

922 Machin Avenue Novato, CA 94945 415/899-8900 FAX 415/899-8218 novato.org

Chair Regina Bianucci Rus

Vice Chair Rafelina Maglio

Commissioners
Caitrin Devine
Cris MacKenzie
Mark Milberg
Tim O'Conner

City Manager Adam McGill

NOVATO CITIZENS FINANCE ADVISORY/ OVERSIGHT COMMITTEE MEETING

to be held at

City Administrative Offices Womack Conference Room 922 Machin Ave

> December 19, 2019 7:30 AM

AGENDA

- A. CALL TO ORDER
- **B. APPROVAL OF FINAL AGENDA**
- C. PUBLIC COMMENT

Anyone wishing to speak on non-agenda items will be recognized at this time. These items can legally have no action as they are not on the agenda. There is a three-minute time limit.

7:35 A.M. (Time is approximate.)

D. COMMITTEE ORGANIZATIONAL ITEMS

D-1: APPROVAL OF NOVEMBER, 2019 MINUTES

E. GENERAL BUSINESS

Anyone wishing to speak on agenda items will be recognized after the Committee has concluded their initial discussions. There is a three-minute time limit for public comment per item.

7:50 A.M. (Time is approximate.)

E-1: ACTIONABLE ITEMS:

E-1.1: DISCUSS AND CONSIDER RECOMMENDING REFINANCING THE POINTE MARIN COMMUNITY FACILITIES DISTRICT 2007 BOND ISSUE

E-1.2: DISCUSS AND PROVIDE FEEDBACK TO INTERIM FINANCE DIRECTOR ON THE POWERPOINT PRESENTATION OVERVIEW OF THE CITY BUDGET.

E-1.3: RECEIVE AND CONSIDER THE JOB
ANNOUNCEMENT FOR THE FINANCE DIRECTOR
EXECUTIVE RECRUITMENT AND SELECT TWO
COMMITTEE MEMBERS WHO WILL SERVE ON
THE INTERVIEW PANEL

E-2: DISCUSSION ITEMS:

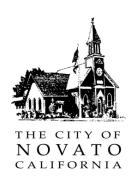
E-2.1: SCHOOLS AND COMMUNITIES FIRST –
DISCUSSION LED BY CHAIR BIANUCCI RUS

- F. COMMITTEE / STAFF COMMENTS
- G. FUTURE MEETINGS G-1. JANUARY 16, 2019 @ 7:30 a.m.
- H. ADJOURNMENT

AFFIDAVIT OF POSTING

I, David Bentley, certify that on December 12, 2019, I caused to be posted the agenda of the December 19, 2019 meeting of the Novato Citizens Finance Advisory/Oversight Committee meeting of the City of Novato, California, on the Police Department bulletin board, and on the City's website at www.novato.org.

David Bentley Finance Director



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NOVATO CITIZENS FINANCE ADVISORY/ OVERSIGHT COMMITTEE MEETING

held at

City Administrative Offices Womack Conference Room 922 Machin Ave

> November 21st, 2019 7:30 AM

MINUTES

A. CALL TO ORDER

Meeting called to order at 7:32 am. <u>Committee Members:</u> Regina Bianucci Rus, Rafelina Maglio, Caitrin Devine, Cris MacKenzie, Mark Milberg, Tim O'Connor (Absent). <u>Staff Members:</u> Assistant City Manager Jessica Deakyne, Interim Finance Director David Bentley, Accounting Supervisor Brook Kerrigan, Management Analyst II Bryan Lopez, Senior Management Analyst Nancy Andrews. Management Analyst II Sherin Olivero and City Manager Adam McGill arrived later. <u>Council Members</u>: Pat Eklund, Pam Drew.

B. APPROVAL OF FINAL AGENDA

Motion to approve agenda. Motion to Approve, seconded. Approved. Ayes: 5 (Bianucci Rus, Maglio, Milberg, MacKenzie, Devine) Noes: 0, Abstain 0, Absent 1 (O'Connor)

C. PUBLIC COMMENT None

D. COMMITTEE ORGANIZATIONAL ITEMS

D-1: APPROVAL OF SEPTEMBER, 2019 MINUTES

Motion to approve minutes, seconded. Approved. Ayes: 5,
Noes 0, Absent 1

D-2: APPROVAL OF OCTOBER, 2019 MINUTES

David Bentley's resignation from the committee leaves the minutes unable to be approved by the remaining 3 members in attendance as there is not a quorum.

E. GENERAL BUSINESS

E-1: ACTIONABLE ITEMS:

E-1.1: DISCUSS AND PROVIDE DIRECTION ON THE DRAFT "BUDGET IN BRIEF" DOCUMENT

Moved to item E-1.2:

Staff provided presentation on the draft "Budget in Brief". Committee provided comments on design changes to the draft "Budget in Brief" document and requested staff to incorporate multiple changes into the final document.

E-1.2: DISCUSS AND POSSIBLY TAKE ACTION ON THE DEVELOPMENT OF COMMITTEE GOALS FOR FY 19/20 AND 20/21

Committee discussed the note cards selected containing potential goals for the Committee. Five primary goals were selected.

- 19/20 Develop "At a Glance" budget document such as the proposed "Budget in Brief" (see Item E-1.1).
- 19/20 Develop a Committee driven annual report.
- 19/20 Commence quarterly meetings with the Economic Development Advisory Commission
- 20/21 Commence quarterly review of City financial reports.
- Ongoing Review long term fiscal sustainability.

The committee also requested staff to provide the members with a better understanding of the various City funds and particularly restricted funds

E-2: DISCUSSION ITEMS:

E-2.1: NONE

F. COMMITTEE / STAFF COMMENTS

Discussion between committee and staff occurred regarding the possible consolidation of the Administrative Services and Central Administration budgets in future reports to provide increased transparency.

G. FUTURE MEETINGS

Next meeting scheduled for December 19th, 2019 @ 7:30 a.m.

H. ADJOURNMENT

Meeting adjourned at 9:00am



STAFF REPORT

MEETING

DATE: December 19, 2019

TO: Citizens Finance Oversight/Advisory Committee

FROM: David L. Bentley, Interim Finance Director

SUBJECT: REFUNDING OF POINTE MARIN CFD BONDS

REQUEST

Consider recommending to the City Council the approval of a resolution authorizing the issuance and sale of bonds to refund the existing 2007 bonds issued for Community Facilities District (CFD) No. 2002-1 (Pointe Marin).

DISCUSSION

In 2002, the City approved the formation of the Pointe Marin CFD and sold \$11,990,000 in 30-year bonds with a blended average interest rate of 5.89% (individual maturities ranged from 2.75% to 6.00%), to provide funds to construct and acquire storm drain, street and landscaping improvements and infrastructure for 342 new homes in what was formerly a portion of the Hamilton Army base. The description of facilities and services to be financed by the CFD is included in Exhibit A (attached). Bond payments are wholly paid by the property owners residing within the CFD via a special tax levy on their annual property tax bill. Debt service on the bonds makes up about 80% of the levy and the remainder is used to fund landscaping maintenance services within the public right-of-way. Parks and open space comprise 54% of the 103 acres within the CFD.

In 2007, the City refunded the original 2002 bonds, obtaining a lower blended average interest rate of 4.43% (individual maturities ranged from 3.50% to 4.70%), which freed up about \$75,000 annually to enhance maintenance within the CFD. An opportunity to refund the 2007 Bonds is now possible, given the current interest rate environment.

Staff will meet with homeowners who reside within the CFD to discuss this refunding opportunity in early January. The existing 2007 bonds are callable semiannually (each March 1 and September 1). The City Council will be asked to act on this proposal at their January 14 meeting. If approved, the refunding bonds will be priced and sold in February 2020, just prior to the March 1, 2020 call date. We anticipate the bonds will be purchased to yield approximately 2.50%, but this estimate is subject to market conditions at the time of the pricing of the bonds.

Note that the maximum annual special tax rate increase for the Pointe Marin CFD is 0.31% each fiscal year. This increase leaves the CFD maintenance services underfunded each year as the annual special tax rate increase fails to keep pace with the increase in the Consumer Price Index. Bond refunding to obtain a lower interest rate provides an opportunity to fund deferred maintenance work with without increasing the special tax rate.

The District's Municipal Advisor (Caldwell Sutter) will be present at the committee meeting to answer any questions members may have.

FISCAL IMPACT

With interest rates at historically low levels, staff recommends refunding the remaining \$7.7 million in outstanding 2007 bonds. The final maturity date will remain unchanged at September 1, 2032. We anticipate an annual savings of approximately \$150,000 (\$1.9 million total savings) and an issuance cost of about \$300,000. Net present value savings based on the principal amount of the 2007 Bonds is estimated at 11.1%, well above the 3% threshold for the City to consider moving forward with refunding bonds set forth in the Debt Management Policy adopted by the City Council in March 2017.

As noted above, debt service on the existing 2007 Bonds – as well as the contemplated refunding bonds – would be entirely paid by the property owners residing within the Pointe Marin CFD via a special tax levy on their annual property tax bill. In addition, all costs of issuance are payable from proceeds of the refunding bonds. There is no General Fund impact, except to the extent that additional special taxes levied in the CFD may be available to offset City costs in providing maintenance and other services to the area within the CFD.

STAFF RECOMMENDATION

Committee members vote to recommend the City Council approve a resolution authorizing the issuance and sale of special tax bonds, payable solely from special taxes levied within the Pointe Marin CFD, to refund the existing 2007 Pointe Marin Community Facilities District Bonds.

Attachments:

1. Exhibit A: Description of Facilities and Services to be Financed by the CFD

EXHIBIT A

City of Novato Community Facilities District No. 2002-1 (Pointe Marin)

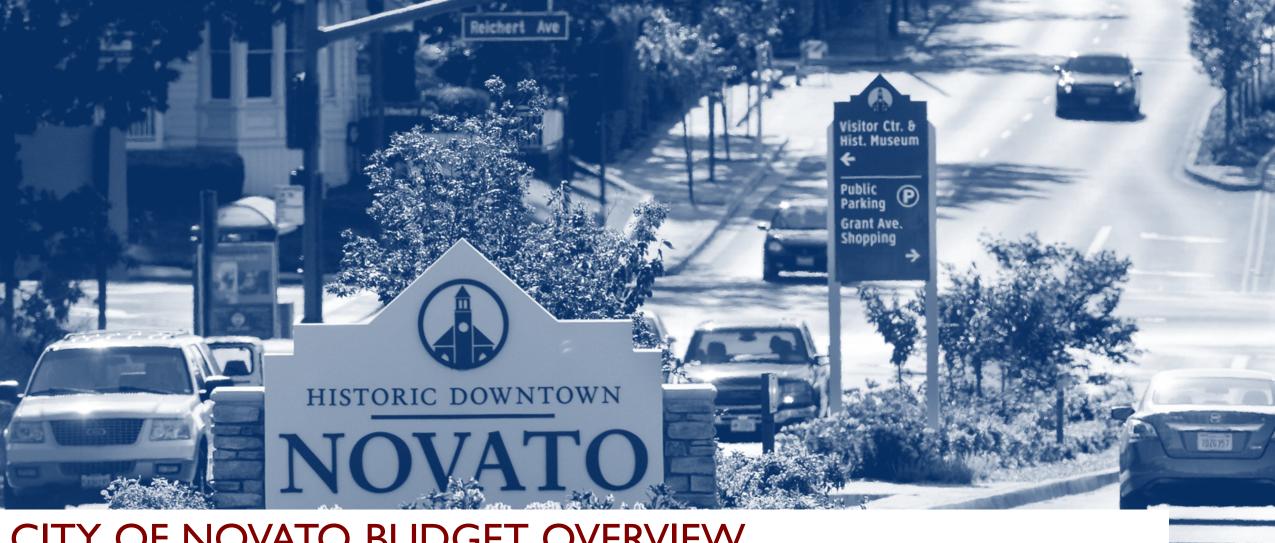
Description of Facilities and Services to be Financed by the CFD

The Facilities and Services shown below are proposed to be financed by Community Facilities District No. 2002-1 (Pointe Marin) (the "CFD") of the City of Novato (the "City"). The Facilities shall include the attributable costs of engineering, design, land acquisition, demolition and site preparation, planning and coordination, together with the expenses related to the issuance and sale of any special tax bonds, including underwriters' discount, appraisals, reserve fund, capitalized interest, bond counsel, special tax consultant, bond and official statement printing and all other expenses incidental thereto. The Facilities shall be constructed, whether or not acquired in their completed states, pursuant to the plans and specifications approved by the City and the officials thereof, including the City Engineer.

The Facilities consist of:

- 1. Storm Drain System improvements including, but not limited to, installation of storm drain pipe, storm water treatment structures, manholes, outfalls, catch basins, headwalls and appurtenances associated with construction of a complete storm drain system.
- 2. Public Street Improvements including, but not limited to, subgrade preparation and installation of base rock, curb and gutter, sidewalks, handicap ramps and AC paving associated with construction of finished roadways.
- 3. Landscaping Improvements including, but not limited to, installation of irrigation piping, planting and soundwalls associated with construction of linear parks on Ignacio Boulevard.

The Services consist of the maintenance of the Landscaping Improvements described above, and of the maintenance of certain masonry and rockery retaining walls in the public right-of-way.



CITY OF NOVATO BUDGET OVERVIEW
PRESENTED BY DAVID L. BENTLEY, INTERIM FINANCE DIRECTOR

OVERVIEW

- Demographics
- Overview of the 6 City Departments
- General Fund Budgeted Expenditures and Revenue
- Review the City's Major Revenue Sources
- Discussion Items for Fiscal Sustainability

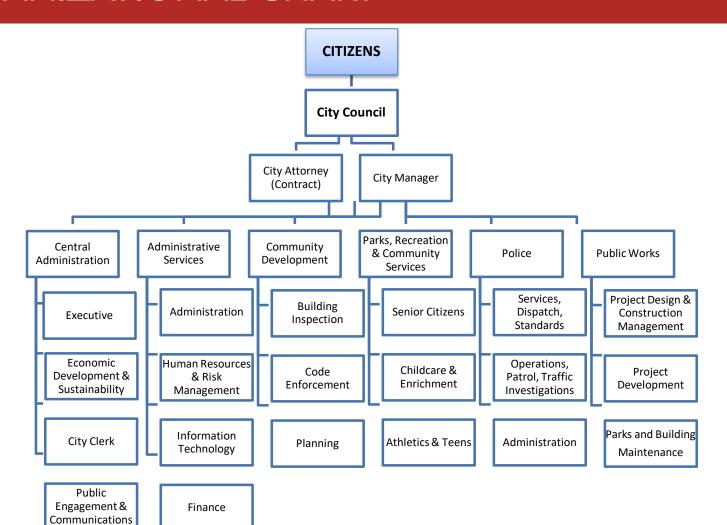


DEMOGRAPHICS & STATISTICS

- City was incorporated on January 20, 1960
- Population within the City limits is 55,000
- City Manager-Council form of Government
- Mayor/Mayor Pro-Tem Annual Rotation
- 6 City Departments Central Administration, Administrative Services, Community Development, Police, Parks Recreation and Community Services (PRCS), & Public Works
- Employees 208.5 Budgeted Full-time Equivalent (FTE) Employees
 - 35,300 Hours Budgeted for Temporary Employees (= to 17 FTE employees) split amongst over 200 people



ORGANIZATIONAL CHART







CENTRAL ADMINISTRATION (10.0 FTE)

- Central Administration the City Council provides policy direction through the City Manager, City Attorney and City Clerk.
 - Mayor & City Council
 - City Manager (2.8 FTE)
 - Public Engagement & Communications (2 FTE)
 - City Website, Newsletters, Press Releases
 - Economic Development (2 FTE)
 - Economic Development Advisory Commission (EDAC)
 - Marin Valley Mobile Country Club (MVMCC)
 - Downtown Novato Business Association (DNBA)
 - City Clerk (2.2 FTE)
 - Sustainability Coordinator (1 FTE)
 - City Attorney (Contract)



ADMINISTRATIVE SERVICES (17.2 FTE)

- The Administrative Services Department provides operational support to all City departments.
 - Administration (2.2 FTE)
 - Finance (5.0 FTE)
 - Citizens Finance Oversight/Advisory Committee
 - Human Resources & Risk Management (5.0 FTE)
 - Police Advisory Board
 - Information Technology (5.0 FTE)



POLICE (81.5 FTE)

- The Police Department, in partnership with the community, protects, serves, and creates a safer Novato.
 - Administration (4.0 FTE): Scheduling, Crime Analysis, Grant Writing, Budget Development,
 Confidential Files, Training, Staff Reports, Policy Revisions, Police Advisory Review Board (PARB)
 - Operations (60.0 FTE): Patrol, Investigations, Traffic, Special Response Team, Novato Response Team, Crisis Negotiation Team, Special Programs
 - <u>Services (17.5 FTE):</u> Professional Standards, Dispatch, Police Permitting, Records & Property,
 Volunteers, Emergency Services, Facilities, Fleet





PARKS, RECREATION AND COMMUNITY SERVICES (23.3 FTE)

- Parks, Recreation and Community Services enriches individual and community life.
- "Parks Make Life Better"
 - Administration (3.4 FTE)
 - Community Services (4.7 FTE)
 - Classes & Programs
 - Child Care
 - Margaret Todd Senior Center
 - Museum
 - Recreation (15.1 FTE)
 - Adult, Senior & Youth programs
 - Special Events & Programs
 - PRCS Commission
 - Multi-Cultural Advisory Commission







PUBLIC WORKS (55.5 FTE)

- The Public Works Department designs, constructs, maintains and operates public facilities.
 - Administration (3.1 FTE)
 - Engineering & Capital Improvement Projects (8.9 FTE)
 - Novato Streetscape Committee
 - Street Improvement Oversight Advisory Committee
 - Traffic Safety Advisory Committee
 - Maintenance (43.5 FTE)
 - Streets, Traffic, Medians, Parks, Buildings, Equipment & Vehicles
 - Current Major CIP projects:
 - Hill Recreation "Central Hub" (Total= \$7.7M)
 - Downtown Smart Station (Total = \$8.0M)
 - Nave Drive Paving (Total = \$2.0M)





COMMUNITY DEVELOPMENT (21.0 FTE)

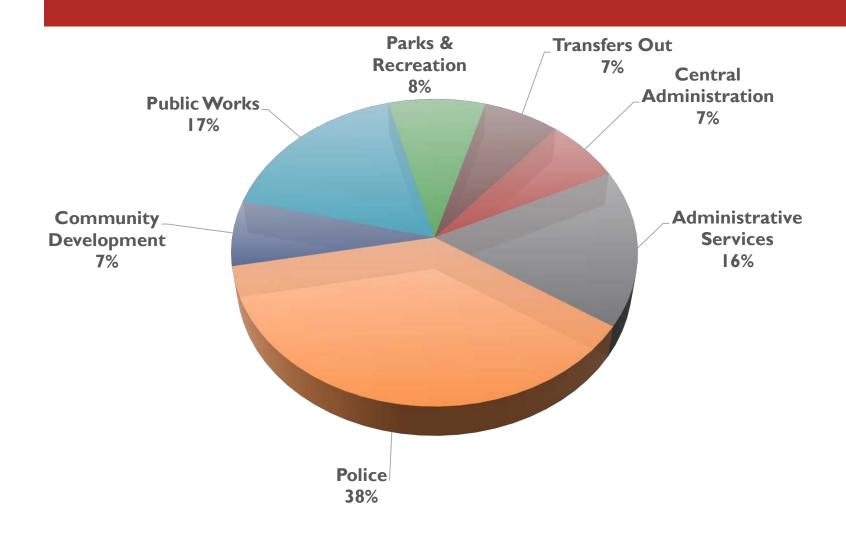
- The Community Development Department engages the community in defining goals to ensure that Novato's values are reflected in the physical environment of the city, and assists in providing safe and well-maintained buildings.
 - Planning (13 FTE)
 - Planning Commission
 - Building (4.5 FTE)
 - Code Enforcement (3.5 FTE)







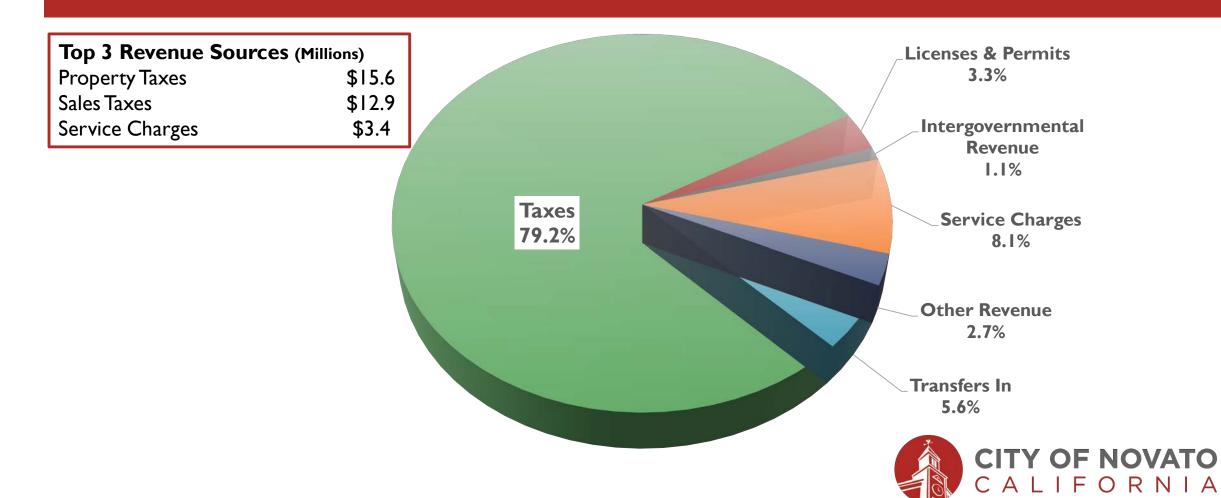
FY20 GENERAL FUND BUDGETED EXPENDITURES BY DEPARTMENT (\$42.7M)



Salaries	\$23.0
Benefits	6.3
Contract Services	3.8
Materials & Supplies	6.3
Training & Travel	0.5
Debt Service	1.4
Capital Outlay	<u> </u>
General Fund Total	\$42.7



FY20 GENERAL FUND BUDGETED REVENUE BY SOURCE (\$42.2M)

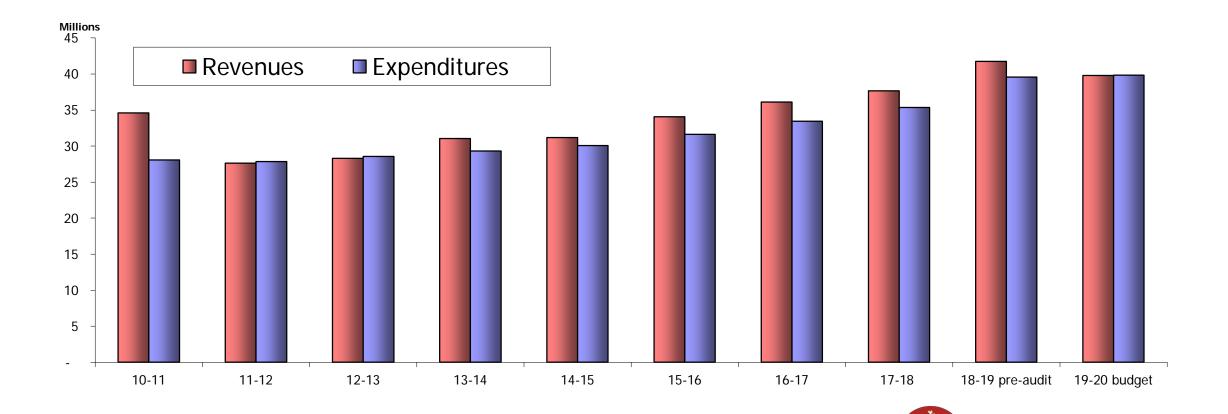


SALES TAX (8.5%) ANALYSIS

- 6.25% ~ State of CA
- 1.00% ~ State of CA Uniform Local Tax Law (City Share)
- 0.25% ~ Marin County Parks / Open Space / Farmland Preservation (2013)
- 0.50% ~ Marin County Transportation Authority (Old Measure A)
- 0.25% ~ Sonoma-Marin Area Rail Transit "SMART" (Measure Q)
- 0.25% ~ Novato Sales Tax Extension (Measure C passed by the voters in 2015)
 - 8.50%



GENERAL FUND OPERATING BUDGET TRENDS – 10 YEAR HISTORY EXCLUDES TRANSFERS & EXTRAORDINARY ITEMS



CITY OF NOVATO



NOVATO PROPERTY TAX

- Novato has one of the lowest shares of the 1% basic property tax in Marin
- Late incorporation (1960) after Fire, Water & Sewer Service Special Districts were incorporated, therefore Novato is not a "full-service" city
- Prior to 1978 (Prop 13), cities could set the property tax rate for their jurisdiction
- Novato City Council reduced the tax rate by 19% from FY75 to FY79
- Prop 13 locked Novato into that low rate going forward

	19% Reduction					
Novato Rate	74/75	75/76	76/77	77/78	78/79	
Rate / \$1,000	\$0.95	\$0.92	\$0.88	\$0.85	\$0.77	

PROPERTY TAX DOLLAR SHARE

Novato Unified School District (31%)

County of Marin (16%)

State of CA (ERAF) (16.3%)

Novato Fire College District (14.9%)

of Marin (6.6%)

City of Other **Novato** (10.1%) (5.1%)















SUMMARY OF REVENUE CHALLENGES AND OPPORTUNITIES

- Novato has inherent, structural revenue challenges when compared to peer local governments
- Many options not controlled by the City Council
 - Current Staff Focus:
 - Cost Recovery Fee Study
 - Increase Business License Fees
 - Hamilton Field Redevelopment
 - Cannabis Business License Tax
 - Encourage New Business

Other Opportunities for Consideration:

- Improve Organizational Efficiencies
- Create a Utility Use Tax
- Increase the 10% Transient Occupancy Tax
- Increase Development Impact Fees
- Assume NSD's Refuse Franchise
- Sell Surplus City Properties
- Identify More Grant Opportunities
- Revitalize Downtown Novato
- Develop the North Redwood Corridor
- Redevelop the Fireman's Fund Complex
- Promote Hotel Development

Thank You







The City of Novato



invites your interest for the position of

Finance Director

The Community

The scenic city of Novato enjoys over 3,600 acres of open space and park land. Novato, located in beautiful California, is ideally situated in Northern Marin County on highway 101 approximately 29 miles north of San Francisco and 37 miles northwest of Oakland. The City has a resident population of over 55,000 within the 28 square mile city limits.

In 2018, Novato was recognized as one of the best places to live in the U.S. In addition to the abundance of open space and beautiful parks, the City was noted for the high achieving Novato Unified School District.



The local economy was acknowledged with a strong foundation of biotech and emerging technology companies joined by a variety of retail centers. Medical facilities, including Novato Community Hospital and the Novato Healthcare Center, were also recognized as valuable community assets. The former Hamilton Air Force Base is also located in Novato. Decommissioned in 1974 and designated a Historic District in 1998, the base has been largely redeveloped into single-family homes, with the former hangar buildings redeveloped into two-story office buildings for companies including 2K Sports, Sony Imageworks, Visual Concepts, The Republic of Tea, Toys For Bob, and Birkenstock Distribution USA.

City Government

The City of Novato is a General Law city with a Council Manager form of government. The five-member City Council is elected via district to alternating four-year terms. The Mayor and Mayor Pro-Tem are selected annually by the Council members. The City Council appoints both the City Manager and City Attorney.

In 2015, the community successfully passed ballot Measure C, a ¼ cent sales tax designed to maintain essential services and to support the City's fiscal stability. Measure C will provide \$2.5 million annually for a minimum of 20 years. The Novato Citizens Finance Advisory/Oversight Committee was established to serve as the official Citizen's Oversight Committee and to provide feedback, insight and recommendations to the City Council.

The City's 208 member staff provide administrative, public safety, community development, public works, economic development, and parks and recreation services. Fire and paramedic services are provided by the Novato Fire Protection District with water distribution, wastewater treatment, and waste management provided through special



districts. The City operates on an annual budget of \$81.8 million, of which \$42 million represents the General Fund. The City maintains a healthy financial reserve position equaling 22% of the General Fund.

The City's organizational culture is friendly, service-oriented, and fast paced. The collegial and friendly work environment ensures that information is shared to creatively and collaboratively respond to and resolve issues facing the community. Alternative work schedules provide life/work balance as many employees enjoy every other Friday off in a 9/80 schedule.

The Position and Ideal Candidate

The Finance Director is a newly reestablished role reporting to the City Manager, after a number of years utilizing the Administrative Services Director/ Assistant City Manager organizational model. The Finance Department includes a staff of five (including this position) with oversight for the budget, accounting, financial reporting, payroll, business licensing, and procurement. As a key member of the City's executive management team, the Finance Director is expected to provide exceptional leadership, proactive management and excellent communication skills to the finance department, the city leadership team and to the community of Novato.



This position provides an exciting mix of key priorities. Related to this effort is the desire to develop and utilize various financial forecasting and modeling reports and tools, including a fiscal sustainability plan. This may include new revenue opportunities along with more focus on productivity and efficiency efforts in the workplace. The operational components of the annual budget process and monthly reporting, the CAFR and audit process, a need for an internal financial audit, as well as the need for a department staffing assessment will also require ongoing attention.

The current finance staff is highly motivated and dedicated to the organization. In providing leadership to the finance team, the new Director will be an engaged, active and participative mentor. In working with the city leadership team, the director will operate in a collegial, collaborative and team-oriented fashion. A spirit of partnership with the ability to influence and provide positive guidance to peers and staff will be essential to this role. With the City Council, as liaison to the Citizen's Financial Oversight Committee and in interactions with the public, the desire is to provide insightful financial information related to budgets, financial analysis and other relevant financial topics. Effective written and public speaking skills with the ability to present complex financial information in an informative, non-technical manner will be critical to this role.

The new Finance Director will have a positive, friendly and flexible style coupled with a sense of humor and the ability to adapt and adjust to a dynamic and active work environment. She/he will be a creative problem solver with a track record of effective leadership and will possess excellent communication skills and a "service first" orientation. Expertise with financial software systems and a strong set of generalist finance skills will be essential as all department heads within Novato continue to be "hands-on" in assisting with day-to-day activities.



This position requires five or more years of progressively responsible professional accounting or financial experience preferably within a municipal or governmental agency, or a CPA firm with a governmental auditing division. The ideal candidate will have at least three years of management or supervisory experience. Equivalency to a Bachelor's degree from an accredited university or college with major coursework in accounting, finance, public or business administration, or a related field is required. A Master's degree and possession of a CPA with audit experience are highly desirable. Experience with capital project accounting is also a desired skillset for our new Finance Director.

Compensation and Benefits

The City of Novato offers an attractive program of compensation and benefits. The salary range for this position is \$143,968.13 - \$174,994.16 annually. The excellent benefits program includes:

- Retirement: CalPERS with a 2% @ 55 formula for Classic members. New members are eligible for a 2% @ 62 formula. The City does not participate in Social Security.
- Medical Insurance: Choice of eight HMO & PPO options through CalPERS, with a cafeteria plan contribution of up to \$1,975 for full family enrollment.
- Dental Insurance: Choice of six dental PPO & HMO options with employee only premiums beginning at \$28.76 per month.
- Vision: VSP fully paid by the City.
- Vacation: Initial accrual at the rate of 80 per year with up to 160 hours per year after year five. Earned
 vacation time over 270 hours will be paid off on the anniversary date and this position may also cash out up
 to 80 hours of accrued vacation or executive leave annually, per the MOU.
- ♦ Holidays: II designated holidays and two floating holidays annually.
- Executive Leave: Up to 90 hours per year.
- Performance Incentives: The City Manager may also elect to award an additional executive leave balance of up to 90 hours and may award up to \$3,000 in performance pay annually on July 1.
- Sick Leave: Grant of 40 hours upon hire, thereafter accrual of one day per month.
- Life Insurance: \$100,000 policy paid by the City.
- Work Schedule: 9/80 work schedule with alternating Fridays off.
- Flexible Spending Plan: City offers plan for pre-tax employee contributions to pay for dependent care and/ or out-of-pocket health care costs.
- Long Term Disability: Optional employee paid benefit plan available.
- Deferred Compensation: Dollar for dollar match up to a maximum of two thousand dollars (\$2,000) per calendar year if actively enrolled in a deferred compensation program.
- Computer Loan Purchase Program: Employee computer loan not to exceed \$3500.
- Transportation and Technology Stipend: \$250 monthly stipend to use towards transportation and technology.

The Process

To be considered for this exceptional career opportunity, please visit the Avery Associates Career Portal on our website at www.averyassoc.net/current-searches/ to upload your letter of interest, resume, and contact information, including email addresses for five work-related references (who will not be called until after an interview takes place).

Paul Kimura or Bill Lopez Avery Associates 3½ N. Santa Cruz Ave, Suite A Los Gatos, CA 95030 E-mail: jobs@averyassoc.net



The final filing date for this position is: December 27, 2019.

If you have any questions regarding this position please contact Paul Kimura at 408.399.4424 or paulk@averyassoc.net or Bill Lopez at 408.888.4099 or williaml@averyassoc.net.