

PROPOSAL

ON-CALL PROFESSIONAL SERVICES

June 30, 2024

Response to RFP

dta



COUNTY OF HAWAI'I

SUBMITTED BY:

Andrea Roess
Managing Director

18201 Von Karman Avenue, Suite 220
Irvine, CA 92612

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Andrea@FinanceDTA.com



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18201 Von Karman Avenue, Suite 220
Irvine, CA 92612

COUNTY OF HAWAI'I



ON-CALL PROFESSIONAL SERVICES

PROPOSAL SUBMISSION DEADLINE:

JULY 30, 2024, AT 4:30 P.M.

Prepared for:

County of Hawai'i

25 Aupuni Street, Suite 2103

Hilo, HI 96720

Attention: Diane Nakagawa, Director of Finance



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18201 Von Karman Avenue, Suite 220
Irvine, CA 92612

Ms. Deanna Nakagawa
Director of Finance
County of Hawai'i
25 Aupuni Street, Suite 2103
Hilo, HI 96720
Phone: (808) 961-8234

June 27, 2024

RE: Notice to Providers of Professional Services (HRS 103D-304)

Dear Ms. Nakagawa:

DTA, formerly David Taussig & Associates, is pleased to submit this copy of our proposal describing our firm and credentials for providing **Accounting Services [Accounting, Analysis, and Administration of Special Districts (FN.1)]** on an on-call basis to the County of Hawai'i (the "County"). It is our understanding that various departments and agencies of the County plan to use professional services in several categories of work during the fiscal year 2024-25, beginning approximately July 2024. Pursuant to the County's Notice to Providers of Professional Services, DTA would like to express its interest in providing **Accounting Services** to the County.

For your reference, in terms of local experience, DTA has been involved in public finance in the State of Hawaii since 2004. DTA assisted with the formation of the City and County of Honolulu (Waiawa) Community Facilities District ("CFD"), formation of numerous CFDs for the County of Hawai'i (projects known as Aina Lea, Palamanui, Unidev, and Wailani), and formation, bond sale, and annual administration services for the County of Kauai CFD No. 2008-1 (Kukuiula). DTA is currently under contract with the County of Kauai to provide ongoing annual CFD administration services. We recently assisted the County of Kauai with their most recent bond issuance for CFD No. 2008-1. Bonds were sold in April 2022 in the amount of \$30,810,000. DTA also assisted the County with the sale of bonds in December 2019 in the amount of \$20,320,000 for the CFD. In addition, we assisted developers in the private sector, including work for Kapolei and Hunt on the island of Oahu.

In addition, DTA is proud to note that, in collaboration with PBR HAWAII, R.M. Towill Corporation, Ronald N.S. Ho and Associates, Inc., CallisonRTKL, Fehr & Peers, and Arup, our State Transit-Oriented Development ("TOD") Planning and Implementation Project was selected as the recipient of the **2021 American Planning Association Hawaii Annual Chapter Award in the Economic Development Planning category**. The State TOD Planning and Implementation project for O'ahu, commissioned by the State of Hawai'i Department of Business, Economic Development, and Tourism ("DBEDT"), State Office of Planning, supplements and expands on the 2018 State TOD Strategic Plan to provide more detailed design, analysis, infrastructure planning, and implementation strategies for three priority areas: East Kapolei, Hālawā-Stadium, and Iwilei-Kapālama. The study includes an assessment of potential development around the three priority areas, an evaluation of infrastructure capacity and requirements to accommodate the future growth potential, the determination of proposed infrastructure improvements to support such growth, and the identification of possible financing opportunities to facilitate the development of the three priority areas. For the study, the project team developed a land use development model to project future infrastructure demand requirements. The model was based on anticipated land uses and densities identified in the County's Neighborhood TOD Plans and took into consideration development potential of various properties based on landowner/developer input and market projections.

DTA is a public finance consulting firm with offices in Irvine, San Francisco, San Jose, and Riverside, California, as well as Dallas and Houston, Texas, Raleigh, North Carolina, and Tampa, Florida. Since its establishment in 1985, DTA has completed consulting assignments for over 3,000 clients in



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22 states. During this period, the firm has been involved in the formation of over 2,000 public finance districts, with total bond authorizations exceeding \$75 billion. In addition to the planning and formation of a variety of types of special districts, DTA has provided annual administration services since its formation for more than 1,500 special districts and municipalities to levy special taxes, special assessments, and various rates and charges on property tax bills. DTA has also been involved in fiscal and economic analyses of land development impacts, project feasibility studies, and economic development studies. DTA has prepared approximately 500 fee justification studies for a variety of public improvements, including water, sewer, and flood control facilities, fire and police stations, parks, libraries, transportation, and other types of infrastructure.

Given our extensive experience in special district formation and administration, we believe our firm is well qualified to provide consulting services for this project. DTA's high level of experience in providing financial and administrative services related to assessments and taxes has put us in a unique position within the municipal finance industry. Having provided these services for our first special district in 1985, our assessment/special tax formulas have generated revenues to support hundreds of bond issues over the past 39 years, all of which have withstood the test of time. During this period, we have developed a number of assessment/special tax methodologies that have become the standards of our industry. **In addition, DTA is a registered Municipal Advisor with the U.S. Securities and Exchange Commission ("SEC") and Municipal Securities Rulemaking Board (MSRB ID #K0961).**

Our proposal has been prepared to establish the following:

- **DTA's experience/qualifications.** DTA's level of experience with levying fixed charges and the formation and issuance of bonds for special financing districts is unequaled as our firm is the State of California's leading Special Tax Consultant, having prepared special tax formulas on behalf of public agencies for the establishment of over 1,500 special financing districts. We take a hands-on, detail-oriented approach with an emphasis on accuracy, efficiency, and reliability. Automation is a key component of our services as it aids in the elimination of errors, documentation of procedures, and development of audit trails. These capabilities are frequently combined with our infrastructure finance consulting services to develop public infrastructure and services financing strategies and plans. Additional information on DTA is available on our website (www.FinanceDTA.com).
- **DTA's commitment to providing superior service to the County.** DTA has earned the trust of public agencies, bond investors, and other industry participants. Our name is synonymous with quality, accuracy, and responsiveness. Our clients understand there is a quantifiable difference to our consulting services that gives us a clear edge over the competition. DTA is committed to excellence and innovation, which allows us to attract and retain the most experienced and knowledgeable personnel in the industry. Our work product is unparalleled and we are committed to performing the required work in a timely manner. Our dedication to our clients' needs and expectations is unsurpassed.
- **DTA's high-level support.** Perhaps DTA's most outstanding qualification is the dedication and loyalty of the senior employees in our firm, many of whom have worked with us for 20 years or more, enabling our clients to count on the same personnel year after year on the job. As a result, DTA is able to offer a level of management expertise that is unequalled throughout the fields of financial and special tax consulting.

Our firm has assembled a project team for the County with the breadth of experience required to provide professional services in a professional and timely manner. This project would be handled out of **DTA's Irvine office**. Andrea Roess, a Managing Director at DTA, would serve as the



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Principal-in-Charge and have the County's primary account responsibility. Ms. Roess would be assisted by Nehal Thumar, a Vice President at DTA, and other support staff. Brief resumes for each of our senior team members are included in Section IV of this proposal.

If you have any questions regarding DTA, our team members, or the enclosed proposal, please contact Andrea Roess during the proposal evaluation period at (800) 969-4DTA x208 or by e-mail at Andrea@FinanceDTA.com. Thank you for the opportunity to work with you on this engagement.

Best Regards,

A handwritten signature in cursive script that reads "David Taussig".

David Taussig

Chairman/Managing Director

Phone: (800) 969-DTA

David@FinanceDTA.com

TABLE OF CONTENTS



<u>SECTION</u>	<u>PAGE</u>
I COMPANY NAME AND LOCATIONS	1
II COMPANY AGE AND EMPLOYEE AVERAGE.....	2
III FIRM QUALIFICATIONS	3
A Firm Overview	3
B Special District Experience	5
C Administration Experience.....	7
IV KEY PERSONNEL QUALIFICATIONS.....	9
A DTA Team Resumes.....	10
V REFERENCES.....	13
A County of Kauai	14
B County O’ahu	14
C City of Anaheim.....	15
D County of Orange.....	16
E City of Los Angeles.....	17
F Capistrano Unified School District	18
VI DESCRIPTIVE LITERATURE	19

I COMPANY NAME AND LOCATIONS

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DTA is a California public finance consulting firm with a national practice focusing on the establishment and implementation of infrastructure and public services financing programs for local municipalities in California and 21 other states. Organized as a corporation, the firm has its corporate headquarters in Irvine, as well as branch offices in Riverside, San Jose, and San Francisco, California, Dallas and Houston, Texas, Raleigh, North Carolina, and Tampa, Florida. A complete listing of DTA's administrative business offices is provided in Table 1. **DTA has been licensed and registered with the SEC and MSRB as a Municipal Advisor (No. 867-01160) and follows all the fiduciary requirements associated with this designation.** Additional information on DTA is available on our website (www.FinanceDTA.com).

Table 1: Location of Offices

City, ST	Address	Phone No.
Irvine, CA	18201 Von Karman Avenue, Suite 220 Irvine, CA 92612	(800) 969-4DTA
San Francisco, CA	2250 Hyde Street, 5th Floor San Francisco, CA 94109	(415) 962-1480
San Jose, CA	99 Almaden Blvd., Suite 875 San Jose, CA 95113	(800) 969-4DTA
Riverside, CA	11801 Pierce Street, Suite 200 Riverside, CA 92505	(800) 969-4DTA
Dallas, TX	8117 Preston Road, Suite 300 Dallas, TX 75225	(936) 714-2014
Raleigh, NC	614 Capital Boulevard, Unit 202 Raleigh, NC 27603	(919) 247-9449
Tampa, FL	2202 N. West Shore Blvd., Suite 200 Tampa, FL 33607	(800) 969-4DTA

Andrea Roess, a Managing Director at DTA, would serve as the Principal-in-Charge and have the County's primary account responsibility. Ms. Roess is available by phone at (800) 969-4DTA x208 or by e-mail at Andrea@FinanceDTA.com.



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SECTION II COMPANY AGE AND EMPLOYEE AVERAGE

II COMPANY AGE AND EMPLOYEE AVERAGE

DTA was incorporated in the State of California on May 15, 1986, and has been doing business for over 38 years. The corporation has two officers, specifically David Taussig, Chairman/Managing Director, and Cecily Burke, Secretary, both of whom are authorized to bind the firm. DTA's management personnel consists of four principals identified as David Taussig, Chairman/Managing Director, Kelly Wright, Chief Executive Officer, Andrea Roess, Managing Director, and Kuda Wekwete, Managing Director. Over the past 5 years, our firm has had an average of 50 employees per year.



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SECTION III FIRM QUALIFICATIONS

III FIRM QUALIFICATIONS

A Firm Overview

DTA is a California public finance consulting firm with a national practice focusing on the establishment and implementation of infrastructure and public services financing programs for local municipalities in California and 21 other states. Organized as a corporation, the firm has its corporate headquarters in Irvine, as well as branch offices in Riverside, San Jose, and San Francisco, California, Dallas and Houston, Texas, Raleigh, North Carolina, and Tampa, Florida. **DTA has provided consulting services to public and private sector clients nationwide in the States of Arizona, Arkansas, California, Colorado, Hawaii, Idaho, Illinois, Maryland, Montana, Nevada, New Mexico, North Carolina, Oklahoma, South Carolina, Texas, and Utah.** Consequently, we are experienced with a wide variety of public improvements and service financing mechanisms, including Assessment Districts ("ADs"), Business Improvement Districts ("BIDs"), CFDs, Development Districts, Mill Levy Districts, Public Improvement Districts ("PIDs"), Special Service Areas ("SSAs"), and Tax Increment Development Districts ("TIDDs"). Additional information on DTA is available on our website (www.FinanceDTA.com).

For your reference, in terms of local experience, DTA has been involved in public finance in the State of Hawaii since 2004. DTA assisted with the formation of the City and County of Honolulu (Waiawa) CFD, the formation of numerous CFDs for the County of Hawai'i (projects known as Aina Lea, Palamanui, Unidev, and Wailani), and formation, bond sale, and annual administration services for the County of Kauai CFD No. 2008-1 (Kukuiula). DTA is currently under contract with the County of Kauai to provide ongoing annual CFD administration services. We recently assisted the County of Kauai with their most recent bond issuance for CFD No. 2008-1. Bonds were sold in April 2022 in the amount of \$30,810,000. DTA also assisted the County with the sale of bonds in December 2019 in the amount of \$20,320,000 for the CFD. In addition, we assisted developers in the private sector, including work for Kapolei and Hunt on the island of Oahu.

DTA is particularly known for its specialized expertise in the design and annual administration of ADs and CFDs, levies of a variety of rates and charges, and issuance of municipal bond issues. In addition, the firm's public finance group provides fiscal and economic impact and Development Impact Fee ("DIF") consulting services. We are also experienced in grant writing for Federal and state funding and tax credit programs. All these capabilities are frequently combined with our infrastructure finance consulting services to develop public infrastructure and services financing strategies and plans.

DTA currently has a staff of approximately 50 employees, all of whom are directly involved solely in public finance. Staff members come from backgrounds in a number of fields, including land development, public administration, civil engineering, investment banking, economic consulting, redevelopment, law, and land use planning. This diversity of experience and expertise allows DTA to meet a wide variety of challenges related to both the actual work product and client management. DTA's personnel have considerable experience in computer-based financial analyses and modeling, which is a key component of the firm's consulting services. This fact ensures that the review and development of any computer model(s) will be in experienced hands. **In addition, DTA is a registered Municipal Advisor with the SEC/MSRB (MSRB No. 867-01160) and follows all the fiduciary requirements associated with this designation.**



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SECTION III FIRM QUALIFICATIONS

Since its establishment in 1985, DTA has completed consulting assignments for more than 3,000 clients in 22 states. During this period, the firm has been involved in the formation of more than 2,000 public finance districts, with total authorized bonded indebtedness in excess of \$75 billion. Our financing programs have utilized a variety of public financing mechanisms, such as ADs, CFDs, Certificates of Participation, Tax Allocation Bonds, Sewer and Water Revenue Bonds, Marks-Roos Bond Pools, Landscaping and Lighting Districts ("LLDs"), Integrated Financing Districts, and various types of fee programs. **DTA's level of experience with special district formations is unequalled as our firm is the State of California's leading special tax and assessment consultant, having prepared special tax and assessment formulas on behalf of public agencies for the establishment of over 1,500 CFDs, ADs, and LLDs.** We are also the State's leader in CFD, AD, and LLD administration as we are currently servicing over 800 special financing districts annually. In addition, DTA has considerable experience establishing a variety of types of financing districts and property owner associations for the purpose of funding public service shortfalls created by new development.

DTA has served as the Special Tax Consultant and/or Assessment Engineer for numerous cities, counties, water districts, and school districts. For your reference, DTA levied special taxes, assessments, and other charges on more than 3,010,000 Assessor parcels in over 800 districts in fiscal year 2023-24. In addition, we prepared and/or disseminated over 300 Continuing Disclosure Reports in the last 12 months.

DTA's consulting services include:

- **Annual administration of special districts;**
- **Special tax and assessment engineering;**
- Public infrastructure and public services financing strategies;
- Property Assessed Clean Energy ("PACE");
- Fiscal and economic impact analyses;
- Proposition ("Prop") 218 and Assembly Bill ("AB") 1600 compliance studies;
- Federal and state grant and loan applications;
- Economic development and revitalization studies; and
- Public improvement construction management services.

On a national basis, DTA has planned and implemented Public Facilities Financing Plans ("PFFPs") that have ranged from the quantitative analysis of a single financing mechanism for an individual facility to the preparation of a comprehensive public financing plan covering multiple facilities and public services through a series of financing mechanisms. Our financial analyses provide public officials, landowners, and other interested parties with the level of information necessary to make fully informed decisions regarding land use, infrastructure, and public services financing issues. Furthermore, DTA staff has extensive experience working with various stakeholder groups, including public agencies, residents and businesses, property owner associations, land developers, public finance professionals, local Chambers of Commerce, and other interested parties.



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SECTION III FIRM QUALIFICATIONS

DTA's clients include municipalities, school districts, water districts, and other public agencies. Our work products enable our clients to evaluate the feasibility of proposed financing mechanisms, including compliance with policy guidelines, the satisfaction of statutory requirements and underwriting criteria, and the quantification of landowner financial obligations. DTA staff has the knowledge and experience necessary to guide you from policy and financial feasibility analysis to implementation. DTA also provides comprehensive services to assist municipalities with the annual levy and collection of assessments, computation of arbitrage/rebate liability, and continuing disclosure.

DTA's special tax and assessment formulas, some of which have been in use since 1985, are based on a variety of methodologies that have withstood the test of time and legal scrutiny. Our firm's objective has been to take a balanced approach and utilize innovative and state-of-the-art techniques that enable all parties to receive the maximum benefit from public financing. DTA is aware of and has contributed to the most innovative and creative concepts in land-secured public financing. DTA's knowledge and experience have enabled the firm to maximize the capacity of land-secured financing programs while minimizing burdens on homebuyers and other property owners.

B Special District Experience

Typically, municipalities seek out the services of a Special Tax Consultant or an Assessment Engineer to utilize the consultant's specialized qualifications to advise and provide technical assistance to ensure numerical and technical accuracy in the assessments being charged, develop a legally defensible and equitable distribution of public improvement and/or services costs, and otherwise assist with the structuring and implementation of each special district in a manner consistent with the municipality's stated goals and policy objectives. DTA has the necessary expertise to provide these consulting services by virtue of its professional staff's many years of experience specializing in the formation and administration of special districts. Notably, the firm has been involved in the enrollment and collection of special assessments for 39 years. DTA's special district experience takes many forms, as illustrated in the discussion below.

- **Broad-Based Experience:** DTA has considerable experience with virtually every CFD/AD scenario imaginable. We have participated in districts with single and multiple property owners, improvement areas or zones, single and multiple series of bonds, escrowed bonds, fixed and variable rate and capital appreciation bonds, and residential and non-residential land uses. DTA has developed apportionment methodologies for the financing of Master Plan capital improvements, local subdivision improvements, public services, and even the undergrounding of existing overhead utilities. We have participated in the formation of land-secured districts containing fewer than 20 dwelling units and those with more than 38,000 dwelling units. Our staff has participated in numerous refundings and restructurings as well. This experience gives us the ability to analyze our clients' needs and match those needs with the financing mechanism that will maximize the capacity of the financing program while minimizing burdens on homebuyers and other property owners. Furthermore, the variety of financing structures for which we have provided these services have given us a perspective and level of skill that is unmatched. DTA's financial consulting services and work products reflect the

scrutiny and refinement that can only come through such extensive experience. This proficiency can be crucial in identifying and resolving issues and helping our clients avoid the pitfalls that we have seen cause problems for other municipalities.

DTA's assessment apportionment methodologies and special tax formulas have been utilized for the sale of hundreds of bond issues and provided the firm with considerable experience working with property owners, public agencies, underwriters, bond counsels, and financial advisors to provide benefit apportionment methods satisfactory to all parties. In the process, DTA has also worked frequently with institutional bond purchasers, all of whom are familiar with the firm and its expertise in the field of assessment engineering and special tax consulting.

- **Legal Knowledge:** Our senior professional staff is not only intimately familiar with the provisions of Section 46-80.1 of the Hawaii Revised Statutes and other local codes, such as Chapter 26 of the Kauai County Code 1987, but also has extensive real-world experience with each of their respective applications. This means that our advice and consulting services are grounded in a true understanding of each law and are not merely restatements of industry practices.

DTA is committed to providing independent, objective, and unbiased work product. DTA staff regularly reviews legal opinions, regulations, and statutes that impact or modify the provisions of the applicable code (and related case law). As such, DTA's deliverables reflect the most current developments in public finance and real property law. **Notably, DTA has never been sued in the 39 years we have been in business, which is truly remarkable considering the litigious nature of our given fields of expertise.**

- **Innovation:** Having been involved with special tax consulting since its infancy, DTA has pioneered many of the industry's techniques and standards. DTA's special assessment and special tax formulas, some of which have been in use since 1985, are based on a variety of methodologies that have withstood the test of time. Our firm's objective has been to take a balanced approach and utilize innovative and state-of-the-art techniques that enable all parties to receive the maximum benefit from public financing. DTA is aware of and has contributed to the most innovative and creative concepts in special district financing. Our knowledge and experience have allowed us to maximize the capacity of land-secured financing programs while minimizing burdens on homebuyers and other property owners. Today, DTA continues to seek innovative solutions and refine our work product to better serve and protect our clients.
- **Adaptability:** Each member of DTA's professional staff has considerable experience in computer-based financial analyses and modeling. This experience gives DTA the ability to adapt and create new models to meet any of the County's changing needs.
- **High-Level Support:** DTA's clients receive high levels of personal attention from senior staff, with a Principal, Senior Vice President, or Vice President always available to meet with public agency staff and other groups. Due to the loyalty of DTA's senior staff, many of whom have worked with us for 20 years or more, DTA is able to offer a level of



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SECTION III FIRM QUALIFICATIONS

management expertise that is unequalled throughout the field of assessment/special tax consulting.

C Administration Experience

In addition to being the State of California's leading Special Tax Consultant for the formation of various public financing districts, DTA has also been a State leader in the enrollment and collection of special taxes and assessments for 39 years. Therefore, unlike many consulting firms, we bring a depth of experience that is only achieved by providing consulting services on both the formation and administration of special districts. Furthermore, DTA's ability to retain the vast majority of its senior employees enables our firm to provide management expertise that is without peer in the special tax consulting field. What makes DTA stand out is that our employees are encouraged to work on both the formation and administration of special financing districts, which provides our staff with a comprehensive understanding of the details involved in implementing a successful financing district.

DTA is currently administering over 800 special financing districts annually. Our staff is extremely knowledgeable with respect to the relevant law governing the enrollment of special taxes and assessments and has helped establish the industry's practices through our participation in various trade groups, such as the California Society of Municipal Finance Officers ("CSMFO"), Women in Public Finance, and CASTOFF. We are also intimately familiar with County Auditor-Controller, Assessor, Treasurer-Tax Collector, and Recorder practices, which is critical for the successful administration of special districts. DTA fully utilizes all internet resources and our staff regularly accesses Assessor and title company files, as necessary, to establish overlapping debt information and perform other due diligence functions related to special district formation and annual administration.

Specifically, assessment liens are typically apportioned on an acreage or dwelling unit basis, with the requirement that the sum of the apportioned liens equals the lien for the "parent" parcel. DTA staff is experienced with the preparation of boundary maps, assessment diagrams, apportionment diagrams, and Bond Holder Notices and has staff that is skilled in the operation of AutoCAD. As we have prepared boundary maps for special districts throughout California and nationwide, we are familiar with counties' procedures and specifications for boundary maps and assessment diagrams.

- **Data Collection:** DTA will establish procedures for capturing parcel data (e.g., approved tentative maps, recorded final maps, parcel changes, County Assessor's roll, and parcel payment status). District information will be maintained in a relational database with the Assessor's Parcel Number ("APN") as the key field. Changes to the district database will be recorded independently, with actual updates made programmatically to increase accuracy, preserve history, and leave an audit trail. In other words, parcel deletions and additions and building permit information will be recorded in separate files and then programmatically linked to the district database in order to reflect changes.
- **Fund Accountability Analysis:** DTA maintains its own fund account database, which allows us to produce management-level account activity reports. This facilitates indenture compliance review and the reconciliation of disbursements, special tax and assessment receipts, and investment earnings. In our experience, trust account



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SECTION III FIRM QUALIFICATIONS

statements are virtually useless for management purposes. There is simply too much paper with a 5- to 10-page statement produced for each account each month. DTA rekeys the statement data into a database and is able to run consolidated reports for any time period showing all accounts on a single page. Inconsistencies with the indenture will be communicated to the trustee.

- **Calculation and Enrollment of Special Taxes:** Using the data compiled in the fund accountability analysis, DTA will evaluate year-end sources and uses of funds. Budgeted revenues and expenditures will be compared to actuals and year-end balances will be estimated. DTA will determine the coming year's special district expenditures, calculate the assessment installments, and enroll the assessments installment with the applicable county.
- **Public Information:** DTA will serve as the point of contact for taxpayers and other interested parties. Our professionals can be reached using a toll-free "800" number and will respond to telephone inquiries directly and/or in writing, as requested.
- **Delinquency Management:** DTA will review property tax payment data and prepare a report that lists each delinquent parcel and the corresponding amount of delinquent special taxes. Delinquency data will be reviewed after each tax installment due date and at fiscal year-end. At the request of the County, DTA can mail Delinquency Notices to property owners and/or lenders in accordance with the established delinquency management procedures.

IV KEY PERSONNEL QUALIFICATIONS

DTA has assigned personnel to this project who bring experience and technical expertise to each unique element of study. Our team organization is illustrated below. Project roles of our key team members are described below and followed by professional resumes. All personnel will be available full-time (100%) for the duration of the project.

Figure 1: Team Organization Chart



DTA has assembled a project team for the County with the breadth of experience required to provide on-call professional services in a professional and timely manner. **This project would be primarily handled out of DTA’s Irvine office.** Andrea Roess, a Managing Director at DTA, would serve as the Principal-in-Charge of DTA’s project team and handle primary account responsibilities for this engagement. Ms. Roess will attend meetings as necessary and supervise all project staff.

Ms. Roess will also serve as the Project Manager for the DTA team and be the County’s primary point of contact throughout this engagement. She will oversee all day-to-day activities and attend all meetings. This will include scheduled meetings with County staff at which she will provide regular updates regarding progress and any problems that have arisen. In addition, Ms. Roess will be setting up conference calls with County staff and other interested parties whenever necessary. She may schedule these conference calls once per month on a date in-between any scheduled meetings with County staff.

Ms. Roess will handle the ongoing execution and completion of the entire Scope of Work and match DTA’s work and deliverables with the County’s needs and

objectives. She will also manage the work of DTA’s project team, including leading data collection efforts, providing senior-level analysis, reviewing progress and work products with County staff and stakeholders, and presenting findings at project meetings. Ms. Roess will be assisted in these tasks by Mr. Thumar. DTA’s proposed key personnel meet the Financial Analysis Series Individual Occupational Requirements contained in the United States Office of Personnel Management’s Qualifications Standards Handbook. **Please refer to Section V for a partial list of the municipal clients to whom our proposed key personnel have provided special district formation and administration services in California in recent years.**

Key personnel will be available to the extent proposed, or designated by the County, for the duration of the project and no person designated as “key” to the project shall be removed or replaced without the prior written concurrence of the County. In addition, DTA is not behind schedule or past the completion date for any active projects and has a long history of delivering projects on a timely basis and adhering to agreements.

DTA has an enviable reputation for producing high-quality work in a quick and efficient manner to correspond with even the most aggressive project schedule. DTA's clients also receive high levels of personal attention from senior staff, with a Principal, Senior Vice President, or Vice President always available to meet with public agency staff and other groups.

According to the SEC, as of September 12, 2017 (due to a new regulatory requirement), representatives of Municipal Advisor firms must have earned the Series 50 license to engage in municipal advisory activities. DTA managers at the Vice President level and above are Series 50 licensed and therefore duly authorized by the SEC/MSRB to engage in municipal advisory activities.

A DTA Team Resumes

Andrea Roess

Managing Director | Andrea@FinanceDTA.com

Project Role – Principal-in-Charge/Project Manager



Since joining DTA in 1992, Ms. Roess has participated in all aspects of the formation and implementation of special finance districts to fund infrastructure and services. She has managed the formation and annual administration of more than 300 land-secured financing districts, including **the first CFD to sell bonds in Hawaii** and several PACE programs. In addition, Ms. Roess established and manages DTA's water and sewer practice and is a leader in the development of PACE programs.

Ms. Roess has utilized her computer skills to develop numerous state-of-the-art computer models that evaluate cash flows related to funding infrastructure and public services. This ability has enabled her to develop sophisticated bond structuring concepts for CFDs and ADs, as well as complex fiscal impact and fee impact models. She has also prepared hundreds of Rates and Methods of Apportionment ("RMAs") for CFDs and been involved in the development of escrow release formulas and bond pool financing structures. In addition, Ms. Roess has experience in the preparation of PFFPs, Water/Sewer Revenue Bond analyses, and tax increment analyses. **She is also the Project Manager in charge of annual special tax administration for more than 120 financing districts throughout California, Hawaii, and Nevada.**

In addition, Ms. Roess has become an influential voice in the world of CFDs and public finance through an intimate understanding of CFD subject matter that is unrivaled in the industry. Her direct and innovative approach to solving problems has led to a variety of innovative and successful solutions for her clients. This success has not gone unnoticed in the CFD circle. For years, industry professionals have sought her guidance and insights on a wide variety of issues that they faced. She is regularly asked to participate at speaking engagements and conferences to share her experiences and knowledge related to CFD structuring and other public finance topics.

For your reference, listed below is a sampling of current clients to whom Ms. Roess provides both district formation and annual administration consulting services.

- Borrego Water District
- City of Anaheim;
- City of Blythe;
- City of Brawley;
- City of Calexico;
- City of Cathedral City;
- City of Los Angeles;
- City of Oceanside;
- County of Imperial;
- County of Imperial;
- County of Los Angeles;
- County of Orange;
- County of San Bernardino;
- County of Santa Barbara;
- Laguna Beach Unified School District;
- Riverside Unified School District;
- San Diego County Fire Protection District; and
- Upland Unified School District.

Ms. Roess has been involved in public finance in the State of Hawaii since 2004. She has assisted with the formation of the City and County of Honolulu (Waiawa) CFD, formation of numerous CFDs for the County of Hawai'i (projects known as Aina Lea, Palamanui, Unidev, and Wailani), and formation, bond sale, and annual administration services for the County of Kauai CFD No. 2008-1 (Kukuiula). She has also assisted developers in the private sector, including work for Kapolei and Hunt on the island of Oahu. In addition, Ms. Roess was part of the team that included PBR HAWAII, R.M. Towill Corporation, Ronald N.S. Ho and Associates, Inc., CallisonRTKL, Fehr & Peers, and Arup, in which our State TOD Planning and Implementation Project was selected as the recipient of the **2021 American Planning Association Hawaii Annual Chapter Award in the Economic Development Planning category.**

Ms. Roess holds an M.B.A. degree with a concentration in finance from San Francisco State University and a B.A. in psychology/public policy analysis from Pomona College.

Ms. Roess is also active in industry groups, including Women in Public Finance, CSMFO, and many others. In addition, Ms. Roess serves on the Board of Directors for the Association of Women in Water, Energy, and Environment ("AWWEE") and has participated on numerous panels and workshops related to public financing. **She also holds a Series 50 license as a registered Municipal Advisor with the SEC/MSRB under rules promulgated following the Dodd-Frank Act in 2010.**

Nehal Thumar

Vice President | Nehal@FinanceDTA.com

Project Role – Task Specialist

Since joining DTA in 2000, Mr. Thumar has been involved in all aspects of the formation and implementation of numerous CFDs located throughout California and Hawaii. Mr. Thumar's responsibilities related to these CFDs have included the preparation of tax spread proforma analyses, RMAs, Public Reports, and overlapping debt analyses. In addition, he has managed the annual administration of over 25 CFDs in Southern California and prepared due diligence, tax projections, and Disclosure Reports related to land-secured bond issuances for numerous clients in Arizona, California, and Nevada.



Additionally, Mr. Thumar's involvement on both the CFD formation and annual administration side has provided him with a unique perspective. For instance, he has reviewed numerous CFD formation and legal documents from the standpoint of how each CFD may impact interested



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SECTION IV KEY PERSONNEL QUALIFICATIONS

stakeholders down the line through an annual administration point of view. This type of exposure to both CFD formation and annual administration has afforded Mr. Thumar the ability to identify any future pitfalls prior to the actual formation of a district. For your reference, listed below is a sampling of current clients to whom Mr. Thumar provides both district formation and annual administration consulting services.

- Borrego Water District
- City of Anaheim;
- City of Blythe;
- City of Brawley;
- City of Calexico;
- City of Cathedral City;
- City of Los Angeles;
- City of Oceanside;
- County of Imperial;
- County of Imperial;
- County of Los Angeles;
- County of Orange;
- County of San Bernardino;
- County of Santa Barbara;
- Laguna Beach Unified School District;
- Riverside Unified School District;
- San Diego County Fire Protection District; and
- Upland Unified School District.

Mr. Thumar recently assisted the County of Kauai, Hawaii, with their most recent bond issuance for CFD No. 2008-1, known as Kukui ʻula. Bonds were sold in April 2022 in the amount of \$30,810,000. DTA also assisted the County with the sale of bonds in December 2019 in the amount of \$20,320,000 for the CFD. In its role as the Special Tax Consultant, DTA prepared overlapping debt tables, value-to-lien analyses, and debt service coverage tables. We also assisted the financing team with the review of bond documents, including the Official Statement.

Mr. Thumar has also prepared Fiscal Impact Reports (“FIRs”) for various public agency clients. In addition, Mr. Thumar has worked on the preparation of DIF justification studies. His work during the impact fee justification and apportionment analysis process for each respective project has included the preparation of capital improvement and public facilities needs lists, fee model development, report writing, data collection, and interactions with city/county staff and key stakeholders.

Mr. Thumar holds a B.A. in economics from the University of Southern California (“USC”) and an M.B.A. degree with a concentration in finance. **He also holds a Series 50 license as a registered Municipal Advisor with the SEC/MSRB under rules promulgated following the Dodd-Frank Act in 2010.**

V REFERENCES

DTA has provided public finance consulting services to virtually every major city and county in the State of California. Our city clients are too numerous to list individually but include the Cities of Anaheim, Fresno, Long Beach, Los Angeles, Sacramento, San Diego, San Francisco, and San Jose. Our county clients have included the Counties of Alameda, Butte, Contra Costa, Fresno, Imperial, Los Angeles, Madera, Marin, Orange, Placer, Riverside, Sacramento, San Bernardino, San Diego, San Francisco, Santa Barbara, Shasta, Sutter, Stanislaus, and Yuba. DTA has also provided public finance consulting services for over 325 school districts, water districts, and fire protection districts throughout California.

A partial list of the municipal clients to whom we have provided special district formation and administration services in California in recent years is provided below.

- City of San Mateo;
- City of Pomona;
- County of Orange;
- County of San Bernardino;
- Lake Arrowhead Community Services District ("CSD");
- Borrego Water District;
- Rancho California Water District;
- Riverside Unified School District;
- Santa Margarita Water District;
- CSCDA;
- Elsinore Valley Municipal Water District;
- Schell-Vista Fire Protection District;
- Casitas Municipal Water District;
- City of Irvine;
- City of Los Angeles;
- County of Los Angeles;
- Rio School District;
- Temescal Valley Water District;
- City of Fullerton;
- City of Ione;
- City of Redwood City;
- City of Simi Valley;
- Desert Sands Unified School District;
- Granada Sanitary District;
- Rancho Santa Fe CSD;
- Capistrano Bay CSD;
- City of Malibu;
- City of Richmond;
- City of Soledad;
- Riverside County Flood Control and Water Conservation District;
- County of Marin;
- Tejon Ranch Public Facilities Financing Authority;
- Upland Unified School District;
- City of San Marcos;
- County of Contra Costa;
- County of Imperial;
- CSUCI Site Authority;
- Santa Barbara County;
- County of Madera;
- Capistrano Unified School District;
- City of Anaheim;
- City of Montclair;
- City of Buena Park;
- City of Cathedral City;
- City of Oceanside;
- Poway Unified School District;
- Laguna Beach Unified School District;
- Alum Rock Union School District;
- Berryessa School District;
- Cambrian School District;
- Campbell Union High School District;
- Campbell Union School District;
- City of Cupertino, Public Works;
- Cupertino Union School District;
- Evergreen School District;
- Franklin McKinley School District;
- Fremont Union High School District;
- Lake Canyon Community Service;
- Lions Gate CSD;
- Loma Prieta Jt Union School District;
- Los Altos School District;
- Los Gatos Union School District;
- Mt Pleasant School District;
- Milpitas Unified School District;
- Moreland Elementary School District;
- Morgan Hill Unified School District;
- Mountain View Whisman School District;
- Los Gatos-Saratoga Joint Union High School District;
- Oak Grove School District;
- Palo Alto Unified School District;
- San Martin County Water District;
- Santa Clara County Library;
- Saratoga Union School District;
- Sunnyvale School District; and
- Union School District.

Listed below are six (6) references for DTA’s recent work involving assessment engineering and special district administration services for clients in California. We encourage you to contact our references to learn firsthand how well our staff meets the needs of our clients.

A County of Kauai

Table 2: Reference Information

Location	County of Kauai, HI
Contact Name	Michelle Lizama
Title	Deputy Director of Finance
Address	4444 Rice Street, Suite 280, Lihue, HI 96766
Phone Number	(808) 241-4271
E-mail Address	MLizama@Kauai.gov
Project Dates	2008-Present

DTA recently assisted the County of Kauai, Hawaii, with their most recent bond issuance for CFD No. 2008-1, known as Kukui`ula. Bonds were sold in April 2022 in the amount of \$30,810,000. DTA also assisted the County with the sale of bonds in December 2019 in the amount of \$20,320,000 for the CFD. Proceeds from the bond issue will fund various public improvements for the project, including roadway, water, and safety improvements. The CFD encompasses approximately 902 gross acres within the master-planned community of Kukui`ula, a residential project in Koloa-Po’ipu area of Kauai’s south shore. Kukui`ula includes a number of amenities for residents, including an 18-hole golf course, golf clubhouse, community farm, 17-acre lake for fishing, and more.

In our role as the Special Tax Consultant, DTA prepared overlapping debt tables, value-to-lien analyses, and debt service coverage tables. We also assisted the financing team with the review of bond documents, including the Official Statement.

DTA is currently under contract with the County to provide ongoing annual CFD administration consulting services. Each year, DTA researches and monitors all parcel change and lot sale activity. We also enroll the special taxes, report delinquencies, and answer all property owner inquiries.

B County O’ahu

Table 3: Reference Information

Location	County of O’ahu, HI
Client Name	Ruby Edwards
Title	State of Hawaii, Office of Planning and Sustainable Development
Address	235 South Beretania Street, 6 th Floor, Honolulu, HI 96813
Phone Number	(808) 587-2817
E-mail Address	Ruby.M.Edwards@Hawaii.gov
Project Dates	2018-2020

The State TOD Planning and Implementation project for O’ahu, commissioned by the State of Hawai’i Department of Business, Economic Development, and Tourism (“DBEDT”), State Office of Planning, supplements and expands on the 2018 State TOD Strategic Plan to provide more detailed design, analysis, infrastructure planning, and implementation strategies for three priority areas: East Kapolei, Hālawā-Stadium, and Iwilei-Kapālama. The study includes an assessment of potential

development around the three priority areas, an evaluation of infrastructure capacity and requirements to accommodate the future growth potential, the determination of proposed infrastructure improvements to support such growth, and the identification of possible financing opportunities to facilitate the development of the three priority areas. For the study, the project team developed a land use development model to project future infrastructure demand requirements. The model was based on anticipated land uses and densities identified in the County’s Neighborhood TOD Plans and took into consideration development potential of various properties based on landowner/developer input and market projections. DTA is proud to note that, in collaboration with PBR HAWAII, R.M. Towill Corporation, Ronald N.S. Ho and Associates, Inc., CallisonRTKL, Fehr & Peers, and Arup, our State Transit-Oriented Development (“TOD”) Planning and Implementation Project was selected as the recipient of the **2021 American Planning Association Hawaii Annual Chapter Award in the Economic Development Planning category.**

C City of Anaheim

Table 4: Reference Information

Location	City of Anaheim, CA	
Client Name	Debbie Moreno	D’Anne Lee
Title	Finance Director	Budget Supervisor
Address	200 South Anaheim Blvd., Suite 276, Anaheim, CA 92805	
Phone Number	(714) 765-5195	(714) 765-4574
E-mail Address	DMoreno@Anaheim.net	DKLee@Anaheim.net
Project Dates	1989-Present	

DTA is the Assessment Engineer/Special Tax Consultant for an existing Maintenance Assessment District (“MAD”) for the City of Anaheim’s Disneyland resort area and two existing CFDs.

As requested by the City, DTA analyzed the feasibility of implementing a land-secured financing program to fund the proposed public infrastructure and maintenance within the area known as the Platinum Triangle. Our recommended structure included both CFDs and ADs and is intended to provide a high likelihood that the program can be successfully implemented, while at the same time providing flexibility, equity, and an ability to accommodate the needs resulting from the relatively extended anticipated build-out period. In addition, DTA analyzed various funding mechanisms for the City related to the proposed 3.5-mile monorail system, or fixed guideway, that would run from the new transportation hub, known as ARTIC, to Disneyland.

The City plans to issue approximately \$388 million in multiple bond issues to pay for the Platinum Triangle improvements and levy an assessment for annual maintenance. As the Special Tax Consultant, DTA has prepared the RMAs, Public Reports, and boundary maps. As the Assessment Engineer, DTA will formulate the benefit apportionment methodology for the AD in strict accordance with Prop 218 and prepare the required Engineer’s Report and assessment diagram.

In addition, DTA is currently assisting the City with the annexation of property known as ocV!BE to the Platinum Triangle CFD along with a new overlay CFD. The ocV!BE development is expected to include 1,500 residential units and over 1.3 million building square feet of non-residential space subject to a CFD special tax.

DTA currently provides annual administration services related to the City’s CFDs and Resort MAD. **For fiscal year 2023-24, DTA enrolled over \$10.1 million in taxes for the City’s CFDs and AD.**

D County of Orange

Table 5: Reference Information

Location	County of Orange, CA
Client Name	Louis McClure
Title	Administrative Manager County Executive Office
Address	10 Civic Center Plaza, 3rd Floor, Santa Ana, CA 92701
Phone Number	(714) 834-5999
E-mail Address	Louis.McClure@OCGov.com
Project Dates	1986-Present

DTA has assisted the County of Orange with the formation of all the County’s special districts since 1994. DTA is currently the Administrator for nine of the County’s CFDs, one AD (AD No. 01-1), and one Reassessment District (“RAD” No. 17-1R). There were 15 CFDs for which there was no levy beginning in fiscal year 2021-22 and each year thereafter since bonds matured for such CFDs.

The AD and RAD encompass approximately 907 acres of land located in the central coastal portion of the County in an area that was annexed to the City of Newport Beach. The RAD is further broken into four zones. Multiple bond issues have been sold for the ADs, including AD No. 88-1 and AD No. 92-1, since 2003. In addition, fiscal year 2017-18 was the last year of the levy for AD No. 88-1 and AD No. 92-1 since those bonds matured.

DTA prepares and disseminates Annual Disclosure Reports for the County’s CFDs and ADs. In addition, DTA was the Special Tax Consultant to the County in 2014 for the refunding of special tax bonds for three County CFDs in the Ladera Ranch area, totaling \$172,465,000 in special tax refunding bonds. DTA also assisted the County with the sale of refunding bonds for three CFDs in Ladera Ranch, which was completed in January 2018. In addition, DTA worked with the County on the formation and sale of bonds for three CFDs in the Village of Esencia, including \$90,845,000 for CFD No. 2015-1 in 2015, \$93,110,000 for CFD No. 2016-1 in 2016, \$76,950,000 for CFD No. 2017-1 Improvement Area No. 1 in February 2018, and \$21,565,000 for CFD No. 2017-1 Improvement Area No. 2 in August 2020. In addition, DTA also assisted the County with the formation of CFD No. 2021-1 (Rienda) in 2021, which is expected to include approximately 950 taxable residential units at build-out. The first series of bonds for CFD No. 2021-1 was issued in the amount of \$118,720,000 in the fall of 2022. More recently, DTA assisted with the formation of CFD No. 2023-1 in early 2023, which is the next phase of the Rienda development.

DTA has been involved in all CFD bond issues sold by the County since 1986 and retained continuously through a series of extensive RFPs for the past 30 years. **For fiscal year 2023-24, DTA enrolled over \$42.1 million in taxes on over 10,337 parcels for the County’s CFDs and ADs.**

E City of Los Angeles

Table 6: Reference Information

Location	City of Los Angeles, CA
Client Name	Ha To
Title	Finance Specialist
Address	200 North Main Street, Room 1500, Los Angeles, CA 90012
Phone Number	(213) 473-7500
E-mail Address	Ha.To@LACity.org
Project Dates	June 2004-Present

DTA is the Special Tax Consultant for three active CFDs in the City of Los Angeles. The City’s CFDs encompass both residential and non-residential projects, including the master-planned community known as Playa Vista. CFD No. 4 (Playa Vista – Phase 1), which was formed in 1999, issued \$135 million in bonds in April 2003. In 2014, DTA assisted the City with the sale of \$81.2 million in refunding bonds for the CFD. In 2010, DTA also assisted the City with the sale of \$6 million in bonds for CFD No. 8, which was formed in 2006.

In 2020, DTA assisted with an amendment to CFD No. 10, which was restructured as CFD No. 11 in 2021. Certain property was removed from the CFD boundary as part of the amendment. As part of the restructuring, DTA prepared an updated RMA and boundary map. In October 2021, DTA assisted the City with the sale of \$22.4 million in bonds for the CFD.

In addition, in 1999, DTA assisted with an amendment to CFD No. 4 to primarily account for changes in the way undeveloped property and property within a final map are taxed under the CFD. As part of the amendment, DTA prepared an Amended and Restated RMA for the CFD. DTA also prepared the Annual Continuing Disclosure Report from 2001-2008 for the 1911 Act Assessment Bonds issued for the Westwood Village Streetscape AD.

In 2012, DTA assisted the City with the successful formation of CFD No. 9, which will fund improvements for the new downtown streetcar line. DTA also assisted the City in their public outreach efforts to address the concerns of all stakeholders. As part of this effort, DTA prepared numerous funding scenarios based on input from the City’s financing team. In addition, DTA assisted the City with research related to voters (i.e., number of voters within the CFD, location of voters, etc.).

On December 4, 2012, registered voters residing within the downtown streetcar CFD boundary approved the levy of a special tax to finance the new streetcar system. With 73% of the votes cast in favor of the project, the voters approved up to \$85 million in local funding that will cover approximately one-half of the cost of the fixed-rail transit service, with the remainder of the funds to be sought from the Federal government. The CFD encompasses properties extending approximately three blocks around the proposed streetcar route. Properties closest to the route will have a higher tax rate than those farther away from the route.

For fiscal year 2023-24, DTA enrolled over \$8.9 million in taxes for the City’s CFDs.

F Capistrano Unified School District

Table 7: Reference Information

Location	City of San Juan Capistrano, CA
Client Name	Clark Hampton
Title	Deputy Superintendent
Address	33122 Valle Road, San Juan Capistrano, CA 92675
Phone Number	(949) 234-9200
E-mail Address	CDHampton@CapoUSD.org
Project Dates	1988-Present

DTA has served as the Special Tax Consultant for the formation of all of the Capistrano Unified School District’s (“CUSD’s”) CFDs and been involved in the annual administration of these CFDs on behalf of CUSD since 1988. Andrea Roess, our Project Manager, has been responsible for the formation and administration of CUSD’s CFDs since 1993. Over the years, DTA’s analyses and reports have been used by CUSD staff and Board of Trustee members in determining appropriate courses of action with respect to the CFD program.

Our annual administration services include researching all subdivisions, parcel changes, and building permit activity, calculating and enrolling the special taxes, reporting delinquencies, and responding to property owner inquiries. **For fiscal year 2023-24, DTA enrolled over \$16.8 million in CFD special taxes on 12,835 parcels within CUSD’s CFDs.**

In addition, in terms of CUSD’s most recent bond sales, DTA assisted CUSD with the sale of \$60.1 million in refunding bonds issued in August 2019 for CFD No. 98-2 (Ladera), \$2.79 million in new money bonds in December 2020 for CFD No. 98-1A (Pacifica San Juan), and \$5,780,000 in December 2020 for CFD No. 98-1B (Pacifica San Juan).

VI DESCRIPTIVE LITERATURE

DTA's special assessment and special tax formulas, some of which have been in use since 1985, are based on a variety of methodologies that have withstood the test of time. Our firm's objective has been to take a balanced approach and utilize innovative and state-of-the-art techniques that enable all parties to receive the maximum benefit from public financing. DTA is aware of and has contributed to the most innovative and creative concepts in special district financing. Our knowledge and experience have allowed us to maximize the capacity of land-secured financing programs while minimizing burdens on homebuyers and other property owners. Today, DTA continues to seek innovative solutions and refine our work product to better serve and protect our clients.

DTA utilizes MuniAnalytics, a proprietary software developed in-house as the most advanced cloud-based software available, for its special tax/assessment administration. This software allows DTA to easily automate the management of district data, including parcels and property ownership, and calculation of special tax/assessment rates. MuniAnalytics is capable of managing large, complex districts, year after year, while maintaining historical data for audit and compliance purposes. MuniAnalytics leverages a rule-based approach, allowing DTA to model each district's special tax/assessment formula in order to consistently automate the assignment of property classifications and calculation of special tax/assessment rates for individual parcels. In addition to system validations, DTA can visually verify the results using detailed summarization screens to show the allocation of tax classifications and combined totals for each class. Extensive reporting and dashboards provide even further visualization of the resulting data that can be easily shared among the team.

With MuniAnalytics, DTA can enforce governance over each phase of a district's administration life cycle. This allows DTA staff to focus on quality and consistency while leveraging technology to ensure process and data compliance. These and other advantages are discussed below.

- **Web-Based:** MuniAnalytics is web-based and accessible using a browser anytime and anywhere. Data is encrypted using 128-bit encryption and only available to users with authorization. Authorized users have access to district data and can view district information at any point in a district's administration life cycle.
- **Data Governance:** MuniAnalytics performs data consistency and validation checks for data entered into the system. This ensures the integrity and completeness of all district data. Once a district is established in MuniAnalytics, the data is automatically versioned each fiscal year. This maintains a snapshot in time for past work completed and ensures the current fiscal year is always working with the latest version of the data. Versioning the data also eliminates the need for manual data processing, which is subject to human error and transposition.
- **Process Governance:** MuniAnalytics enforces a consistent process for administering districts. This allows DTA staff to focus on quality and customer service. The system guides administrators through a process of calculations and validation steps while providing tools to inspect and verify the quality and consistency of the resulting calculations.



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SECTION VI DESCRIPTIVE LITERATURE

- **Partitioning, Data Isolation, and Integrity:** MuniAnalytics is based on a cloud computing paradigm. Data are stored on highly redundant and encrypted disk arrays. The data for each district is partitioned and versioned. This allows MuniAnalytics to store historical data going back decades that can be searched and recalled instantly using a simple web browser. This data is also available for reporting and trend analyses.
- **Security, Authorization, and Auditing:** The district administration functions of MuniAnalytics are only accessible to authorized users. Every access attempt, whether successful or not, is audited. Once authorized, any changes to district data are also audited. In addition to the versioning capabilities of the system, it is possible to determine who changed what and when.



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