

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



ITEM
3.15
(ID # 9538)

MEETING DATE:

Tuesday, April 16, 2019

FROM : TRANSPORTATION AND LAND MANAGEMENT AGENCY (TLMA):

SUBJECT: TRANSPORTATION AND LAND MANAGEMENT AGENCY: Financing Mechanisms for Public Safety Services for New Residential Development Projects, All Districts. [\$80,000 - TLMA Admin 100%]

RECOMMENDED MOTION: That the Board of Supervisors:

1. Receive and file this status update on the Financing Mechanisms for Public Safety Services for New Residential Development Projects; and
2. Direct staff to issue a Request for Proposals to qualified firms with experience in forming Public Safety Community Facilities Districts (CFDs) to assist in crafting methodology and policy options for the Board's future consideration.

ACTION:Policy

Juan C. Perez, Director of Transportation & Land Management 4/10/2019

MINUTES OF THE BOARD OF SUPERVISORS

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

Ayes: Jeffries, Washington and Perez
Nays: Hewitt
Absent: Spiegel
Date: April 16, 2019
xc: TLMA

Kecia Harper
Clerk of the Board
By:
Deputy

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FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost
COST	\$ 20,000	\$ 60,000	\$ 80,000	\$ 0
NET COUNTY COST	\$ 0	\$ 0	\$ 0	\$ 0
SOURCE OF FUNDS: TLMA Administration Budget 100%			Budget Adjustment: No	
			For Fiscal Year: 18/19 - 19/20	

C.E.O. RECOMMENDATION: Approve

BACKGROUND:

Summary

On August 29, 2017, the Board of Supervisors approved Item 3.5 from Supervisor Jeffries to direct the Executive Office, Transportation Land Management Agency (TLMA), Economic Development Agency (EDA), and County Counsel to prepare an analysis on the use of Community Facilities Districts (CFDs) and other financing mechanisms to fund infrastructure maintenance and services for future residential development projects located within unincorporated areas of the County. At the heart of this request was consideration of the current state of the County's general fund revenue, and whether the County should expand the use of funding mechanisms to include on-going services that have not been included in the past, such as public safety costs. Representatives from the Executive Office, TLMA, EDA, and County Counsel held several meetings to discuss various policy options and recommendations.

On February 6, 2018 (Agenda Item 3.26), staff provided recommendation to the Board that, with certain exceptions, CFDs provide a superior range of options for funding a variety of services provided to new development, compared to other finance mechanisms such as County Service Areas. A summary of this analysis is attached as Exhibit C. The Chairman appointed an ad-hoc committee to work with staff to research the topic further and report back to the Board. The ad-hoc committee met with staff on one occasion, and discussed conducting further research to determine the magnitude of the needs for additional on-going public safety funding.

Board Policy B-12 (Land Secured Financing Districts) governs the use of CFDs and what they can be used for. It should be pointed out that CFDs are already used by the County to fund certain on-going public services associated with new development, such as landscape maintenance, street lighting, and maintenance of retention basins and other water quality features. These fall into the category of Service and Maintenance CFDs. Community Facilities Districts are also used to fund infrastructure needed to service new development in certain areas (such as major road projects), which are considered Traditional CFDs. The development community also utilizes CFDs for the financing of school district and utility fees such as water and sewer, which also falls under the Service and Maintenance CFD category, as allowed by Government Code Section 53313. Board Policy B-12 sets a requirement, unless waived by the Board, that the anticipated annual CFD special tax, together with ad valorem property taxes and

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any other special assessments, on any residential owner-occupied parcel shall not exceed 2% of the estimated base sales price of the home.

Preliminary Data Analysis

Staff from TLMA and the Executive Office has assembled data research conducted by KPMG as part of their assessment of costs from the Sheriff's office. The KPMG analysis focused on a review of 10 Sheriff Stations, and the hours spent in FY 17-18 serving the unincorporated area population by each of these stations. The current Sheriff hourly contract rate was applied to determine the cost per station. Research was also conducted on the Fire Department's budget (FY 16/17), with estimates developed of costs serving the unincorporated area. This information was collectively analyzed based on data from the Assessor's Office, including parcel data. Revenue data consisted of the structural fire tax and property tax allocations for the unincorporated area (including motor vehicle in lieu fees, which are essentially another component of property tax revenue) that are traditionally budgeted for Sheriff Patrol and Fire. The end product is estimates of average costs per household currently served by Sheriff and Fire services in the unincorporated area. These costs are attached as Exhibit A1 and A2. It needs to be stressed that this information is preliminary in nature and subject to further research and refinement.

The preliminary analysis suggests that, for Sheriff Patrol and Fire costs combined, there is an annual shortfall (averaging about \$845 and ranging from \$570 to \$1,112) in per-household cost to serve existing unincorporated communities. However, a more detailed analysis would need to be done by a consultant that specializes in the formation of Public Safety CFDs to determine the appropriate rate structure, given that the some variables (such as the average price of a new home and the property tax and structural fire tax that it generates) may in some cases be significantly different than the existing aggregate residential valuations. Given this, it may be more appropriate to view the potential additional funding shortage more as a ball-park cost of approximately \$700-\$800/unit based on the preliminary analysis that has been conducted, rather than precise ranges.

One of the fundamental structural challenges that the County Budget faces is our heavy reliance on property taxes to fund basic County services such as Sheriff, Fire and other public safety departments, as well as other departments that receive a share of their funding from the General Fund (such Animal Services, Code Enforcement, etc.). The County only receives approximately 12 cents per dollar of property tax revenue (plus other ad valorem pass-thru dollars like the structural fire tax and other special funds earmarked for Flood Control and libraries). Further, in some geographic areas some of that funding is further reduced by allocations to pay back redevelopment bonds and other obligations. This heavy funding reliance on property tax revenues is in stark contrast with many of our cities, which also receive substantial funding from sales taxes on a large commercial base.

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Policy Considerations

There are significant policy issues that the Board should weigh when considering whether to move forward with an approach to create CFDs for public safety.

- Impacts on housing costs and affordability. There is a public policy consensus that the California housing market is becoming increasingly unaffordable for our residents. Riverside County's median home value is currently approximately \$383,000 (according to Zillow), while the median household income (according to 2017 American Community Survey of the U.S. Census) is \$60,807. Many, if not most, new residential development projects currently utilize nearly the full 2% assessment value limit in CFDs to finance infrastructure and/or services (primarily school and utility fees). Increasing the public services component of CFD financing to include on-going costs for public safety will reduce the amount available to finance the other CFD components, potentially leading to upward pressure on home prices.
- Operational considerations of where Public Safety CFDs are used. Homeowners in new residential developments that pay for an additional assessment for public safety will reasonably expect that the service that they are paying for will be available, when needed, through the allocation of appropriate public safety staffing levels to serve those areas. There are operational issues that would need to be resolved in in-fill areas (surrounded by mostly built-out communities) where the new development constitutes a small portion of the overall service area. The distinction of increased service levels needed to serve new development can be more clearly defined in areas that are still primarily undeveloped with a significant potential for growth. An example of this is the Villages of Lakeview project, a new community of 8,725 new residential units approved by the County in 2018, for which as part of the project approvals the County required the establishment of a CFD to fund on-going Fire safety costs (in addition to the land and equipment for a new fire station).
- Appropriate size thresholds for the establishment of a Public Safety CFD. There is a cost associated with establishing a CFD and a practical component as to a minimum size of new residential development that would warrant the formation costs and effort. Staff's preliminary recommendations would be to consider Public Safety CFDs under the following scenarios (in addition to possible exceptions for in-fill areas as discussed above):
 - For new residential projects where CFDs are needed to be established for other services (such as landscape maintenance etc.), a component could be added for public safety; or

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- For new residential development projects (tract maps or Specific Plans) exceeding a specific threshold. Staff's preliminary recommendation is to consider 50 - 100 units as the threshold size for projects where other Service and Maintenance CFDs are not being established. This would require further analysis by the CFD consultant.
- Exceptions. Should the Board direct staff to move forward with the establishment of a Public Safety CFD approach, there are certain types of projects that should be considered for exceptions, such as affordable housing projects, or projects that have a limited capacity for additional CFD assessment due to other County-priority CFD obligations (such as major infrastructure CFDs).
- Comparison with Cities. There are a number of cities within the Inland Empire that have established CFDs for Public Safety for new residential development within at least a portion of their jurisdiction. Unlike cities that have a contiguous service area, County unincorporated communities are spread out over a vast geographic area, with varying degrees of future development potential and service needs. Therefore, instead of the County setting one rate for a Public Safety CFD as participating cities have done within their jurisdiction, the County would have to consider several different assessment structures and rates and methods of apportionment, perhaps based on existing Sheriff Station and/or Fire Station service areas.

Impact on Residents and Businesses

Expanding the use of Community Facilities Districts and other financing mechanisms to fund on-going maintenance and services for new residential development projects would reduce fiscal pressure on the General Fund. The benefits and impacts of expanding the use of CFDs to cover other County services should be weighed and balanced with other policy considerations such as housing attainability.

Additional Fiscal Information

Should the Board direct staff to move forward with developing a policy for the use of Public Safety CFDs, staff recommends issuing a Request for Proposal to select a consultant experienced in forming Public Safety CFDs. The preliminary estimated cost of bringing on a consultant to do this work is approximately \$60,000, with additional funding of \$20,000 estimated for staff costs including TLMA, County Counsel, Executive Office, and EDA staff that administers CFDs.

ATTACHMENTS:

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- Attachment A1. Sheriff Costs**
- Attachment A2. Fire Department Costs**
- Attachment B. Comparisons With Other Jurisdictions**
- Attachment C. Financing Mechanisms for Infrastructure Maintenance**
- Attachment D. Sample RFP**



Jason Farin, Senior Management Analyst

4/11/2019



Gregory L. Priamos, Director County Counsel

4/11/2019

Exhibit A1

FY 17/18 Sheriff Costs

Station	Service Hours *1	Hourly Rate *1	Cost *1	Unincorp. Res Parcels *2	Revised Cost/ Residential Parcel	County-wide Res:Comm Ratio *2	Sheriff Patrol General Fund Offset	Final Cost / Residential Parcel
Jurupa Valley	37,595	\$179.65	\$6,753,942	8,928	\$756.49	94.8%	\$37.35	\$679.80
Southwest	35,405	\$179.65	\$6,360,508	18,732	\$339.55	94.8%	\$42.26	\$279.64
Cabazon	27,010	\$179.65	\$4,852,347	4,307	\$1,126.62	94.8%	\$20.27	\$1,047.76
Palm Desert	35,405	\$179.65	\$6,360,508	7,207	\$882.55	94.8%	\$15.08	\$821.57
Hemet	47,815	\$179.65	\$8,589,965	18,728	\$458.67	94.8%	\$19.29	\$415.53
Lake Elsinore	39,785	\$179.65	\$7,147,375	11,330	\$630.84	94.8%	\$43.86	\$554.17
Perris	39,785	\$179.65	\$7,147,375	12,212	\$585.27	94.8%	\$30.86	\$523.98
Thermal	35,405	\$179.65	\$6,360,508	9,363	\$679.32	94.8%	\$33.04	\$610.96
Colorado River	29,200	\$179.65	\$5,245,780	1,257	\$4,173.25	94.8%	\$7.60	\$3,948.64
Moreno Valley			--	813	--		\$29.15	--
Totals	327,405	\$179.65	\$58,818,308	92,877	\$618.96 (Excludes Cabazon & Colorado River)		\$27.88 (Excludes Cabazon & Colorado River)	\$555.09 (Excludes Cabazon & Colorado River)

*1 Data provided by KPMG

*2 Data provided by Riverside County Assessor's Office

Sheriff Services Offset Formula

$$\frac{V_A * 1\% * 12.2\% * (72\% * A_s)}{P_T}$$

V_A = Total assessed value of unincorporated residential parcels within each station service area (FYs 15/16, 16/17)

1% = Taxable portion of V_A

12.2% = County General Fund allocation considering AB8 factors¹

72% = Portion of discretionary revenues from property taxes and VLF²

A_s = % of General Fund dollars allocated to sheriff patrol services³

P_T = Total # unincorporated residential parcels in each station service area

¹Varied: 12.22% in FY16 to 12.24% in FY17

²Varied: 70% in FY16 to 72% in FY17

³Varied: 12.09% in FY16 to 12.75% in FY17

Exhibit A2 Fire Costs

<i>Program Cost Calculation</i>				
Fiscal Year	Gross Annual Program Costs	Retro State Bill	Program Offset Costs*	Net Annual Program Costs
2016/2017	\$126,695,005	\$1,040,956	-\$38,733,250	\$89,002,711

* Fire Marshall, Grants, Weed Abatement, City Indirect Funding, Misc. Cost Recovery and City of Jurupa Valley GF contribution

<i>Per Parcel Cost Calculation</i>						
Fiscal Year	Net Annual Program Costs	Existing Structural Fire Tax Offset**	Unincorp. Res Parcels	Cost/Residential Parcel	County-wide Res:Comm Ratio	Final Cost / Residential Parcel
2016/2017	\$89,002,711	\$60,595,830	92,877	\$306	94.8%	\$289.95

Fire Services Offset Formula

$$\frac{(V_A * 1\% * 2.2\%) + (72\% * GF)}{P_T}$$

V_A = Total assessed value of unincorporated residential parcels (FYs 15/16, 16/17)

1% = Taxable portion of V_A (includes Redevelopment)

2.2% = County General Fund allocation for structural fire protection¹

72% = Portion of discretionary revenues from property taxes and VLF²

GF = FY General Fund allocation

P_T = Total # unincorporated residential parcels

¹Varied: 2.25% in FY16 to 2.24% in FY17

²Varied: 70% in FY16 to 72% in FY17

“Exhibit B”

CFD Comparisons With Other Jurisdictions

City	Services	Single Fam Property Levy	Multi-Fam Property Levy	Administrative Expenses	Commercial Included	Annual Escalation Formula
Lake Elsinore	Police, Fire & Paramedic	\$685.00	\$419.00	Included	No	CPI based 2% min, 6% max
San Jacinto	Police & Fire	\$501.51	\$376.13	Included	Yes	CPI or 4%, whichever greater
Corona	Police, Fire & Paramedic	\$516.00	\$358.00	Included	No	CPI or 4%, whichever greater
Rancho Cucamonga	Fire Protection	\$167.75 - \$677.13	\$144.12 per Unit + \$.035 x Total Units	Included	Yes	CPI Based
Perris	Police & Fire	\$265.30 / Unit \$1,061.21 / Non-Residential Acre	\$53.06 / Unit \$1,061.21 / Non-Residential Acre	Included	No	CPI Based



Exhibit C

Financing Mechanisms for Infrastructure Maintenance and Services for New Residential Development Projects

Overview

At its August 29, 2017 meeting, the Board of Supervisors approved an item from Supervisor Jeffries directing staff to prepare a comprehensive review of various financing mechanisms available to support the costs of providing County services to new residential development. Representatives from the Executive Office, Transportation and Land Management Agency (TLMA), Economic Development Agency (EDA), and County Counsel held several meetings to evaluate and discuss potential funding mechanisms. We note that this review is focused only on new residential development that is to be considered for approval by the Board of Supervisors in the future, and does not affect existing residents.

The County has traditionally used a variety of special financing mechanisms to pay for the costs of providing specific services to new development. These include services such as landscape maintenance, street lighting, and street sweeping. The purpose of this review is to examine which additional costs of providing County services could potentially be assessed on new residential development, in order to lessen the County's long-term reliance on General Fund revenue. This review comes at a time when the County is struggling with cost increases in service delivery that are outpacing anticipated growth in General Fund revenues.

The mechanisms considered include Community Facilities Districts, County Service Areas, Assessment Districts, and Landscape and Lighting Maintenance Districts. Staff has reviewed the pros and cons of implementing each funding mechanism. The results of our review are summarized herein.

Potential Financing Mechanisms

Community Facilities Districts (CFD's)

A Community Facilities District (CFD) is a special tax district provided for in State Law that funds public improvements and on-going services within an identified area. The Mello-Roos Community Facilities District Act of 1982 authorized local governments to create CFD's for the purpose of selling tax exempt bonds to fund public improvements and collect revenues to pay for public improvements. Also authorized is the collection of revenue to fund services and maintenance associated with the new development.

Jurisdictions establish a CFD by utilizing Government Code 53311-53368.3 for maintenance of facilities and services. Requirements of creating a CFD include several procedural actions by a Board and affected property owners, such as an application, petition, Resolution of Intention including Rate and Method of Apportionment and Boundary Map, Resolution of Formation, property owner election, Public Hearing, and recordation of Notice of Special Tax. Prior to the formation of a CFD, it must be approved by a two-thirds margin of the qualified voters within the proposed district boundaries.

As a general practice that applies to all of the funding mechanisms discussed in this document, when forming a new funding mechanism associated with residential development that relies on a property assessment, the election regarding the imposition of an assessment is held before the property is subdivided and lots are sold to individual homeowners. The additional applicable assessment rate is therefore disclosed to prospective homeowners by the home developer/builder for consideration by the prospective buyer as part of the home purchase process.

County Service Areas (CSA's)

CSA's allow communities in unincorporated areas to pay for and receive specific services from the County. If residents are willing to pay for enhanced service levels, they can receive the types of services and improvements not available in other areas of the county. The County Service Area Law (Government Code § 25210.1 et seq.) was created in the 1950's to provide a means of providing expanded service levels in areas where residents are willing to pay for the extra service.

A CSA is initiated by a petition of registered voters or by adoption of a resolution by the Board. Once proposed, the formation of the CSA will be subject to public notice and a public hearing. If more than 50% of registered voters or landowners protest, the CSA may need to be subject to voter approval at a special election. If approved, the CSA is normally granted limited powers and the County Board of Supervisors acts as the CSA board.

It should be noted that all CSA's must be approved by the Local Agency Formation Commission (LAFCO) which is a state-mandated regulatory agency established by the Legislature in 1963.

Assessment Districts (AD's)

Assessment Districts are formed under the authority granted by the Streets and Highways Code Division 10 and the Improvement Acts of 1911, 1913 and 1915. Assessment Districts are used to fund the construction of new infrastructure (such as roads, sewers, etc.) that serves new development. Assessment Districts, however, are not authorized under the law to collect funds for the on-going maintenance and service costs of new development, and are therefore not considered in this analysis.

Landscape and Lighting Maintenance Districts (LLMD's)

Landscape and Lighting Maintenance Districts LLMD's are permitted under the Landscaping and Lighting act of 1972 (1972 Act) and State of California Proposition 218, the "Right to Vote on Taxes Act".

The 1972 Act permits the formation of LLMD's, and annexation into said district to finance the installation, maintenance and servicing of landscaping, trails, fencing, irrigation, streetlights, traffic signals, bridge lights, graffiti abatement, bio-swales, and fossil filters through annual assessments on real property within the district. The annual assessment for each zone in the LLMD is based on the estimated specific benefit to each parcel, Equivalent Dwelling Unit (EDU) or acre and not on property valuation.

In 1996, State of California Proposition 218 required that all parcel assessments be presented to the property owners for their authorization in order to levy a parcel assessment. A "Special Election" is conducted to ascertain if 51% of the affected property owners are in favor of an annual assessment for a LLMD being added to their property taxes. Elections are conducted in the same year the application for annexation is submitted.

Although LLMD's do provide for a number of services to be included, they are not as broad as CFD's in the eligibility of services that can be financed on an on-going basis.

Recommended Financing Mechanisms

The attached Exhibit B identifies various Existing Services that are now covered through financing mechanisms on new residential development. As a general practice, the use of CFD's has been expanded to cover more of these services instead of LLMD's or other mechanisms, since CFD's allows for one mechanism that is broader in nature as opposed to a combination of funding mechanisms. In general, the following services are now being included in CFD's:

- Water Quality Management Plan (WQMP) features to meet State water quality treatment requirements, including basins, bioswales, fossil filters.
- Street lighting (outside of areas that have an existing street lighting CSA) and traffic signal maintenance
- Parkway and median landscaping

The County also utilizes previously-established CSA's for certain specific services or in certain geographic areas. New development in those areas are therefore required to annex into the CSA for service, including:

- Street sweeping. CSA 152 provides County-wide street sweeping services.

- Parks maintenance CSA's are in place to fund the maintenance of parks that are outside of areas served by special parks districts (such as Valley Wide, Desert Recreation, Beaumont-Cherry Valley, etc.)

After carefully reviewing the various funding mechanisms, the consensus of County staff is that we explore the expanded use of Community Facilities Districts to fund the costs of services beyond what we have traditionally included in CFD's. Community Facilities Districts provide a wider range of allowable uses than other traditionally used mechanisms, as shown on the attached Exhibit "B". The major benefit of the use of CFD's as compared to CSA's is that CFD's allow for collection of funding to provide municipal-level services based on the difference of undeveloped land service demand vs. developed land service demand. For example, CFD's allow for the setting an assessment for baseline public safety service for a new residential development which has a greater service demand than vacant land. By contrast, CSA's are structured to cover the costs of enhanced services vs. what other developed communities typically receive, rather than capturing the cost of services to new development.

The following Focused Services identified in Exhibit B would be eligible for consideration in an expanded use of CFD's:

- Sheriff Protection. The cost of providing Sheriff protection services to new residential development would need to be determined based on a per-new home basis.
- Fire Protection. The County receives a structural fire tax that pays for a portion of the fire protection costs that the County incurs. A Fire CFD would be a mechanism to capture the funding shortfall that is now covered by the General Fund to provide Fire services beyond what is funded by the structural fire tax.

Given the County's current fiscal outlook and costs of providing services, it is recommended that the analysis to expand the use of CFD's be focused on these two priority services at this time. Other services that could be considered in the future for CFD's, but are less of a priority for needed focused funding, include road maintenance, ambulance services, and graffiti removal.

It should be noted, however, that there may be specific instances where it may be more beneficial to annex into an existing CSA or utilize a combination of funding sources including LLMDs. The appropriateness of the selected funding mechanism should be evaluated on a case-by-case basis given the specifics of the development, its location, the services to be included, and other existing mechanisms in the geographic area.

Staff has conducted preliminary research on other jurisdictions that utilize CFD's for public safety funding for new residential development. The City of Rancho Cucamonga has had long-standing CFD's for Fire services. The Cities of Lake Elsinore, Perris, and San Jacinto utilize CFD's for a combination of Fire and Police services for some new residential development.

Other Policy Considerations

There are a number of related issues that should be considered further when balancing the need for additional funding to pay for ongoing services with other County goals and objectives. These include the following:

Housing Attainability and State Requirements

There is a growing public policy consensus that California faces a severe housing shortage, with housing demand due to population growth far outpacing new housing supply. The Legislature has made it a particular point of emphasis in the last Legislative session to focus on this issue through numerous changes in State law related to housing, with 15 separate legislative bills passed that impose new requirements and/or provide additional funding or local jurisdictions to increase housing supply.

Tax Rate Burden Limitations

Board of Supervisor Policy B-12 describes the goals and policies of the Board for the use of land secured financial districts (which include CFD's) for both construction and service and maintenance CFD's. The total tax burden (that is, the anticipated maximum annual CFD special tax, together with ad valorem property taxes, special assessments, special taxes for any overlapping community facilities district, and any other taxes, fees and charges payable from and secured by the property) on any residential owner-occupied parcel in a CFD shall not exceed 2% of the estimated base sales price of such parcel. New residential developments often utilize CFD's to finance the cost of other non-County fees or improvements, such as school district or water utility fees or facilities. If the County were to consider expanded use of CFD's for County services it would likely affect the availability of CFD capacity for other jurisdictions, and/or also require consideration of taxing rates in certain projects that exceed the 2% limit.

Commercial Development

There is a correlation between commercial development and residential development - i.e., housing rooftops create the demand that drives commercial development, which in turn leads to a positive growth in sales tax. This correlation is further affected in the unincorporated County areas by geography, in that in many cases the nearest commercial areas may be located within City limits. This correlation between sales-tax generating commercial uses and residential housing is also undergoing a paradigm shift as our societal shopping habits shift more and more to on-line versus the traditional brick-and-mortar commercial. It may be appropriate to factor increases in sales tax to offset residential service costs on projects that are mixed-use in nature or otherwise lead to a growth of sales tax in the unincorporated area, on a case-by-case basis.

Minimum Project Size

There is a cost associated with forming CFD's and administering them on an on-going basis, including the preparation of an annual report and levy of special taxes. Projects to be included in a CFD should be of sufficient size that the administrative costs are within acceptable levels of the overall assessment being collected by the CFD. A recommended practice may be to keep administrative costs to 10% or less of the amount of funds being collected. Using this as a rough guidance based on typical administrative costs, it may be desirable to establish a minimum threshold of about 50 residential units in most cases, although this may also depend on what other services are included in the CFD (landscaping, water quality, etc.)

Conclusion

Given the County's current fiscal outlook, there is a need to further study the impacts and benefits of expanding the use of CFD's to cover additional service costs of new residential development. This is an opportunity to adopt a more sustainable fiscal model for residential development moving forward, while also weighing the impacts of that on other policy considerations including the need to provide housing for our growing population.

It is recommended that this issue be studied in more detail by a Board ADHOC Committee, with opportunities for input from the development community through outreach meetings to be held by staff, and that a detailed recommendation be brought back to the Board for consideration.

**ATTACHMENT A
BIDDER PROPOSAL RESPONSE**

REQUEST FOR PROPOSAL # TLARC-XXXX

SPECIAL TAX CONSULTANT SERVICES



By:
Riverside County Purchasing & Fleet Services
2980 Washington Street
Riverside, CA 92504-4647
(951) 955-4937
Email:
NIGP Code(s): 94682, 96379

**This RFP and any ensuing Addendums are available at the following links:
www.purchasing.co.riverside.ca.us and www.publicpurchase.com**

**NOTE: BIDDERS ARE RESPONSIBLE TO READ ALL INFORMATION THAT IS STATED IN THIS
REQUEST FOR PROPOSAL AND PROVIDE A RESPONSE AS REQUIRED**

Any Bidder who requests to have this RFP in electronic format may send an email request to:

Appendix A

Purpose/Background

The County of Riverside Transportation and Land Management Agency is seeking proposals from parties qualified in providing Special Tax Consultant Services.

Key Principles / Program Objectives

The primary goal of the project is to retain a special tax consultant(s) to perform necessary analyses for development of a policy recommendation regarding formation of a County-wide Community Facilities District for public safety services (CFD). Support pertaining to CFD formation and administration may be requested at a subsequent date, should the County Board of Supervisors decide to initiate proceedings for CFD establishment.

Program Outcomes

The outcome expectation of the successful contractor is to develop a Special Tax Rate and Method of Apportionment for New Development projects within County unincorporated areas, that will consider the input of the development community and be defensible against litigation.

Tab A Proposal Checklist

Instructions:

- This section must be filled in and each item checked off to ensure all items requested by the County in this RFP have been submitted.
- Follow the instructions in each section of this RFP.
- Present all requested items in the index tabs ordered A through I as shown
- Label each item presented and include additional items on your Table of Contents
- All proposals must include a detailed description of each proposed service to be provided
- Bidders that do not follow the bid instructions found in the Terms and Conditions document "Section 6.0 General Proposal Submittal" may be found to be "non-responsive" and disqualified from the bid process

Name of Company: _____

Service to provide: (title) _____

Proposal Submission Checklist

General Bidder Information

Please provide one copy of the following items in your proposal. Indicate the page number where the item is located.

Page Number

Tab A – Proposal Checklist (*this page*) _____

Tab B – Proposal Cover Page (*signed by Authorized Signatory*) _____

- Tab C – Company Profile/ Experience _____
- Tab D – Acknowledgements _____
- Tab E – Scope of Services _____
- Tab F – References _____

SAMPLE

- Tab G – Bidder Attachment.....
Any response that Bidders are finding difficulty pasting into the “Bidders Response” boxes in any section of the RFP, bidders shall paste in Tab G. When pasting attachments to Tab G, label the attachments “Attachment 1”, “Attachment 2” and so forth. Enter the corresponding Attachment Number into the Bidder’s Response box with the words “See Tab G.” List all attachments with an index tab.

List all attachments included in this Section. Please use additional pages to list attachments if necessary.

Attachment Number	Document Title	Page Number
Attachment 1	_____	_____
Attachment 2	_____	_____
Attachment 3	_____	_____
Attachment 4	_____	_____
Attachment 5	_____	_____
Attachment 6	_____	_____
Attachment 7	_____	_____
Attachment 8	_____	_____
Attachment 9	_____	_____
Attachment 10	_____	_____
Attachment 11	_____	_____
Attachment 12	_____	_____
Attachment 13	_____	_____
Attachment 14	_____	_____
Attachment 15	_____	_____
Attachment 16	_____	_____
Attachment 17	_____	_____
Attachment 18	_____	_____
Attachment 19	_____	_____
Attachment 20	_____	_____

Cost and Financials

Please provide Tabs H and I in a clearly marked, sealed envelope. These items should only be included in the Original Proposal.

- Tab H – Cost
 Tab I – Financial Statement

Tab B Proposal Cover Page

This Proposal Cover Page must be signed by an authorized representative. Signature by an authorized representative of the company on the proposal cover page shall constitute a warranty, the falsity of which shall entitle the County of Riverside to pursue any remedy authorized by law, which shall include the right, at the option of the County of Riverside, of declaring any contract made as a result thereof, to be void.

BIDDER TO COMPLETE ALL APPLICABLE AREAS

Bidders are required to register (If not already registered) on the County of Riverside Purchasing website:
WWW.PURCHASING.CO.RIVERSIDE.CA.US

The County of Riverside Purchasing Department is soliciting proposals
from qualified firms to provide:

SPECIAL TAX CONSULTANT SERVICES

Location: Purchasing & Fleet Services
2980 Washington St.; Riverside, CA 92504
NO FAXED OR EMAILED PROPOSALS WILL BE ACCEPTED

PROPOSALS MUST BE DELIVERED TO:
County of Riverside – Purchasing and Fleet Services
Attn: Bidder Proposal # **EOARC-032**
2980 Washington Street
Riverside, CA 92504

"Execution hereof is certification that the undersigned has read and understands the terms and conditions hereof, and that the undersigned's principal is fully bound and committed."

Company Name:

Mailing Address:

City: State: Zip:

Remit to Address:

City: State: Zip:

Phone # () FAX # ()

Contractor Website:

Name: Title:

Signature: Date:

Email:

Please Check Disabled Veteran Local Preference

Tab C Company Profile/ Experience

This section of the proposal is designed to establish the bidder as an entity with the ability and experience to operate the program as specified in the RFP. The Company Profile should be concise and clear, and include descriptive information regarding service delivery. The following information must be provided as follows:

1. Business name and legal business status (i.e. partnership, corporation, etc.)

BIDDER'S RESPONSE:

2. Proof of non-profit status, if applicable

BIDDER'S RESPONSE:

3. Company overview of services or activities performed, including:

- a. Company hierarchy (President, Vice President, Company Officers, etc.) and an organizational chart. The organizational chart shall clearly identify all staff members that will provide services under this contract.
- b. The number of years in business under the present business name, as well as prior business names, and the number of years of experience providing the proposed, equivalent or related services
- c. Company size - number of staff
- d. Location of the office from which the work under this contract will be provided and the staff allocation at that office

BIDDER'S RESPONSE:

- a)
- b)
- c)
- d)

4. Provide your company's mission statement.

BIDDER'S RESPONSE:

5. Please indicate whether the bidder holds controlling or interests in any other organization, or is owned or controlled by any other person or organization, if none that must be stated. Governmental agencies are exempt from this requirement.

BIDDER'S RESPONSE:

6. Financial interests in any other business. Individuals who are personally performing the contracted services and governmental agencies are exempt from this requirement.

BIDDER'S RESPONSE:

7. Names of persons with whom the Bidder has been associated in business as partners or business associates in the last five years. Governmental agencies are exempt from this requirement.

BIDDER'S RESPONSE:

8. An explanation of any litigation involving the Bidder or any principal officers thereof in connection with any contract.

BIDDER'S RESPONSE:

9. Include the policy and procedures for the bidder's company background checking procedures and company utilized. Bidders must conduct, at a minimum, a Department of Justice (DOJ) criminal background record check on all employees, subcontractors and volunteers.

BIDDER'S RESPONSE:

10. **Credentials/Resumes/Certifications/Licenses**

This section shall state all employees/subcontractors responsible for administering or providing services. Bidder shall specifically provide the following information on all employees to be providing services related to this RFP:

- a. Position Title
- b. Responsibilities
- c. Qualifications/Experiences
- d. Certifications/licenses, if applicable
- e. Any other information, which will assist in evaluating qualifications.

BIDDER'S RESPONSE:

- a.
- b.
- c.
- d.
- e.

Bidder can add as many sections to this bid response box as they need to state all employees providing services.

Tab D Acknowledgements

1. **Clarifications, Exceptions, or Deviations**

All bidder(s) shall describe any exception or deviation from the requirements of the RFP. Each clarification, exceptions, or deviation must be clearly identified. If your firm has no clarification, exceptions, or deviation, a statement to that effect shall be included in this section. The sample service agreement is attached as Exhibit B (which is located in the Terms and Conditions Document) and incorporated herein by this reference.

The following contractual terms are **non-negotiable**.

- Indemnification
- All insurance terms prior to the start of the agreement
- Termination
- Ownership/Use of Contract Materials and Products
- Disputes
- Governing Law
- Confidentiality
- Subcontractors
- Reporting Requirements

Do you have any other exceptions/deviations? If so, please provide an explanation:

BIDDER'S RESPONSE:

2. Evidence of Insurability/Business Licenses

All bidder(s) shall submit evidence of all required insurance. An Accord cover page will suffice and if awarded the contract the Bidder has ten (10) calendar days to produce the required insurances including a certified endorsement naming the County as additionally insured. The bidder shall certify to the possession of any and all current required licenses or certifications. Do not purchase additional insurance until this bid has been awarded. Provide a copy of current business license or other applicable licenses.

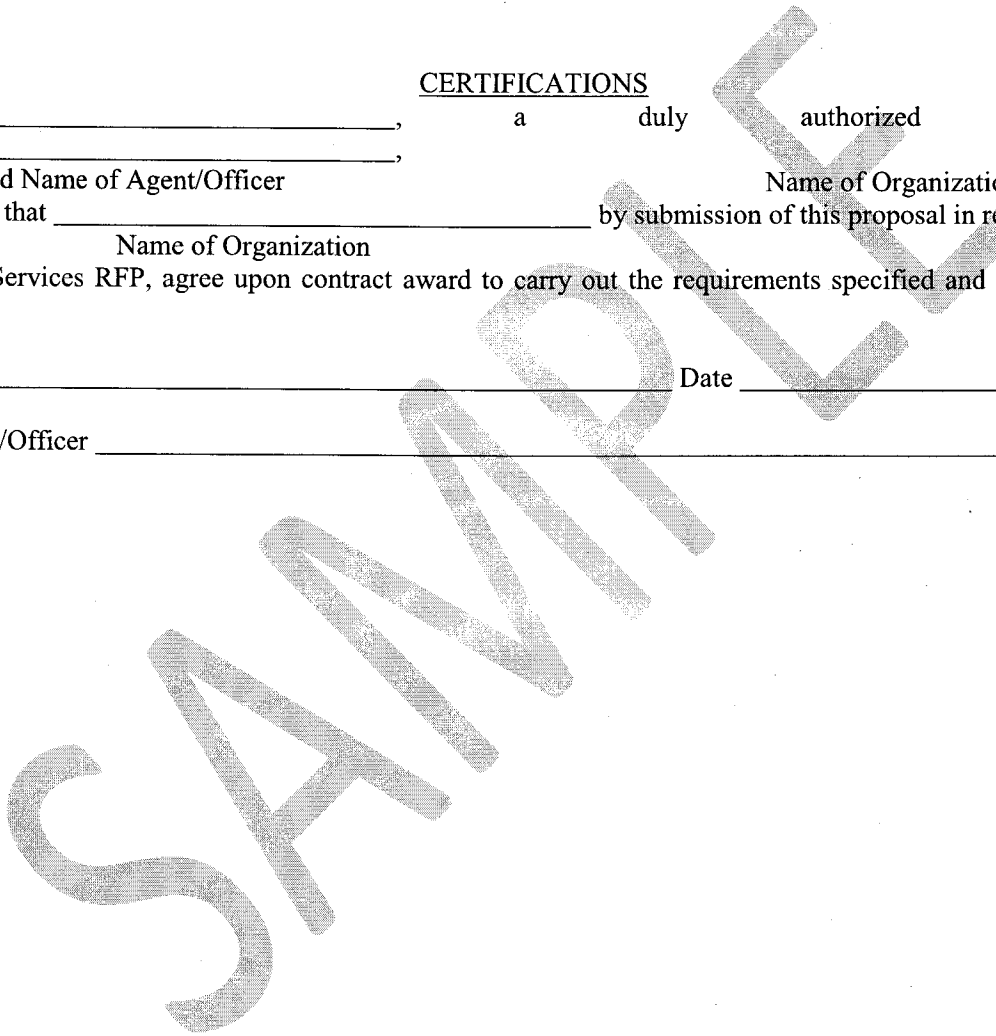
CERTIFICATIONS

I, _____, a duly authorized agent of

_____,
Printed Name of Agent/Officer
hereby certify that _____ by submission of this proposal in response to the
Name of Organization
Professional Services RFP, agree upon contract award to carry out the requirements specified and obligations set forth therein.

Signature _____ Date _____

Title of Agent/Officer _____



Tab E Scope of Services

This RFP has a space provided under each question the County has of the Bidder. This RFP is available for electronic download at www.publicpurchase.com.

Bidders must address all points in this section. All questions are in italicized font in the box.

Project Description:

The Transportation and Land Management Agency (TLMA) desires to develop a policy recommendation regarding formation of a County-wide Community Facilities District (CFD) to finance sheriff services, fire protection services, and fire suppression services. If established, special taxes under this CFD would be levied upon new residential developments within the County on a project by project basis. TLMA staff have developed preliminary costs for County public safety services. This agreement would involve analyses that build upon these previously developed costs, and development of a recommended Method of Apportionment and County-wide Special Tax Rate(s) that comply with the requirements of Government Code Secs. 53311 et seq., and consider costs for formation, and on-going administration of the CFD. This agreement does not involve work associated with actual CFD formation or administration; the County may elect to issue a Request for Qualifications (RFQ) for such work at a later date.

Bidders must address all points in this section. All instructions / questions are in italicized font in the box.

The awarded bidder must:

Task #1 Special Tax Structuring Recommendation

1. Provide the County a specific recommendation on the structuring of the CFD. The actual project would be based upon review of previously developed costs for County public safety services, and pertinent information and related documents.

Bidder is to provide the methodology to be used to meet the above requirements listed in Task#1, and shall include the structures used for similar projects.

BIDDER'S RESPONSE:

Task #2 Preliminary Tax Spread

2. Prepare initial spread of special taxes determining the appropriate method for apportioning the special tax across future residential development parcels (single family, multi-family, etc.). Calculate special taxes to support previously calculated public safety costs, anticipated annual administrative expenses, and reserve requirement. Special Tax Consultant shall present Tax Spreads at meetings attended by County staff and the development community, recommend alternative techniques to apportion special taxes to enhance project feasibility.

Bidder is to provide the methodology on the determined special tax spread.

BIDDER'S RESPONSE:

Task #3 Tax Spreads for Additional Areas or Zones

3. Should the County decide to establish areas or zones for the CFD, the Special Tax Consultant shall prepare tax spreads and undertake the activities listed under Task 2 for each additional area or zone.

Bidder shall acknowledge that they have read and understood Task #3

BIDDER'S RESPONSE:

Task #4 Tax Spreads Revisions

4. Based on input at meetings, prepare revisions to tax spreads requested by County and present revised tax spreads at second meeting. Make any further necessary revisions and present to County at up to 3 additional meetings. Special Tax Consultant shall prepare up to a total of 5 tax spreads.

Bidder shall acknowledge that they have read and understood Task #4

BIDDER'S RESPONSE:

Task #5 Prepare Rate, Method of Apportionment and Preliminary CFD Report

5. Prepare the Rate and Method of Apportionment of special tax, which describes the methodology used to calculate the annual special tax levy for the CFD. Prepare a preliminary CFD report, containing descriptions of the proposed public services, their estimated costs, and projected annual special tax rates.

Bidder is to provide a preliminary CFD report, containing descriptions of the proposed public services, their estimated costs, and projected annual special tax rates

BIDDER'S RESPONSE:

OPTIONAL SERVICES

1. At the request of the COUNTY, the CONSULTANT will assist the County's financing team members with the preparation of required documents, including the Resolution of Intention, Resolution of Formation, Official Statement and related items.

Tab F References

References

All bidder(s) must include present and past performance information with a minimum of three (3) reference letters of recent similar projects. References cannot include Riverside County Elected Officials, Department Directors, or Executive Office staff as a reference. However, references can include other county agencies that are not partaking in this RFP. Please verify that all reference information is correct.

BIDDERS WILL PROVIDE THREE REFERENCE LETTERS

Reference Letter Information	
Company name:	Reference Letter Information
Address:	Reference Letter Information
Contact person:	Reference Letter Information
Email address:	Reference Letter Information
Telephone address:	Reference Letter Information
Project name:	Reference Letter Information
Dates worked performed:	Reference Letter Information
Summary of scope of services:	Reference Letter Information
Project cost:	Reference Letter Information

1. Provide a list detailing contracts that your company has been awarded during the last five years, showing year, type of services, dollar amounts of services provided, location, contracting company, contact name, and phone number.

BIDDER'S RESPONSE:

2. Provide details of any failure or refusal to complete a contract. If none, that must be stated.

BIDDER'S RESPONSE:

Tab G Bidder Attachment

Any response that Bidders are finding difficulty pasting into the "Bidders Response" boxes in any section of the RFP, bidders shall paste in Tab G. When pasting attachments to Tab G, label the attachments "Attachment 1", Attachment 2" and so forth. Enter the corresponding "Attachment Number" into the Bidder's Response box as the example shows below:

Below is an example:

Tab D Company Profile

This section of the proposal is designed to establish the bidder as an entity with the ability and experience to operate the program as specified in the RFP. The Company Profile should be concise and clear, and include descriptive information regarding service delivery. The following information must be provided as follows:

1. Business name and legal business status (i.e. partnership, corporation, etc.)

BIDDER'S RESPONSE: Located in "Attachment 1"

2. Proof of non-profit status, if applicable

BIDDER'S RESPONSE: Located in "Attachment 2"

Please provide one copy of Tabs H and Tab I in a clearly marked, sealed envelope. These items should be in the original binder only and not in the copies.

Tab H Cost Proposal

In this section, please complete and include the Cost Proposal Sheet **place in a sealed envelope, and include only in the Original Proposal (Do Not provide in the copies of your bid submission)**. Cost Proposals will be opened after the evaluation of the proposals has been completed. The County reserves the right to negotiate final fees with the selected Contractor(s). Proposals must fully describe all costs to charges to County as part of this service/project. As stated in the Cost Proposal, bidders must provide fully inclusive blended rates, which are inclusive all of the bidder's project-related or supported expenses, including travel expenses. Expenses not included in the Line Item Budget will not be reimbursed. Bidders may also include any other documents as information to further explain the proposed costs.

Inclusive Hourly Rates for Personnel:

- A.
- | | | | | | |
|------|------------|-------------------|-------|-------|-------|
| i. | Principals | Rate per hour: \$ | _____ | _____ | Hours |
| ii. | Staff | Rate per hour: \$ | _____ | _____ | |
| iii. | Support | Rate per hour: \$ | _____ | _____ | |

B. Yearly Administration Fee \$ _____

CERTIFICATIONS

I, _____, a _____ duly authorized agent of _____
Printed Name of Agent/Officer Name of Organization
hereby certify that _____ by submission of this proposal in response to the
Name of Organization
Professional Services RFP, agree upon contract award to carry out the requirements specified and obligations set forth therein.
Signature _____ Date _____
Title of Agent/Officer _____

Tab I Financial Statement

Please place financials in a separate envelope and mark "Financial Statement - Confidential" if Bidder's company requires this to be kept confidential. The financial documents should be in the original binder only and not in the proposal copies. The County cannot guarantee that the financials submitted will be kept confidential.

Financial statements should only be included in the binder marked "Original" (Financial statements will be removed and submitted to the Accounting Office for review, then placed in a sealed envelope and marked "Confidential.")

The bidder must submit financial statements (balance sheet and income statement) for its business that are dated no more than twelve (12) months prior to the date of the proposal submission and cover a period of at least one (1) year. These statements should clearly identify the financial status and condition of the bidder's entire business entity.

Financials should provide sufficient detail to assure the County of Riverside that bidder can support services being offered and as a Contractor the firm will not seek early payment for services delivered, expedited payments or checks delivered by any means other than regular mail through the County Auditor/Controller's Office.

SAMPLE

Attachment B
Local Business Qualification Affidavit

The County of Riverside Local Business Preference may be applied to this Request for Proposal/Quotation. If you qualify for this preference, please submit this form along with your response to this RFP/Q.

Definition of Local Business

A local business shall mean a business or firm with fixed offices located within the geographical boundaries of Riverside County, and authorized to perform business within the County. In doing so, credit all sales tax from sales generated within Riverside County to the County, and who provide product or perform contracted work using employees, of whom the majority are physically located in said local offices.

Local businesses" shall have a Riverside County business street address. Post office box numbers, residential addresses, or un-staffed sales offices shall not suffice to establish status as a "local business." To qualify as a "local business" the location must be open and staffed during normal business hours and the business must establish proof that it has been located and doing business in Riverside County for at least (6) six months preceding its certification to the County as a local business.

Additional supporting documentation that may be requested by the County to verify qualification includes:

1. **A copy of their current BOE 531-A and/or BOE 530-C form** (State, Local & District Sales, and Use Tax Return Form). This is what businesses submit to the State Board of Equalization when paying the sales tax to the State of California indicating the amount of the payment to be credited to each jurisdiction (i.e. Counties, Cities).
2. **A current business license** if required for the political jurisdiction the business is located.
3. **Proof of the current business address.** The local business needs to be operating from a functional office that is staffed with the company's employees, during normal business hours.

Business Name: _____

Physical Address: _____

Phone: _____ FAX: _____ E-Mail: _____

Length of time at this location: _____ Number of Company Employees at this address: _____
If less than 6 month, list previous
Riverside County location: _____

Business License # (where applicable): _____ Jurisdiction _____

Hours of Operation: _____

Primary function of this location (i.e., sales, distribution, production, corporate, etc.):

Signature of Company Official _____ Date _____

Print Name, Title _____

Submittal of false data will result in disqualification of local preference and/or doing business with the Riverside County

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

①

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

SPEAKER'S NAME: Damian Fyssel (BIA)

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

City: _____ **Zip:** _____

Phone #: 951-786-3310

Date: 4/16/19 **Agenda #** 3.15

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.

2 ✓

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: Clint Loringone (BIA)

Address: 3891 11th Street

City: Riverside Zip: 92501

Phone #: 951-781-7310

Date: 04/16/19 Agenda # 3.15

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/Public Comment:

Notwithstanding any other provisions of these rules, a 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. Donated time is not permitted during Public Comment.

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 ensure your material is clear and with proper contrast, notifying the Clerk well ahead of the meeting, of your intent to use the Elmo.

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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 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.