovery and business continuity Services**
- (c) **Locations for provision of Services**
 - (i) **RUHS Site**
 - (ii) **LLUH Site**
- (d) **Consideration. RUHS will pay as consideration for the grant of access, implementation, training and other services price to be negotiated as part of the Master Services Agreement.**
 - (i) **Fees: The price will include the following components:**
 - (1) **Software:**
 - a. **Epic license fees and maintenance fees;**
 - b. **Certain foreign interfaces;**
 - c. **Third party cache licenses;**

- d. Data center hosting/hardware:
- e. EHR and certain third party database and application servers;
- f. Implementation fees;
- g. Maintenance fees;
- (2) Implementation:
 - a. RUHS resources
 - b. LLUH resources (or resources of LLUH affiliates)
 - c. Epic resources
- (3) Support:
 - a. RUHS resources
 - b. LLUH resources (or resources of LLUH affiliates)
 - c. Epic resources
- (4) Administrative
 - (ii) Additional pass-through expenses
 - (iii) Out-of-Pocket expenses
 - (iv) Adjustments to fees
 - (v) Invoices
 - (vi) Taxes
 - (vii) Extraordinary events
 - (viii) Disputed amounts
- (e) Payment. The consideration will be paid at such times as may be agreed in the Master Services Agreement
- (f) Recordkeeping and Audit Rights
 - (i) Licensed Volume restrictions
 - (ii) Recordkeeping
 - (iii) LLUH audit rights re Licensed Volume and usage
 - (iv) Third Party audit rights of RUHS

- (v) Audit costs
- (g) Representations, Warranties and Covenants
 - (i) LLUH Representations, Warranties and Covenants
 - (ii) RUHS Representations, Warranties and Covenants
 - (iii) Warranty disclaimer
- (h) Limitations on Liability
- (i) Intellectual Property Rights; Proprietary Rights
 - (i) Third party licenses necessary to the Services
 - (ii) No indemnity for third party software
- (j) Data Protection, Security and Confidentiality
 - (i) Ownership of data
 - (ii) Security
 - (iii) Confidentiality
- (k) Legal Compliance
 - (i) Compliance with laws
 - (ii) HIPAA
- (n) Indemnification
 - (i) Indemnifications by LLUH
 - (ii) Indemnifications by RUHS
 - (iii) Indemnification procedures
- (o) Dispute Resolution
- (p) Miscellaneous. The Master Services Agreement will have additional customary provisions including, but not limited to, Assignment, Notices, Amendments; Waivers, Relationship Between the Parties, Severability, Counterparts; Expenses and Integration Clause.

4. **Statement of Work.** The Statement of Work will consist of the following:

- (a) Implementation Project Plan -- Milestones, Acceptance Criteria, Milestones.
 - (i) Shared Vision on End State

- (ii) Scope of Implementation Project Plan
 - (iii) Milestones
 - (iv) Remedies for Delay or Late Performance
 - (v) Remedies for Non-Performance
 - (vi) Excused Performance
 - (vii) Delay by LLUH; Delay by RUHS
 - (viii) Suspension Rights
 - (ix) Reversal Rights
 - (x) Waiver
- (b) Change Control – see discussion in paragraph 2 above
5. Service Level Agreement. The SLA will consist of the following:
- (a) Service Level Commitments
 - (i) Defining service levels
 - (ii) Remedies for service level interruption
 - (b) RUHS acknowledge that LLUH has a substantial monetary investment in the implementation of the shared LLUH EHR System. Fees shall be deemed fully earned and non-refundable. In the event that RUHS terminates the agreement for any reason, the remaining fees shall be all due and payable immediately.
6. EHR Implementation Date; Termination of MOU. The EHR Implementation shall take place on the earliest practicable date. The targeted effective date of the EHR Definitive Documents is July 7, 2015. If LLUH and RUHS fail to enter into the EHR Definitive Documents by July 7, 2015, for any reason, then this MOU shall terminate unless extended by the mutual written agreement of the parties, and thereafter neither party shall have any further obligations hereunder except for the Binding Provisions (as defined below). Despite the foregoing, either party may terminate further discussions or negotiations contemplated hereby for any reason without any further obligations hereunder except for the Binding Provisions.
7. EHR Definitive Agreements.
- (a) The EHR Implementation will take place pursuant to the terms of EHR Definitive Documents to be negotiated between the parties, consisting of at a minimum the following: (a) a Sublicense Agreement, (b) a Master Services Agreement, described above, including (i) a Statement of Work, (ii) a Service Level Agreement, (iii) a Business Associate Agreement (in which LLUH is the Business Associate), (iv) a Business Associate Agreement (in which RUHS is the Business Associate), and (v) related documents (collectively, the "*EHR Definitive Agreements*"). The EHR Definitive Agreements will be in form satisfactory to the parties and their respective counsel.

- (b) Following the execution of this letter, LLUH shall direct its counsel to prepare a draft of the EHR Definitive Agreements for delivery to RUHS and its counsel. The parties agree to proceed in good faith toward negotiation and execution of the EHR Definitive Agreements prior to July 7, 2015 following the execution of this MOU.
8. **Due Diligence Review.** The parties' willingness to proceed with the transaction is subject to the satisfaction of certain conditions precedent:
- (a) completion of legal review by each party and its legal advisors to assure regulatory compliance;
- (b) satisfactory negotiation of the EHR Definitive Agreements.
9. **Reimbursement of Costs.** LLUH has agreed to initiate work required for the successful implementation and on-going maintenance and support of the EHR Implementation before the EHR Definitive Agreements have been negotiated and executed, and in exchange RUHS has agreed to reimburse LLUH for costs incurred in connection with that work, whether or not the transaction is consummated and whether or not the EHR Definitive Agreements are executed. RUHS shall pay to LLUH as reimbursement for such work fees calculated on a time and materials basis, in an amount equal to (a) (i) for personnel of LLUH directly working on the EHR Implementation, for time incurred billed at the rates set forth in the "Schedule of Fees" attached to this MOU as Exhibit A and for materials billed at cost, and (ii) for subcontractors of LLUH directly working on the EHR Implementation, at LLUH's cost, but (b) in no event greater than \$500,000. Such reimbursement shall be payable on or before the expiration of thirty (30) days from the date of invoice issued by LLUH. LLUH will issue an invoice on or before the tenth (10th) of each month during the course of performance of such work on account of work performed during the immediately preceding month. RUHS shall have the right, at its own expense, to audit such costs, and to the extent there is a determination that such costs are not directly related to the EHR Implementation, LLUH shall reimburse RUHS for such disputed payments.
10. **Fees and Expenses.** Except as provided in paragraph 9, the parties will pay their own costs and expenses incurred in connection with the proposed transaction, including all legal, accounting and advisory fees and expenses, whether or not the transaction is consummated.
11. **Representations of LLUH.** LLUH hereby represents to RUHS:
- (a) Loma Linda University Medical Center ("***LLUMC***"), an affiliate of LLUH, has entered into that certain License and Support Agreement between LLUMC and Epic Systems Corporation ("***Epic***") dated as of June 16, 2011, as amended (the "***Epic License Agreement***"). Under the Epic License Agreement, LLUMC has licensed certain software from Epic or from third parties, as previously described in writing to RUHS by LLUH (the "***Software***").
- (b) Pursuant to the terms of the Epic License Agreement, (i) LLUMC is permitted to extend certain Software to RUHS, and (ii) subject to RUHS meeting Epic's then-current minimum criteria for direct customers, if RUHS and LLUH terminate the Master Services Agreement, Epic has agreed to negotiate in good faith with entities like RUHS toward the grant of a direct license to the Software under Epic's then-standard license and support terms and conditions.

(c) The Epic License Agreement contains detailed provisions to protect Epic's confidential information, including without limitation non-disclosure provisions and requirements that persons granted access to the Software execute confidentiality provisions limiting the use of information. In addition, the Epic License Agreement requires, prior to granting any third party contractor access to the Software, that third party must have in place at the time of such access an agreement with Epic for the confidentiality and use of information as a result of such access.

12. Effect of this MOU. This MOU is a statement of the intentions of the parties and, except for the provisions of paragraphs 6 through this paragraph 12 (the "*Binding Provisions*"), which are intended to be binding, this MOU is not intended to be a legally binding agreement or to create rights in favor of either party with respect to the proposed acquisition or the other transactions contemplated hereby. The obligations of the parties to consummate the transactions hereby shall be subject in all respects to the negotiation, execution and delivery of the EHR Definitive Agreements referred to above and to the satisfaction of the conditions contained therein, and neither of the parties hereto shall have any liability to the other if we fail for any reason to execute an EHR Definitive Agreements. Upon final execution of the EHR Definitive Agreements, this Agreement shall terminate and all terms and conditions in this MOU shall be replaced by such EHR Definitive Agreements.

In witness whereof, the parties have executed this Memorandum of Understanding as of the date set forth in the preamble above.

LLUH:

Loma Linda University Health

By: _____
Name: Kerry L. Heinrich
Its: Chief Executive Officer

KECIA HARPER-IHEM
Clerk of the Board

By: _____
Name: _____
Its: Deputy

RUHS:

Riverside University Health System

By: _____
Name: Marion Ashley
Its: Chairman, Board of Supervisors

GREGORY P. PRIAMOS
County Counsel

By: 
Name: ANITA C. WILLIS
Its: Assistant County Counsel

Exhibit A
Schedule of Fees

Position	Status	Rate
<i>Project Leadership</i>		
Program Director	Hourly	\$110.00
Operational Integration Director	Hourly	\$110.00
Project Manager	Hourly	\$75.00
Training Manager	Hourly	\$75.00
CMIO	Hourly	\$110.00
<i>Technical Resources</i>		
Security Coordination / Administration	Hourly	\$75.00
BOE Administrator	Hourly	\$75.00
Data Courier Administrator / Environment & Release Management	Hourly	\$75.00
Cache System Manager	Hourly	\$75.00
OS Support	Hourly	\$75.00
SAN / Backup Support	Hourly	\$75.00
Client System Manager	Hourly	\$75.00
Citrix and Windows System Administrator	Hourly	\$75.00
Web Server Administrator	Hourly	\$75.00
Clarity ETL Administrator and Clarity DBA	Hourly	\$75.00
<i>E.H.R. Analysis</i>		
Analysts	Hourly	\$165.00

**Riverside County Board of Supervisors
Request to Speak**

Submit request to Clerk of Board (right of podium),
Speakers are entitled to three (3) minutes, subject
to Board Rules listed on the reverse side of this form.

SPEAKER'S NAME: Holmstrom

Address: _____
(only if follow-up mail response requested)

City: Mead Valley **Zip:** _____

Phone #: _____

Date: _____ **Agenda #** 3-23

PLEASE STATE YOUR POSITION BELOW:

Position on "Regular" (non-appealed) Agenda Item:
_____ **Support** _____ **Oppose** _____ **Neutral**

Note: If you are here for an agenda item that is filed
for "Appeal", please state separately your position on
the appeal below:

_____ **Support** _____ **Oppose** _____ **Neutral**

I give my 3 minutes to: _____

BOARD RULES

Requests to Address Board on "Agenda" Items:

You may request to be heard on a published agenda item. Requests to be heard must be submitted to the Clerk of the Board before the scheduled meeting time.

Requests to Address Board on items that are "NOT" on the Agenda:

Notwithstanding any other provisions of these rules, member of the public shall have the right to address the Board during the mid-morning "Oral Communications" segment of the published agenda. Said purpose for address must pertain to issues which are under the direct jurisdiction of the Board of Supervisors. YOUR TIME WILL BE LIMITED TO THREE (3) MINUTES.

Power Point Presentations/Printed Material:

Speakers who intend to conduct a formalized Power Point presentation or provide printed material must notify the Clerk of the Board's Office by 12 noon on the Monday preceding the Tuesday Board meeting, insuring that the Clerk's Office has sufficient copies of all printed materials and at least one (1) copy of the Power Point CD. Copies of printed material given to the Clerk (by Monday noon deadline) will be provided to each Supervisor. If you have the need to use the overhead "Elmo" projector at the Board meeting, please insure your material is clear and with proper contrast, notifying the Clerk well ahead of the meeting, of your intent to use the Elmo.

Individual Speaker Limits:

Individual speakers are limited to a maximum of three (3) minutes. Please step up to the podium when the Chairman calls your name and begin speaking immediately. Pull the microphone to your mouth so that the Board, audience, and audio recording system hear you clearly. Once you start speaking, the "green" podium light will light. The "yellow" light will come on when you have one (1) minute remaining. When you have 30 seconds remaining, the "yellow" light will begin flash, indicating you must quickly wrap up your comments. Your time is up when the "red" light flashes. The Chairman adheres to a strict three (3) minutes per speaker. **Note: If you intend to give your time to a "Group/Organized Presentation", please state so clearly at the very bottom of the reverse side of this form.**

Group/Organized Presentations:

Group/organized presentations with more than one (1) speaker will be limited to nine (9) minutes at the Chairman's discretion. The organizer of the presentation will automatically receive the first three (3) minutes, with the remaining six (6) minutes relinquished by other speakers, as requested by them on a completed "Request to Speak" form, and clearly indicated at the front bottom of the form.

Addressing the Board & Acknowledgement by Chairman:

The Chairman will determine what order the speakers will address the Board, and will call on all speakers in pairs. The first speaker should immediately step to the podium and begin addressing the Board. The second speaker should take up a position in one of the chamber aisles in order to quickly step up to the podium after the preceding speaker. This is to afford an efficient and timely Board meeting, giving all attendees the opportunity to make their case. Speakers are prohibited from making personal attacks, and/or using coarse, crude, profane or vulgar language while speaking to the Board members, staff, the general public and/or meeting participants. Such behavior, at the discretion of the Board Chairman may result in removal from the Board Chambers by Sheriff Deputies.