TischlerBise
FISCAL | ECONOMIC | PLANNING

# Proposal for
# Impact Fee Study Update

## City of Foley, AL

November 12, 2020

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# Letter of Interest

November 12, 2020

Mr. Michael Thompson, City Administrator
City of Foley
407 E. Laurel Avenue
Foley, AL 36536

***RE: Proposal for Impact Fee Study Update***

Mr. Thompson,

TischlerBise is pleased to submit the enclosed proposal to update the City's Impact Fee Study. We feel that TischlerBise is ideally suited to undertake this project based on our extensive national and Baldwin County impact fee experience. There are several points we would like to note that make our qualifications unique:

1. **Depth of Experience.** TischlerBise is the nation's leading impact fee and infrastructure financing consulting firm. Our qualified professionals bring an unparalleled depth of experience to this assignment. **We have managed over 1,000 impact fee studies across the country – more than any other firm.** We are innovators in the field, pioneering approaches for credits, impact fees by size of housing unit, and distance-related/tiered impact fees. More importantly, a TischlerBise impact fee methodology has never been challenged in a court of law.
2. **Technical Knowledge of Land Use Planning and Local Government Finance.** The City requires consulting expertise in the areas of land use planning and growth management in the State of Alabama, as well as in local government finance. **Many communities overlook the fact that impact fees are a land use regulation.** The TischlerBise team will apply years of impact fee experience within the context of overall City financial needs, land use, and economic development policies. This will lead to a work product that is both defensible and that promotes equity.
3. **Baldwin County Experience.** TischlerBise has conducted numerous impact fee studies in Baldwin County, including Gulf Shores, Orange Beach, Daphne, Fairhope, Foley, as well as Baldwin County.
4. **Responsiveness.** As a small firm, we have the flexibility and responsiveness to meet all deadlines of the City's project.

Sincerely,

L. Carson Bise II, AICP, President
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Bethesda, MD 20816
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# Relevant **Experience**

TischlerBise, Inc., was founded in 1977 as Tischler, Montasser & Associates. The firm became Tischler & Associates, Inc., in 1980 and TischlerBise, Inc., in 2005. The firm is a Subchapter (S) corporation, is incorporated in Washington, D.C., and maintains offices in Bethesda, Maryland and Boise, Idaho. The firm's legal address is:


**Principal Office**
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TischlerBise is a fiscal, economic, and planning consulting firm specializing in fiscal/economic impact analysis, impact fees, market feasibility, infrastructure financing studies and related revenue strategies. Our firm has been providing consulting services to public agencies for over thirty years. In this time, we have prepared over **900 fiscal/economic impact evaluations and over 1,000 impact fee/infrastructure financing studies** – more than any other firm. Through our detailed approach, proven methodology, and comprehensive product, we have established TischlerBise as the leading national expert on revenue enhancement and cost of growth strategies.

## Alabama Experience

An important factor to consider related to this work effort is our relevant experience working in Baldwin County and the City of Foley, which makes us intimately familiar with local government revenue structures as well as the planning and growth management issues facing the City. The following table summarizes TischlerBise's vast impact fee experience in Baldwin County.

| STATE | CLIENT | Feasibility Analysis | Roads/Transportation | Sewer | Water | Stormwater | Solid Waste | Law Enforcement | Fire/EMS | Parks and Recreation | Trails/Open Space | Libraries | General Government | Schools |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| AL | Baldwin County | | ◆ | | | | | | | ◆ | | | | ◆ |
| AL | Daphne | | ◆ | | | | | ◆ | ◆ | ◆ | | | | |
| AL | Fairhope | | ◆ | | | | | ◆ | ◆ | ◆ | | ◆ | | |
| AL | Foley | | ◆ | | | | | ◆ | ◆ | ◆ | | | | |
| AL | Gulf Shores | | ◆ | | | | | ◆ | ◆ | ◆ | | | | |
| AL | Orange Beach | | ◆ | | | | | ◆ | ◆ | ◆ | | ◆ | | |

## National Experience

TischlerBise is the national leader in impact fee calculations, having prepared over 900 impact fee evaluations nationwide. Our widespread national experience has enabled us to stay ahead of the latest approaches and impact fee trends. TischlerBise staff members are frequently called upon to speak on impact fees for various national groups and organizations including the American Planning Association, the National Association of Homebuilders, the National Impact Fee Roundtable, the Urban Land Institute, and the Government Finance Officers Association. While every community is unique, this national experience provides invaluable perspective for our clients. The table below illustrates our vast national impact fee experience over the past ten years.

| STATE | CLIENT | Feasibility Analysis | Roads/Transportation | Sewer | Water | Stormwater | Solid Waste | Law Enforcement | Fire/EMS | Parks and Recreation | Trails/Open Space | Libraries | General Government | Schools |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| AR | Bentonville | | | ◆ | ◆ | | | ◆ | ◆ | ◆ | | ◆ | | |
| AR | Siloam Springs | | ◆ | ◆ | ◆ | | | ◆ | ◆ | ◆ | | | | |
| AZ | Apache County | ◆ | | | | | | | | | | | | |
| AZ | Apache Junction | | ◆ | | | | | ◆ | ◆ | ◆ | | ◆ | ◆ | |
| AZ | Avondale | | ◆ | ◆ | ◆ | | | ◆ | ◆ | ◆ | | ◆ | ◆ | |
| AZ | Buckeye | | ◆ | ◆ | ◆ | | | ◆ | | ◆ | | ◆ | ◆ | |
| AZ | Bullhead City | | ◆ | | | | | ◆ | | ◆ | | | ◆ | |
| AZ | Camp Verde | ◆ | | | | | | ◆ | | ◆ | | ◆ | ◆ | |
| AZ | Carefree | ◆ | ◆ | | ◆ | | | | | | ◆ | | ◆ | |
| AZ | Casa Grande | | ◆ | ◆ | | | | ◆ | ◆ | ◆ | | ◆ | ◆ | |
| AZ | Cave Creek | | ◆ | ◆ | ◆ | | | | | ◆ | ◆ | | ◆ | |
| AZ | Cochise County | ◆ | | | | | | | | | | | | |
| AZ | Coolidge | | ◆ | ◆ | | | ◆ | ◆ | ◆ | ◆ | | | ◆ | |
| AZ | Dewey-Humboldt | | ◆ | | | | | ◆ | ◆ | ◆ | | ◆ | ◆ | |
| AZ | El Mirage | | | ◆ | ◆ | | | ◆ | ◆ | ◆ | | | ◆ | |

| STATE | CLIENT | Feasibility Analysis | Roads/Transportation | Sewer | Water | Stormwater | Solid Waste | Law Enforcement | Fire/EMS | Parks and Recreation | Trails/Open Space | Libraries | General Government | Schools |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| AZ | Eloy | | | ◆ | ◆ | | | ◆ | | ◆ | | ◆ | ◆ | |
| AZ | Flagstaff | ◆ | ◆ | | | | | ◆ | ◆ | ◆ | | ◆ | ◆ | |
| AZ | Gilbert | | ◆ | | ◆ | | | ◆ | ◆ | | | ◆ | | |
| AZ | Glendale | | | ◆ | ◆ | ◆ | | ◆ | ◆ | ◆ | | ◆ | ◆ | |
| AZ | Goodyear | | ◆ | ◆ | ◆ | | | ◆ | ◆ | ◆ | | ◆ | | |
| AZ | Holbrook | | | ◆ | ◆ | | ◆ | | | | | | | |
| AZ | Lake Havasu City | | ◆ | | | | | | | | | | | |
| AZ | Maricopa | ◆ | ◆ | | | | | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | |
| AZ | Navajo County | ◆ | ◆ | | | | | | ◆ | | | | | |
| AZ | Northwest Fire District | | | | | | | | ◆ | | | | | |
| AZ | Peoria | ◆ | ◆ | | | | | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | |
| AZ | Phoenix | | ◆ | | | | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | | |
| AZ | Pinal County | ◆ | ◆ | | | | | ◆ | | ◆ | | | | |
| AZ | Pinetop-Lakeside | | ◆ | | | | | ◆ | | ◆ | ◆ | | ◆ | |
| AZ | Prescott | ◆ | | | | | | | | | | | | |
| AZ | Queen Creek | | ◆ | ◆ | ◆ | | | ◆ | ◆ | | ◆ | ◆ | ◆ | |
| AZ | Safford | | | ◆ | ◆ | | | | | | | | | |
| AZ | San Luis | | ◆ | ◆ | ◆ | ◆ | | ◆ | ◆ | ◆ | | | | |
| AZ | Scottsdale | | | ◆ | ◆ | | | | | | | | | |
| AZ | Sedona | | ◆ | | | ◆ | | ◆ | | ◆ | | | ◆ | |
| AZ | Show Low | ◆ | ◆ | ◆ | ◆ | | | ◆ | | ◆ | | ◆ | | |
| AZ | Sierra Vista | | ◆ | | | | | ◆ | ◆ | ◆ | ◆ | ◆ | | |
| AZ | Somerton | | ◆ | ◆ | ◆ | ◆ | | ◆ | ◆ | ◆ | | | | |
| AZ | Springerville | ◆ | | ◆ | ◆ | | | | | | | | | |
| AZ | Surprise | | ◆ | ◆ | ◆ | | | ◆ | ◆ | ◆ | | ◆ | ◆ | |
| AZ | Taylor | ◆ | ◆ | | | | | ◆ | ◆ | ◆ | | | ◆ | |
| AZ | Tolleson | ◆ | ◆ | ◆ | ◆ | ◆ | | ◆ | ◆ | | | | ◆ | |
| AZ | Tucson | | ◆ | | | | | | | | | | | |
| AZ | Wellton | | ◆ | ◆ | ◆ | ◆ | | ◆ | ◆ | ◆ | | | | |
| AZ | Yuma | | ◆ | ◆ | | ◆ | | ◆ | ◆ | ◆ | ◆ | | ◆ | |
| CA | Avenal | | ◆ | ◆ | | ◆ | ◆ | ◆ | ◆ | ◆ | | ◆ | | |
| CA | Banning | | ◆ | | | | | ◆ | ◆ | ◆ | | | ◆ | |
| CA | Butte County | | ◆ | | | | | ◆ | ◆ | | | ◆ | ◆ | |
| CA | Chino Hills | | ◆ | ◆ | | ◆ | | | | ◆ | | | | |
| CA | Clovis | | | ◆ | | | | | | | | | | |
| CA | Corcoran | | | ◆ | ◆ | | | ◆ | | ◆ | | | ◆ | |
| CA | El Centro | | | | | | | ◆ | ◆ | ◆ | | ◆ | ◆ | |
| CA | Grass Valley | | ◆ | ◆ | ◆ | ◆ | | ◆ | ◆ | ◆ | | | ◆ | |

| STATE | CLIENT | Feasibility Analysis | Roads/Transportation | Sewer | Water | Stormwater | Solid Waste | Law Enforcement | Fire/EMS | Parks and Recreation | Trails/Open Space | Libraries | General Government | Schools |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| CA | Half Moon Bay | | ◆ | ◆ | | | | ◆ | | ◆ | ◆ | | | |
| CA | Hemet | | ◆ | | | ◆ | | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | |
| CA | Imperial County | ◆ | | | | | | | | | | | | |
| CA | Maywood | ◆ | | | | | | | | | | | | |
| CA | National City | | | | | | | ◆ | ◆ | ◆ | | ◆ | | |
| CA | Rancho Cucamonga | | | | | | | | | ◆ | | | | |
| CA | Suisun City | | ◆ | | | | | | | ◆ | | | ◆ | |
| CA | Temecula | | ◆ | ◆ | ◆ | | | ◆ | | ◆ | ◆ | ◆ | ◆ | |
| CA | Tulare | | ◆ | ◆ | ◆ | ◆ | | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | |
| CA | Visalia | | | | | | | | | ◆ | | ◆ | ◆ | |
| CO | Arapahoe County | | ◆ | | | | | | | | | | | |
| CO | Boulder | | ◆ | | | | | ◆ | ◆ | ◆ | ◆ | ◆ | | |
| CO | Castle Rock | | ◆ | | | ◆ | | ◆ | ◆ | ◆ | ◆ | | ◆ | |
| CO | Colorado Springs | | ◆ | | | | | | | | | | | |
| CO | Eaton | | | ◆ | ◆ | | | ◆ | | ◆ | ◆ | | ◆ | |
| CO | Erie | | ◆ | | | | | ◆ | | ◆ | ◆ | | ◆ | |
| CO | Evans | | ◆ | | | | | | | | | | | |
| CO | Garfield County | | ◆ | | | | | | | | | | | |
| CO | Greeley | | ◆ | ◆ | | | | | ◆ | ◆ | | | | |
| CO | Johnstown | | ◆ | | | | | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | |
| CO | Longmont | | ◆ | | | | | | ◆ | | | | ◆ | |
| CO | Louisville | ◆ | ◆ | | | | | ◆ | | ◆ | ◆ | ◆ | ◆ | |
| CO | Montezuma County | | ◆ | | | | | | | | | | | |
| CO | Pitkin County | | ◆ | | | | | | | | | | | |
| CO | Pueblo | | ◆ | | | | | | | | | | | |
| CO | Steamboat Springs | | | | | | | ◆ | ◆ | ◆ | ◆ | | ◆ | |
| CO | Thornton | | ◆ | | | ◆ | | ◆ | ◆ | ◆ | | | ◆ | |
| CO | Vail | | ◆ | | | | | | | | | | | |
| DE | Appoquinimink Schools | | | | | | | | | | | | | ◆ |
| DE | New Castle County | | | ◆ | | | | ◆ | ◆ | ◆ | | ◆ | ◆ | |
| DE | State of Delaware | | ◆ | | | | | ◆ | ◆ | | | | | ◆ |
| FL | Coral Gables | | ◆ | ◆ | | | | ◆ | ◆ | ◆ | | | ◆ | |
| FL | Deerfield Beach | | | | | | | ◆ | ◆ | | | | | |
| FL | DeSoto County | ◆ | ◆ | | | | | | ◆ | ◆ | | ◆ | ◆ | |
| FL | DeSoto County Schools | | | | | | | | | | | | | ◆ |
| FL | Key Biscayne | ◆ | | | | | | | | | | | | |
| FL | Lake Wales | | | ◆ | ◆ | | | ◆ | ◆ | ◆ | | ◆ | | |
| FL | Manatee County | | ◆ | | | | | ◆ | ◆ | ◆ | | | ◆ | |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| FL | Manatee County Schools | | | | | | | | | | | | | ◆ |
| FL | Miami | ◆ | | | | | | ◆ | ◆ | ◆ | ◆ | | ◆ | ◆ |
| FL | Naples | ◆ | | | | | | | | | | | | |
| FL | North Miami | ◆ | | ◆ | ◆ | | | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | |
| FL | Parkland | | | | | | | ◆ | | ◆ | | | | |
| FL | Pasco County School Board | | | | | | | | | | | | | ◆ |
| FL | Plant City | | | | | | | | | | | ◆ | | |
| FL | Polk County | | | | | | | ◆ | | ◆ | | | | |
| FL | Port St. Lucie | | | | | | | | | ◆ | | | ◆ | |
| FL | Punta Gorda | | ◆ | | | | | ◆ | ◆ | ◆ | | ◆ | ◆ | |
| FL | Seminole County Schools | | | | | | | | | | | | | ◆ |
| FL | Stuart | | ◆ | | | | | ◆ | ◆ | ◆ | | | ◆ | |
| FL | Sunny Isles Beach | | | | | | | ◆ | | ◆ | | | ◆ | |
| FL | West Miami | | | ◆ | | | | ◆ | | ◆ | | | ◆ | |
| GA | Atlanta | | ◆ | | | | | ◆ | ◆ | ◆ | | ◆ | ◆ | |
| GA | Calhoun | ◆ | | | | | | | | | | | | |
| GA | Douglas County | ◆ | ◆ | | | | | ◆ | ◆ | ◆ | | ◆ | | |
| GA | Douglasville | ◆ | ◆ | | | | | ◆ | | ◆ | | | | |
| GA | Effingham County | | ◆ | ◆ | ◆ | | | ◆ | | ◆ | | ◆ | | |
| GA | Gordon County | ◆ | | | | | | | ◆ | ◆ | | ◆ | | |
| GA | Henry County | | ◆ | | | | | | | | | | | |
| GA | Roswell | | ◆ | | | | | | ◆ | ◆ | | | | |
| IA | West Des Moines | | | | | | | | | ◆ | | | | |
| ID | Caldwell | ◆ | | | | | | | | | | | | |
| ID | Canyon County | ◆ | | | | | | | | | | | | |
| ID | Hailey | | ◆ | ◆ | ◆ | | | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | |
| ID | Hayden | | ◆ | | | | | ◆ | | ◆ | | | | |
| ID | Kellogg | | | ◆ | | | | ◆ | | ◆ | | | | |
| ID | Kootenai County Fire & Rescue | | | | | | | | ◆ | | | | | |
| ID | Nampa | ◆ | ◆ | ◆ | ◆ | | | ◆ | ◆ | ◆ | ◆ | | | |
| ID | Post Falls | ◆ | ◆ | | | | | ◆ | | ◆ | | | | |
| ID | Sandpoint | | ◆ | | | | | | ◆ | ◆ | ◆ | | | |
| ID | Shoshone Fire District | | | | | | | | ◆ | | | | | |
| ID | Victor | | ◆ | | | | | ◆ | ◆ | ◆ | | | | |
| IL | Evanston | ◆ | ◆ | | ◆ | | | | | ◆ | | ◆ | | |
| LA | Covington | | | ◆ | ◆ | | | | | | | | | |
| MD | Anne Arundel | | ◆ | | | | | | | | | | | ◆ |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| MD | Brunswick | | | | | | | ◆ | | ◆ | | | ◆ | |
| MD | Calvert County | | ◆ | | | | | ◆ | ◆ | | | | | ◆ |
| MD | Caroline County | | | | | | | | | | | | | ◆ |
| MD | Carroll County | | | | | ◆ | | | ◆ | ◆ | | ◆ | ◆ | ◆ |
| MD | Cecil County | | ◆ | | | | | ◆ | ◆ | | | | ◆ | |
| MD | Charles County | | ◆ | | | | | | | ◆ | | | | ◆ |
| MD | Dorchester County | ◆ | | | | | | ◆ | | | | | | ◆ |
| MD | Easton | ◆ | ◆ | | | | | ◆ | ◆ | ◆ | | | ◆ | |
| MD | Frederick | | ◆ | | | | | | | | | | | |
| MD | Frederick County | | ◆ | | | | | ◆ | ◆ | ◆ | | ◆ | ◆ | ◆ |
| MD | Hagerstown | | ◆ | | | | | ◆ | | ◆ | | | ◆ | |
| MD | Hampstead | | | | ◆ | | | ◆ | | ◆ | | | | |
| MD | Harford County | ◆ | | | | | | | | | | | | |
| MD | Ocean City | ◆ | | | | | | | | | | | | |
| MD | Queen Anne's County | ◆ | | | | | | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ | ◆ |
| MD | Salisbury | ◆ | ◆ | ◆ | ◆ | | | ◆ | ◆ | ◆ | ◆ | | ◆ | |
| MD | Snow Hill | ◆ | | | | | | ◆ | ◆ | ◆ | | | ◆ | |
| MD | Talbot | ◆ | ◆ | | | | | | | ◆ | | ◆ | ◆ | ◆ |
| MD | Washington County | | | | | | | ◆ | | | | | | ◆ |
| MD | Westminster | | ◆ | | ◆ | | | | | ◆ | | | ◆ | ◆ |
| MD | Wicomico | | ◆ | | | | | | | | | | | ◆ |
| MD | Worcester | | | | | ◆ | | | | ◆ | | ◆ | ◆ | ◆ |
| MN | Woodbury | | | ◆ | ◆ | ◆ | | | | | | | | |
| MO | Nixa | | | ◆ | ◆ | | | ◆ | | ◆ | | | ◆ | |
| MO | Nixa Fire Protection District | | | | | | | | ◆ | | | | | |
| MS | Madison | | | | | | | ◆ | ◆ | ◆ | ◆ | | | |
| MT | Belgrade | ◆ | ◆ | ◆ | ◆ | | | | ◆ | ◆ | | | | |
| MT | Big Sky | | | ◆ | | | | | | | | | | |
| MT | Bozeman | | ◆ | ◆ | ◆ | | | | ◆ | | | | | |
| MT | Corvallis School District | | | | | | | | | | | | | ◆ |
| MT | Flathead County | | ◆ | | | | | | ◆ | | | | | |
| MT | Florence School District | | | | | | | | | | | | | ◆ |
| MT | Gallatin County | ◆ | ◆ | | | | | | ◆ | | | | | |
| MT | Gallatin County Fire Districts | | | | | | | | ◆ | | | | | |
| MT | Great Falls | ◆ | | | | | | | | | | | | |
| MT | Madison | ◆ | | | | | | | | | | | | |
| MT | Manhattan | | | ◆ | ◆ | | | | | | | | | |
| MT | Missoula | | | | | | | ◆ | ◆ | ◆ | ◆ | | ◆ | |

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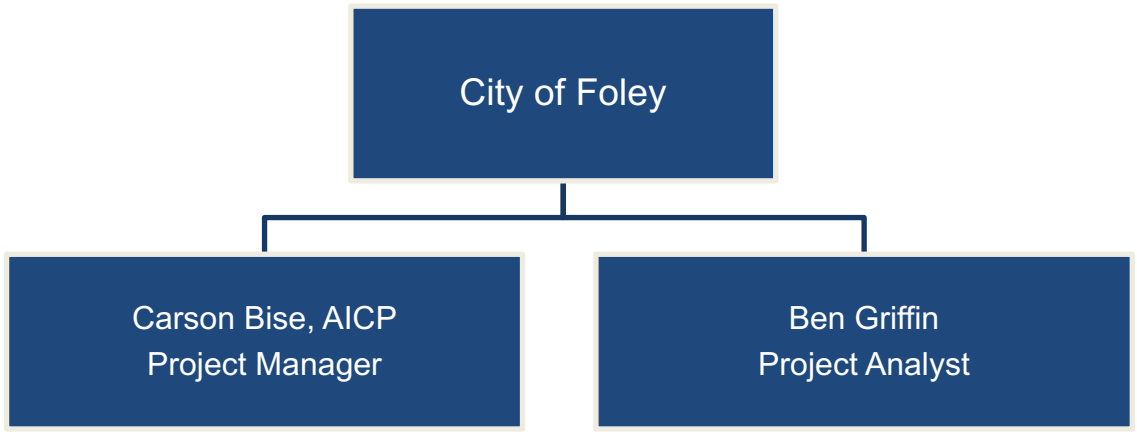
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| MT | Missoula County | | | | | | | ◆ | ◆ | ◆ | | | | |
| MT | Polson | | | ◆ | ◆ | | | | | ◆ | | | | |
| MT | Ravalli | ◆ | | | | | | | | | | | | |
| NC | Cabarrus County | | | | | | | | | | | | | ◆ |
| NC | Camden County | | | | | | | | | | | | | ◆ |
| NC | Catawba County | | | | | | | | | | | | | ◆ |
| NC | Chatham County | | | | | | | | | | | | | ◆ |
| NC | Creedmoor | | | ◆ | ◆ | | | | | | | | | |
| NC | Currituck County | | | | | | | | | | | | | ◆ |
| NC | Durham | | | | | | | | | | | | | ◆ |
| NC | Greenville | | ◆ | | | | | | ◆ | ◆ | | | | |
| NC | Jacksonville | ◆ | | ◆ | ◆ | | | | | | | | | |
| NC | Nags Head | | | | | | | ◆ | | ◆ | | | ◆ | |
| NC | Orange County | | | | | | | | | ◆ | ◆ | | | ◆ |
| NC | Pasquotank | | | | | | | | | | | | | ◆ |
| ND | Minot | | | | | | | | | | | ◆ | ◆ | |
| NE | Lincoln | | ◆ | ◆ | ◆ | | | | | ◆ | | | | |
| NM | Albuquerque | | ◆ | | | | | ◆ | ◆ | ◆ | | | | |
| NM | Las Cruces | | | ◆ | ◆ | | | | | | | | | |
| NV | North Las Vegas | ◆ | | | | | | | ◆ | | | | | |
| NV | Nye County | | ◆ | | | ◆ | | ◆ | ◆ | ◆ | | | | |
| NV | Washoe County | | ◆ | | | | | | | | | | | |
| OH | Delaware | | | | | | | ◆ | ◆ | ◆ | | | ◆ | |
| OH | Lebanon | | ◆ | | | | | | | ◆ | | | | |
| OH | Pickerington | ◆ | ◆ | | | | | ◆ | | ◆ | | | ◆ | |
| OH | Sunbury | | | | | | | ◆ | | | | | ◆ | |
| OK | Edmond | | | ◆ | ◆ | | | | | | | | | |
| RI | East Greenwich | | | | | | | | ◆ | ◆ | ◆ | | ◆ | ◆ |
| RI | Middletown | | | ◆ | | | | ◆ | ◆ | ◆ | | | ◆ | ◆ |
| SC | Aiken | | ◆ | | | | ◆ | ◆ | ◆ | ◆ | | | | |
| SC | Anderson County | | ◆ | | | | | | | | | | | |
| SC | Georgetown County | | ◆ | | | | | ◆ | | | | ◆ | | |
| SC | Horry County | ◆ | | | | | | ◆ | ◆ | ◆ | ◆ | ◆ | | |
| SC | Richland County | | ◆ | | | | | | | | | | | |
| SC | Summerville | | | | | | | | ◆ | ◆ | | | ◆ | |
| UT | American Fork | ◆ | ◆ | ◆ | | | | | | ◆ | | | | |
| UT | Brigham City | ◆ | | | | | | | | | | | | |
| UT | Clearfield | ◆ | | ◆ | ◆ | ◆ | | | | ◆ | | | | |

| STATE | CLIENT | Feasibility Analysis | Roads/Transportation | Sewer | Water | Stormwater | Solid Waste | Law Enforcement | Fire/EMS | Parks and Recreation | Trails/Open Space | Libraries | General Government | Schools |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| UT | Clinton City | | ◆ | ◆ | ◆ | ◆ | | | ◆ | ◆ | ◆ | | | |
| UT | Draper | | ◆ | | ◆ | ◆ | | | ◆ | ◆ | ◆ | | | |
| UT | Farmington | | ◆ | ◆ | ◆ | ◆ | | ◆ | ◆ | ◆ | ◆ | | | |
| UT | Hyde Park | | ◆ | ◆ | ◆ | | | | | ◆ | | | | |
| UT | Kaysville | | ◆ | ◆ | | | | | | ◆ | | | | |
| UT | Logan | ◆ | ◆ | ◆ | ◆ | ◆ | | ◆ | | ◆ | ◆ | | | |
| UT | Mapleton | | | ◆ | ◆ | ◆ | | | ◆ | ◆ | ◆ | | | |
| UT | North Logan | ◆ | ◆ | ◆ | ◆ | | | | | ◆ | ◆ | | | |
| UT | Pleasant Grove | ◆ | ◆ | ◆ | ◆ | | | ◆ | ◆ | ◆ | | | | |
| UT | Salt Lake County | | | | | ◆ | | | | ◆ | | | | |
| UT | Sandy City | | ◆ | | | ◆ | | ◆ | ◆ | | ◆ | | | |
| UT | South Valley Sewer District | ◆ | | ◆ | | | | | | | | | | |
| UT | Spanish Fork | ◆ | | ◆ | ◆ | ◆ | | | | ◆ | | | | |
| UT | Springville | | | | | | | | | ◆ | | | | |
| UT | Wellsville | | ◆ | ◆ | ◆ | | | | ◆ | ◆ | | | | |
| UT | West Jordan | | ◆ | ◆ | ◆ | ◆ | | ◆ | ◆ | ◆ | | | | |
| UT | Woods Cross | ◆ | | ◆ | ◆ | | | | | ◆ | | | | |
| VA | Chesterfield County | | ◆ | | | | | | ◆ | ◆ | | ◆ | | ◆ |
| VA | Goochland County | | ◆ | | | | | | | | | | | |
| VA | Henrico County | | ◆ | | | | | | | ◆ | | ◆ | | ◆ |
| VA | Isle of Wight County | | | | | | | | ◆ | ◆ | | | | ◆ |
| VA | Prince George County | | | | | | | ◆ | ◆ | ◆ | | ◆ | ◆ | ◆ |
| VA | Prince William County | | ◆ | | | | | | | | | | | |
| VA | Spotsylvania County | | ◆ | | | | | | | | | | | |
| VA | Stafford County | | ◆ | | | | | | | | | | | |
| VA | Suffolk | | | ◆ | ◆ | | | | | | | | | |
| VA | Sussex County | ◆ | | | | | | | | | | | | |
| WI | Eau Claire | | ◆ | ◆ | ◆ | ◆ | | | | ◆ | | | | |
| WV | Jefferson County | | | | | | | ◆ | ◆ | ◆ | | | ◆ | ◆ |
| WY | Casper | ◆ | ◆ | | | | | | ◆ | ◆ | | | | |
| WY | Pinedale | ◆ | | ◆ | ◆ | | | | ◆ | ◆ | ◆ | | ◆ | |
| WY | Teton County | | ◆ | | | | | | | | | | | |

# Project **Personnel**

## Project Team Overview

Our proposed Project Team of Carson Bise, AICP and Ben Griffin., has unsurpassed experience performing projects requiring the same expertise that is needed to serve the City of Foley. Our Project Team brings over 40 years of impact fee calculation, infrastructure finance, demographic and market analysis, and implementation experience to the City's assignment. In summary, each of our Project Team members are considered national thought leaders in the areas of impact fees, exactions, infrastructure finance, impact fee program administration, and implementation. The organizational chart below shows our project team for this assignment.




**Carson Bise, AICP,** President of TischlerBise, will serve as Project Manager and coordinate our project team's interaction with the City to ensure that all work is completed properly, on time, and within budget. He will work closely with TischlerBise and City staff, developing and reviewing all aspects of the project and providing overall quality assurance for the project. He will also have a major role in all aspects of the project.

**Benjamin Griffin,** Senior Fiscal / Economic Analyst at TischlerBise, will assist with this assignment. Mr. Griffin, in conjunction with Mr. Bise, will ensure constant collaboration and communication between Park and Planning Commission staff and our team through frequent progress memorandums, conference calls, and in-person meetings. Mr. Griffin has prepared impact fees, market analyses, and revenue strategies for local governments in 13 states.

## Project Team Resumes

### L. Carson Bise, II, AICP, President

Mr. Bise has 30 years of fiscal, economic, and planning experience and **has conducted fiscal and infrastructure finance evaluations in 40 states.** Mr. Bise is a leading national figure in the calculation of impact fees, having completed over 350 impact fees for the following categories: parks and recreation,

open space, police, fire, schools, water, sewer, roads, municipal power, and general government facilities. In his seven years as a planner at the local government level he coordinated Capital Improvement Plans, conducted market analyses and business development strategies, and developed comprehensive plans. Mr. Bise has also written and lectured extensively on fiscal impact analysis and infrastructure financing. His most recent publications are *Next Generation Transportation Impact Fees* and *Fiscal Impact Analysis: Methodologies for Planners* published by the American Planning Association, a chapter on fiscal impact analysis in the book *Planning and Urban Design Standards* also published by the American Planning Association, and the ICMA IQ Report, *Fiscal Impact Analysis: How Today's Decisions Affect Tomorrow's Budgets*. Mr. Bise was also the principal author of the fiscal impact analysis component for the Atlanta Regional Commission's Smart Growth Toolkit and is featured in the recently released AICP CD-ROM Training Package entitled *The Economics of Density*. Mr. Bise is currently on the Board of Directors of the Growth and Infrastructure Finance Consortium and **recently Chaired the American Planning Association's Paying for Growth Task Force. He was also recently named an Affiliate of the National Center for Smart Growth Research & Education.**

## SELECTED IMPACT FEE AND INFRASTRUCTURE FUNDING STRATEGY EXPERIENCE

- City of Daphne, Alabama – *Impact Fee Study*
- City of Foley, Alabama – *Impact Fee Study*
- City of Gulf Shores, Alabama – *Impact Fee Study*
- City of Orange Beach, Alabama – *Impact Fee Study*
- City of Apache Junction, Arizona – *Impact Fee Study*
- Town of Camp Verde, Arizona – *Impact Fee Study*
- City of Eloy, Arizona – *Impact Fee Study*
- City of Siloam Springs, Arkansas – *Impact Fee Study*
- City of Avenal, California – *Impact Fee Study*
- City of Banning, California – *Impact Fee Study*
- City of National City, California – *Impact Fee Study*
- City of Temecula, California – *Impact Fee Study*
- City of Tulare, California – *Impact Fee Study*
- City of Boulder, Colorado – *Impact Fee/Excise Tax Study*
- Town of Castle Rock, Colorado – *Impact Fee Study*
- City of Evans, Colorado – *Impact Fee Study*
- City of Greeley, Colorado – *Impact Fee Study*
- City of Longmont, Colorado – *Impact Fee Study*
- City of Louisville, Colorado – *Impact Fee Study*
- City of Steamboat Springs, Colorado – *Impact Fee Study*
- City of Thornton, Colorado – *Impact Fee Study*
- Town of Vail, Colorado – *Impact Fee Study*
- DeSoto County, Florida – *Impact Fee Study*
- Manatee County, Florida – *Impact Fee Study*
- City of North Miami, Florida – *Impact Fee Study*
- Pasco County, Florida – *School Impact Fee Study*
- Polk County, Florida – *Impact Fee Study*

- City of Punta Gorda, Florida – *Impact Fee Study*
- Seminole County, Florida – *School Impact Fee and Infrastructure Financing Study*
- Anne Arundel County, Maryland – *Revenue Strategies*
- Calvert County, Maryland – *Impact Fee Study*
- Caroline County, Maryland – *Schools Excise Tax Study*
- Carroll County, Maryland – *Impact Fee Study*
- Charles County, Maryland – *Impact Fee Study*
- Dorchester County, Maryland – *Impact Fee Study*
- Town of Easton, Maryland – *Impact Fee Study*
- City of Hagerstown, Maryland – *Impact Fee Study*
- Town of Hampstead, Maryland – *Impact Fee Study*
- City of Salisbury, Maryland – *Impact Fee Study*
- Talbot County, Maryland – *Impact Fee Study*
- Washington County, Maryland – *Impact Fee Study*
- Wicomico County, Maryland – *Impact Fee Study*
- Worcester County, Maryland – *Impact Fee Study*
- Broadwater County, Montana – *Impact Fee Feasibility Study*
- Flathead County, Montana – *Impact Fee Feasibility Study and Impact Fee Study*
- Florence-Carlton School District, Montana – *Impact Fee Study*
- Gallatin Canyon/Big Sky, Montana – *Capital Improvement and Funding Plan*
- City of Great Falls, Montana – *Impact Fee Feasibility Study*
- City of Laurel, Montana – *Impact Fee Feasibility Study*
- City of Missoula/Missoula County, Montana – *Impact Fee Study and Capital Facility Plan*
- City of North Las Vegas, Nevada – *Impact Fee Study*
- Nye County/Town of Pahrump, Nevada – *Impact Fee Study*
- City of Las Cruces, New Mexico – *Water and Sewer Impact Fee Study*
- Cabarrus County, North Carolina – *Voluntary Mitigation Payment Studies (Two School Districts)*
- City of Greenville, North Carolina – *Impact Fee Study*
- Abbeville County, South Carolina – *Infrastructure Funding Strategy*
- Beaufort County, South Carolina – *Infrastructure Funding Strategy*
- Clinton City, Utah – *Impact Fee Study*
- Draper City, Utah – *Impact Fee Study*
- Farmington City, Utah – *Impact Fee Study*
- Logan City, Utah – *Impact Fee Study*
- Mapleton City, Utah – *Impact Fee Study*
- City of Spanish Fork, Utah – *Impact Fee Study*
- City of West Jordan, Utah – *Impact Fee Study*
- Goochland County, Virginia – *Cash Proffer Study*
- Henrico County, Virginia – *Impact Fee Study; Cash Proffer Study*
- Prince George County, Virginia – *Cash Proffer Study*
- Prince William County, Virginia – *Impact Fee Study*
- Spotsylvania County, Virginia – *Impact Fee Study*
- Stafford County, Virginia – *Impact Fee Study*

- Sussex County, Virginia – *Cash Proffer Study*

### EDUCATION

M.B.A., Economics, Shenandoah University
B.S., Geography/Urban Planning, East Tennessee State University
B.S., Political Science/Urban Studies, East Tennessee State University

### PUBLICATIONS

- "Next Generation Transportation Impact Fees," American Planning Association, Planners Advisory Service.
- "Fiscal Impact Analysis: Methodologies for Planners," American Planning Association.
- "Planning and Urban Design Standards," American Planning Association, Contributing Author on Fiscal Impact Analysis.
- "Fiscal Impact Analysis: How Today's Decisions Affect Tomorrow's Budgets," ICMA Press.
- "The Cost/Contribution of Residential Development," Mid-Atlantic Builder.
- "Are Subsidies Worth It?" Economic Development News & Views.
- "Smart Growth and Fiscal Realities," ICMA Getting Smart! Newsletter.
- "The Economics of Density," AICP Training Series, 2005, Training CD-ROM (American Planning Association).

## Benjamin Griffin, Senior Fiscal / Economic Analyst

Mr. Griffin is a Senior Fiscal / Economic Analyst at TischlerBise with specialties in finance and economic development planning. Prior to joining TischlerBise, Mr. Griffin worked on real estate and economic development projects for the New Orleans Business Alliance. During this time, he conducted field surveys to determine the economic health of key retail corridors, researched real estate development projects, and analyzed economic development initiatives. Prior to his real estate and economic development experience, Mr. Griffin worked with the New Orleans Redevelopment Authority, where he gained experience in performance-based funding sources, title clearance, and GIS. This position provided practical experience with issues concerning the redevelopment process, title clearance of properties received and acquired through various means, and analysis of property data for redevelopment projects. Mr. Griffin also possesses professional experience with the Jefferson Parish Planning Department, where he worked in the Current Planning Division.

### SELECTED IMPACT FEE AND INFRASTRUCTURE FUNDING STRATEGY EXPERIENCE

- City of Fairhope, AL - *Impact Fee Study*
- City of Buckeye, AZ - *Development Impact Fee Study*
- City of Fountain Hills, AZ - *Development Impact Fee Study*
- City of Flagstaff, AZ - *Development Impact Fee Study*
- City of Kingman, AZ - *Development Impact Fee Study*
- Pinal County, AZ - *Development Impact Fee Study*
- City of Sedona, AZ - *Development Impact Fee Study*
- City of Sierra Vista, AZ - *Development Impact Fee Study*

- City of Tempe, AZ - *Development Impact Fee Study*
- City of Yuma, AZ - *Development Impact Fee Study*
- Town of Mammoth Lakes, CA - *Development Fee Study*
- City of Suisun City, CA - *Development Fee Study*
- City of Durango, CO – *Affordable Housing Nexus Fee*
- Town of Evans, CO – *Impact Fee Study*
- City of Fort Collins, CO - *Transportation Fee Study*
- City of Thornton, CO - *Impact Fee Study*
- Town of Mead, CO - *Impact Fee Study*
- Manatee County, FL - *Impact Fee Study*
- Manatee County, FL - *School Impact Fee Study*
- City of Covington, LA – *Capacity Charge Study*
- Town of Middletown, RI - *Impact Fee Study*
- City of Corpus Christi, TX – *Wastewater User Rate Affordability Study*
- Jefferson County, WV – *School Impact Fee Study*

## EDUCATION

Master of Urban and Regional Planning, Economic Development, University of New Orleans
Bachelor of Business Administration, Finance, University of Mississippi

# Project Understanding and Approach

## Project Approach

Impact fees are fairly simple in concept, but complex in delivery. Generally, the jurisdiction imposing the fee must: (1) identify the purpose of the fee, (2) identify the use to which the fee is to be put, (3) show a reasonable relationship between the fee's use and the type of development project, (4) show a reasonable relationship between the facility to be constructed and the type of development, and (5) account for and spend the fees collected only for the purpose(s) used in calculating the fee.

Reduced to its simplest terms, the process of calculating impact fees involves the following two steps:

1. Determine the cost of development-related improvements, and
2. Allocate those costs equitably to various types of development.

There is, however, a fair degree of latitude granted in constructing the actual fees, as long as the outcome is "proportionate and equitable." Fee construction is both an art and a science, and it is in this convergence that TischlerBise excels in delivering products to clients.

Any one of several legitimate methods may be used to calculate impact fees for the City. Each method has advantages and disadvantages given a particular situation, and to some extent they are interchangeable because they all allocate facility costs in proportion to the needs created by development.
In practice, the calculation of impact fees can become quite complicated because of the many variables involved in defining the relationship between development and the need for capital facilities. The following paragraphs discuss the three basic methods for calculating impact fees and how those methods can be applied.

**Plan-Based Fee Calculation -** The plan-based method allocates costs for a specified set of future improvements to a specified amount of development. The improvements are identified by a CIP. In this method, the total cost of relevant facilities is divided by total demand to calculate a cost per unit of demand. The plan-based method is often the most advantageous approach for facilities that require engineering studies, such as roads and utilities.

**Cost Recovery Fee Calculation -** The rationale for the cost recovery approach is that new development is paying for its share of the useful life and remaining capacity of facilities from which new growth will benefit. To calculate an impact fee using the cost recovery approach, facility cost is divided by the ultimate number of demand units the facility will serve. An oversized arterial roadway is an example.

**Incremental Fee Calculation -** The incremental expansion method documents the current level-of-service (LOS) for each type of public facility in both quantitative and qualitative measures, based on an existing service standard such as square feet per capita or park acres per capita. The LOS standards are determined in a manner similar to the current replacement cost approach used by property insurance companies. However, in contrast to insurance practices, clients do not use the funds for renewal and/or replacement of existing facilities. Rather, the jurisdiction uses the impact fee revenue to expand or provide additional facilities as needed to accommodate new development. An incremental

expansion cost method is best suited for public facilities that will be expanded in regular increments with LOS standards based on current conditions in the community.

**Evaluation of Alternatives.** Designing the optimum impact fee approach and methodology is what sets TischlerBise apart from our competitors. Unlike most consultants, we routinely consider each of the three methodologies for each component within a fee category. The selection of the particular methodology for each component of the impact fee category will be dependent on which is most beneficial for Foley. In a number of cases, we will prepare the impact fee using several methodologies and will discuss the various trade-offs with the City. There are likely to be policy and revenue tradeoffs. We recognize that "one size does ***not*** fit all" and create the optimum format that best achieves our clients' goals.

## Work Scope

### TASK 1: PROJECT INITIATION / DATA ACQUISITION

During this task, we will meet with City staff to establish lines of communication, review and discuss project goals and expectations related to the project, review (and revise if necessary) the project schedule, request data and documentation related to new proposed development, and discuss City staff's role in the project. The objectives of this initial discussion are outlined below:

- Obtain and review current demographics and other land use information for the City of Foley
- Review and refine work plan and schedule
- Discuss current and previous work efforts related to this topic
- Assess additional information needs and required staff support
- Identify and collect data and documents relevant to the analysis
- Identify any relevant policy issues
- Discuss outreach strategy and schedule

***Meetings:***

One (1) on-site visit to meet with City project management team/City staff as appropriate.

***Deliverables:***

1) Revisions to project schedule, if necessary. 2) Data request memorandum.

### TASK 2: PREPARE LAND USE ASSUMPTIONS AND DEVELOPMENT PROJECTIONS

The purpose of this task is to review and understand the current demographics of the City as they relate to growth and development and determine the likely development future for the City in terms of new population, housing units, employment, and nonresidential building area over the next 10-20 years. Information from the City will serve as the basis for preparing projections of residential and nonresidential development for consideration by staff and the stakeholder group. TischlerBise will prepare a plan that includes projections of changes in land uses, densities, intensities, and population for a specific service area.

***Meetings:***

Discussions with the Community Development Department will be held as part of Task 1, as well as conference calls as needed.

***Deliverables:***

TischlerBise will prepare a draft technical memorandum discussing the recommended land use factors and projections. After review and sign-off by the City, a final memorandum will be issued, which will become part of the final Impact Fee Study.

## TASK 3: DETERMINE CAPITAL FACILITY NEEDS AND SERVICE LEVELS

This Task as well as Tasks 4-6 may vary somewhat depending on the methodology applied to a particular impact fee category. The impact fee study for each facility type would be presented in separate chapters in the impact fee report.

**Identify Facilities/Costs Eligible for Impact Fee Funding.** As an essential part of the nexus analysis, TischlerBise will evaluate the impact of development on the need for additional facilities, by type, and identify costs eligible for impact fee funding. Elements of the analysis include:

- Review facility plans, fixed asset inventories, and other documents establishing the relationship between development and facility needs by type.
- Identify planned facilities, vehicles, equipment, and other capital components eligible for impact fee funding.
- Prepare forecast of relevant capital facility needs.
- Adjust costs as needed to reflect other funding sources.

As part of calculating the fee, Foley may include the construction contract price; the cost of acquiring land, improvements, materials, and fixtures; the cost for planning, surveying, and engineering fees for services provided for and directly related to the construction system improvement; and debt service charges, if the City of Foley might use impact fees as a revenue stream to pay the principal and interest on bonds, notes or other obligations issued to finance the cost of system improvements. All of these components will be considered in developing an equitable allocation of costs.

**Identify Appropriate Level of Service (LOS) Standards.** We will review needs analyses and LOS for each facility type. Activities related to this Task include:

- Apply defined service standards to data on future development to identify the impacts of development on facility and other capital needs. This will include discussions with staff of the existing versus adopted LOS, as appropriate.
- Ascertain and evaluate the actual demand factors (measures of impact) that generate the need for each type of facility to be addressed in the study.
- Identify actual existing service levels for each facility type. This is typically expressed in the number of demand units served.
- Define service standards to be used in the impact fee analysis.
- Determine appropriate geographic service areas for each fee category.

***Meetings:***

Two (2) meetings with City staff to discuss capital facility needs and levels-of-service.

***Deliverables:***

Memoranda as appropriate. Results integrated into Draft/Final Impact Fee report (See Task 7).

## TASK 4: EVALUATE DIFFERENT ALLOCATION METHODOLOGIES

The purpose of this Task is to determine the methodology most appropriate for each impact fee category. As noted previously, the three basic methodologies that can be applied in the calculation of impact fees are the plan-based, incremental expansion, and cost-recovery approaches. Selection of the particular methodology for each component of the impact fee category will depend on which is most beneficial for Foley. In a number of cases, we will prepare the impact fees for a particular infrastructure category using several methodologies and will discuss the trade-offs with Foley. This allows the utilization of a combination of methodologies within one fee category. For instance, a plan-based approach may be appropriate for a new building while an incremental approach may be appropriate for support vehicles and equipment. By testing all possible methodologies, Foley is assured that the maximum supportable impact fee will be developed. Policy discussions will then be held at the staff level regarding the trade-offs associated with each allocation method prior to proceeding to the next Task as well as trade-offs regarding implementation as impact fees.

***Meetings***:

One (1) meeting with City staff to discuss issues related to allocation methodologies

***Deliverables:***

Memoranda as appropriate. See Task 7.

## TASK 5: DETERMINE NEED FOR "CREDITS" TO BE APPLIED AGAINST CAPITAL COSTS

A consideration of "credits" is integral to the development of a legally valid impact fee methodology. There is considerable confusion among those who are not immersed in impact fee law about the definition of a credit and why it may be required.

There are two types of "credits" that are included in the calculation of impact fees, each with specific, distinct characteristics. The first is a credit due to possible double payment situations. This could occur when a property owner will make future contributions toward the capital costs of a public facility covered by an impact fee. The second is a credit toward the payment of an impact fee for the required dedication of public sites and improvements provided by the developer and for which the impact fee is imposed. Both types of credits will be considered and addressed in the impact fee study.

***Deliverables:***

Memoranda as appropriate. See Task 7.

## TASK 6: CONDUCT FUNDING AND CASH FLOW ANALYSIS

In order to prepare a meaningful capital funding strategy, it is important to not only understand the gross revenues, but also the capital facility costs and any deficits. In this case some consideration should be given to anticipated funding sources. This calculation will allow Foley to better understand the various revenue sources possible and the amount that would be needed if the impact fees were discounted.

The initial cash flow analysis will indicate whether additional funds might be needed or if the funding strategy might need to be changed to have new growth pay its fair share of new capital facilities. This could also affect the total credits calculated in the previous Task. Therefore, it is likely that a number of iterations will be conducted in order to refine the cash flow analysis reflecting the capital improvement needs.

***Deliverables:***

See Task 7.

## TASK 7: PREPARE IMPACT FEE REPORT, PUBLIC PRESENTATIONS

TischlerBise will prepare a draft report for City's review. The report will summarize the need for all relevant categories of impact fees in Foley and the relevant methodologies employed in the calculation. It will also document all assumptions and cost factors. The report will include at a minimum the following information:

- Executive summary
- A detailed description of the methodologies used during the study
- A detailed description of all LOS standards and cost factors used and accompanying rationale
- A detailed schedule of all proposed fees listed by land use type and activity
- Other information which adequately explains and justifies the resulting recommended fee schedule
- Cash flow analysis
- Implementation and administration procedures

Following the City's review of the draft report, we will make mutually agreed upon changes to the impact fee report and issues a final version.

***Meetings:***

One (1) meeting/ presentation to present results with the City Council.

***Deliverables:***

Draft and final reports and presentation materials for meetings.

# Schedule and Costs

## Project Schedule

The following figure provides our anticipated schedule for the Impact Fee Study, as well as number of meetings and deliverables.

| PROPOSED SCHEDULE- IMPACT FEE STUDY | | | |
|---|---|---|---|
| **Tasks** | **Anticipated Dates** | **Meetings*** | **Meetings/Deliverables** |
| Task 1: Project Initiation | Month 1 | 1* | Data Request Memorandum and Revised Project Schedule, if necessary. |
| Task 2: Prepare Land Use Assumptions and Development Projections | Month 1 and 2 | 1* | Technical Memorandum on Land Use Assumptions/Development Projections |
| Task 3: Determine Capital Facility Needs and Service Levels | Months 2 and 3 | 2* | Memoranda as Appropriate |
| Task 4: Evaluate Different Allocation Methodologies | Month 3 | 1 | Memoranda as Appropriate |
| Task 5: Determine Need for "Credits" to be Applied Against Capital Costs | Month 4 | 0 | Memoranda as Appropriate |
| Task 6: Conduct Funding and Cash Flow Analysis | Month 4 | 0 | See Task 7 |
| Task 7: Prepare Development Impact Fee Report, Presentations | Month 4 | 1* | Draft and Final Development Impact Fee Report |

*In several cases it is assumed meetings are held with multiple departments over one (1) trip.

## Project Costs

The following figure provides our fixed fee cost proposal for the Impact Fee Study.

| PROPOSED FEE - IMPACT FEE STUDY | | | | |
|---|---|---|---|---|
| **Project Team Member:** | **Bise** | **Griffin** | **Total** | |
| **Hourly Rate*** | **$210** | **$185** | **Hours** | **Cost** |
| Task 1: Project Initiation | 8 | 8 | 16 | $3,160 |
| Task 2: Prepare Land Use Assumptions and Development Projections | 16 | 28 | 44 | $8,540 |
| Task 3: Determine Capital Facility Needs and Service Levels | 24 | 52 | 76 | $14,660 |
| Task 4: Evaluate Different Allocation Methodologies | 12 | 8 | 20 | $4,000 |
| Task 5: Determine Need for "Credits" to be Applied Against Capital Costs | 4 | 8 | 12 | $2,320 |
| Task 6: Conduct Funding and Cash Flow Analysis | 0 | 8 | 8 | $1,480 |
| Task 7: Prepare Development Impact Fee Report, Presentations | 24 | 60 | 84 | $16,140 |
| ***Expenses:*** | | | | ***$8,700*** |
| **Total Cost:** | **88** | **172** | **260** | **$59,000** |

* Hourly rates are inclusive of all costs.

TischlerBise

FISCAL | ECONOMIC | PLANNING

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