



Harris & Associates

PUBLIC FINANCE STATEMENT OF QUALIFICATIONS







FIRM PROFILE

Harris & Associates (Harris) has served public agencies and private clients since 1974. Since then, we have developed a robust program of services that offer our clients expertise and assistance in various realms of engineering services, program and construction management, public finance, and environmental planning and compliance. We have 10 offices throughout the West Coast.

With a team of over 220 employee-owners, we are sized to keep your project a priority and are personally vested in its success. Outstanding people join Harris and stay because we nurture their talents and invest in their growth. The return is a team who is passionate about its work, has strong internal and external relationships, and delivers high-quality work products.

Harris provides special district formation and administration services to public agencies and boasts some of the industry's best leaders related to district administration and formation. In addition, we offer development impact fee creation and updates, as well as facility financing plans utilizing our team of AB 1600 experts. We invite you to visit our website to learn more at www.WeAreHarris.com.



PROUD MEMBERS OF:



**California Special
Districts Association**
Districts Stronger Together

MUNICIPAL FUNDING SERVICES

Helping Municipalities Navigate Their Financial Options

Building sustainable communities requires a mastery of the balance sheet—the expenses and potential revenues linked to infrastructure and service delivery projects. Harris & Associates helps municipalities navigate their financial options to make these projects a reality.

For many city and county leaders, the to-do list of major projects keeps growing while budgets steadily shrink—but progress doesn't have to halt. Whether you are repairing aging infrastructure or looking to expand services, the municipal funding professionals at Harris have the expertise to plan and execute strategies that appease stakeholders and align with community goals.

Harris provides a comprehensive suite of consulting and execution services to meet municipalities' funding needs.

Development Impact Fees + Public Facilities Financing Plans

Harris works with all stakeholders—the developers, elected officials, and the community—to develop fee programs that meet all AB1600 requirements and support community goals for economic growth. Harris helps communities develop the defensible nexus needed to collect development impact fees to pay for the related infrastructure.

Whether it is a new program, or an update to an existing one, Harris' has a long history of providing analysis in utility, public facility, transportation, park and recreation, affordable housing, public art, parking in-lieu, water neutrality, and Quimby Act fee programs.

We help establish sound policies for the successful implementation of the fee program such as setting reimbursement and letter of credit policies and outlining an annual update and administrative procedures. Because our team works with agencies to develop all types of facilities financing plans, we are able to identify strategies for funding current deficiencies that cannot be paid for using impact fee revenue and also assist in developing a long-term maintenance funding strategies to create a sustainable financial model that can be used for budgeting and long-term financial modeling.

We can also help with annual report preparation, annual and five-year updates, credit and reimbursement eligibility review, preparation of funding models, CIP assistance, and more.

Cost Allocation Plans

The first step in developing cost allocation plans: Identify the full costs associated with providing services and infrastructure projects. After identifying these costs, we help develop fee structures or cost reimbursement strategies to recover eligible costs, improve budget transparency, and comply with reporting requirements.

Feasibility Studies

Harris helps clients evaluate the best strategy for the successful delivery of projects and serve as an independent advisor to review funding needs and the likelihood of success. Often, we have found that small changes can have a significant impact on a project's success. This can include improving the transparency of the need for additional funding, ensuring that costs are allocated equitably to different parts of the community, and that time is included to educate stakeholders. Our feasibility study services include:

- Reviewing project plans, objectives, cost, and schedules
- Evaluating alternative financing strategies and stakeholder support
- Creating a roadmap for project delivery

Revenue Analysis

Understanding both your short- and long-term revenue needs is critical to developing the best strategy to fund vital community projects and services. We have successfully helped agencies identify multi-year financing needs, including funding for the replacement of aging infrastructure and facilities. With this information, we can identify alternative funding strategies, recommend solutions based upon your specific requirements, and identify the path to successful implementation of the selected strategy. Our revenue analysis services include:

- Developing multi-year financing needs
- Replacement reserve studies
- Alternative funding strategies

Fiscal + Economic Analysis

As strategic advisors, Harris helps clients develop policies and procedures related to how a municipality leverages financial resources and options. We can help determine the right mix of development within your community relative to service costs. We also clarify the fiscal and economic impact of projects—including future maintenance costs—to inform strategies that balance the cost of development with new revenue. This is especially important when considering the adoption of specific plans or property annexations.

Cost of Service Studies, Rates, and Fee Design

Harris collaborates with agencies on strategies to determine cost drivers, assign responsibility for cost drivers, and allocate costs equitably and fairly. We guide you through the process of establishing rates to meet utility and stakeholder goals relative to conservation, affordability, and ease of administration. Our team helps yours navigate the changing complexities of Prop 218 requirements for California utilities, as well as other state mandates and regulations.

Capital Improvement Plans

Developing long-range capital improvement plans requires an understanding of the infrastructure needed to serve the community and a clear path forward to funding. Often, this requires looking at alternative funding strategies and sources. We can help you determine if funds will be available when needed to “pay as you go” or if you need a more long-term strategy. We can also explore the options of grants or outside funding to reduce the overall project cost.

Enhanced Infrastructure Financing Districts

Harris helps agencies address community-wide projects with Enhanced Infrastructure Financing Districts (EIFDs). These broad-based, multi-faceted financing mechanisms can serve local agencies as a present-day proxy to redevelopment authorities to build infrastructure and enhance overall economic development. The strength of EIFDs is the tremendous range of allowable infrastructure projects and the greater lifespan of the results.



SPECIAL DISTRICT SERVICES

A Trusted Leader in Special District Services

Harris & Associates is an industry leader in providing special district formation and administration services to public agencies across California since 1998. These districts have funded over \$850 million in infrastructure for large development projects encompassing more than 50 Community Facilities Districts.

We specialize in district formation and administration of benefit assessment and special tax districts, AB1600 impact fee programs, public facilities financing plans, rates, and fees studies. Harris delivers innovative solutions for today's complex challenges while ensuring that all regulatory, auditing standards, and compliance requirements are met. Our public finance teams are experienced in finding additional funding, improving administrative efficiencies, and increasing revenues to help fund future development and infrastructure projects. We also have extensive experience presenting to and educating the public through community outreach meetings. Our customized public finance services will help your agency be more efficient and provide the best service to your constituents.

Our civil engineering background and our deep technical knowledge of State codes and governmental processes set us apart from other firms, and we assist agencies of all sizes with a variety of districts including:

- Community Facilities Districts (Bonded and Maintenance)
- Assessments Districts
- Benefits Assessment Districts
- Property and Business Improvement Districts
- Lighting and Landscape Maintenance Districts
- Sanitation Districts

We possess the multi-disciplinary experience, expertise, and resources to provide district formation, administration, reimbursement review, and Prop 218 compliance services.

FORMATION

ADMINISTRATION

SUPPORT

Comprehensive Special District Services

District Formation

A recognized authority on the statutory procedures and requirements for district formation, Harris works with each client to determine the most cost-effective solutions for special financing districts, whether to form, reform, or closeout. We provide customized services to meet the specific needs of each client in their formation process, which include:

- Feasibility studies
- Formation of District boundaries
- GIS parcel mapping and documentation
- Presentations at public hearings
- Public education and outreach
- Assistance in election proceedings and balloting
- Proposition 218 compliance
- Preparing Engineer's Reports/special tax methodology
- Creation and filing of formation documents

District Administration

Harris' professionals handle the specific, county requirements for enrollment of taxes and charges. Our team provides custom solutions for agency access to parcel data and charges, so our clients can review charges on a per-parcel basis. Our services cover all of the following related to ongoing district administration:

- Preparing the annual Engineer's Reports
- Calculating assessment or levy amounts
- Verifying Proposition 218 compliance
- Preparing yearly levy submission to counties
- Online access for agency database lookups
- Fiscal Feasibility Report
- Municipal disclosure reporting
- Delinquency management
- Handling property owner calls and inquiries

Proposition 218 Compliance

Understanding the requirements of Proposition 218 is critical to the success of any financing strategy. Recent court cases have made it more important than ever to fully understand the difference between special taxes, property related fees, and assessments, and to differentiate between general and special benefit. Harris has helped agencies develop compliance strategies, bring old districts into compliance with recent court rulings, and chart a path to success in the adoption of new taxes, assessments, and property-related fees. Our staff of renowned experts are up to date on the changes that have occurred, with an eye on changes to come. Our Prop 218 services include:

- Property owner notices and ballots
- Ballot tabulation
- Public outreach and education

Reimbursement Review

Since 1998, Harris has completed over \$1 billion in reimbursement review work. Working closely with developers and their engineers, we develop relationships that promote thorough and timely turnaround of reimbursement requests while protecting the interests of public agencies. We have developed policies and procedures for tracking and processing reimbursement requests and adhere to all guidelines and policies. This allows us to quickly process requests and provide a smooth process for the municipality. Our reimbursement review services include:

- A complete review of contracts, change orders, invoices, checks, lien releases, and improvement plans,
- Verifying legal guidelines are met to protect the investors as well as the agency,
- Construction reimbursement
- Cost allocations and recovery

	Revenue Type	Landscaping	Lighting	Streets	Flood Control	Storm Drain	Public Buildings	Parks	Open Space	Police Services	Fire Suppression	Emergency Medical Services	Underground Utilities	Security	Marketing	Library Services	School Services	Recreation Programs
Municipal Improvement Act of 1913 ¹	Asmt	B	B	B	B	B	B	B					C					
Landscaping and Lighting Act of 1972	Asmt	B	B					B	B									
Benefit Assessment Act of 1982	Asmt		M	M	M	M												
Fire Suppression Act of 1987	Asmt										M							
Parking and Business Improvement District Law of 1994	Asmt	B	B	B		B	B	B	B					M	M			
Mello-Roos Community Facilities Act of 1982	Tax	B	B	B	B	B	B	B	B	B	B	B	C			M	M	M
Infrastructure Financing District ²	Tax		C	C	C	C	C	C										
Special Tax	Tax	B	B	B	B	B	B	B	B	B	B	B	B			B	B	B

Legend

C - Construction Only

M - Operation and Maintenance Only

B - Both Construction & Operation/Maintenance

¹Can only maintain what it builds

²Improvement must have community-wide benefit

