TischlerBise
FISCAL | ECONOMIC | PLANNING

Proposal for **Impact Fee Study and Update**

City of Foley, Alabama

December 5, 2025

Table of **Contents**

Section 1: Cover Letter 1

Section 2: Relevant Experience 3

Section 3: Staff Qualifications 7

Section 4: Project Understanding Approach/Work Plan 11

Section 5: Schedule and Costs 19

Section 1: **Cover Letter**

December 5, 2025

City of Foley
Attention: Nelson Bauer, Infrastructure and Development Project Manager
200 W Laurel Avenue
Foley, AL 36535

RE: Proposal for Impact Fee Study and Update

Dear Nelson,

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, Baldwin County, and Foley-specific impact fee experience. There are several points we would like to note that make our qualifications unique:

- **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 1,100 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 successfully challenged in a court of law.
- **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 equitable.
- **Baldwin County Experience.** TischlerBise has conducted numerous impact fee studies in Baldwin County, including studies for Gulf Shores, Orange Beach, Daphne, Fairhope, Foley, as well as Baldwin County.
- **Responsiveness.** As a small firm, we have the flexibility and responsiveness to meet all deadlines of the City's project.

We look forward to the possibility of working with the City of Foley again and are committed to providing you with top-quality support at a very competitive price. As President, I am authorized to contractually bind the firm.

Sincerely,

L. Carson Bise II, AICP, President
4701 Sangamore Road, Suite S240
Bethesda, MD 20816
Phone: 800-424-4318 Ext. 12
E-mail: carson@tischlerbise.com

Section 2: **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
L. Carson Bise, AICP, President
4701 Sangamore Rd, Suite 240
Bethesda, MD 20816
301.320.6900 x12 (w) | 301.320.4860 (f)
carson@tischlerbise.com

Idaho Office
Colin McAweeney, Senior Analyst
999 W Main Street
Boise, ID 83702

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 **1,000 fiscal/economic impact evaluations and over 1,100 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 the State of Alabama and 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	Madison							◆		◆				◆
AL	Orange Beach		◆					◆	◆	◆		◆		
AL	Pike Road		◆					◆	◆	◆				
AL	Summerdale							◆	◆	◆				

Innovation

TischlerBise has been the national leader in advancing the state of the practice as it relates to impact fee calculations. For example, TischlerBise has developed unique methodologies for calculating "progressive" demand indicators for not only persons per housing unit (household), but also the development of jurisdiction-specific average daily vehicle trip generation rates, using US Census Bureau data and Institute of Transportation Engineer's formulas. These methods not only improve proportionality, but also promote housing equity. In addition, TischlerBise has developed unique impact fee methodologies to assist communities with the implementation of land use policies intended to address sprawl, congestion, and other growth management issues by helping to direct growth to planned development zones. Using GIS and data from local traffic models, TischlerBise developed an innovative tiered road impact fee methodology to allocate the cost of road improvements by Traffic Analysis Zone (TAZ) based on vehicle miles of travel (VMT). As density and mix of development increase in urban areas, VMT decreases due to shorter trips and more walking, bicycling, and transit use. This results in lower impact fees in areas where communities are attempting to encourage infill development.

References/Representative Projects

The following project descriptions demonstrate our recent and vast experience with assignments similar to the scope of services required by the City.

City of Madison, Alabama – *Impact Fee Study (2019 and 2022)*
Project Contact: Mary Beth Broeren, Development Services Director
Phone: (256) 772-2885
E-mail: MaryBeth.Broeren@madisonal.gov
TischlerBise Staff: Carson Bise, AICP and Ben Griffin

The City of Madison retained TischlerBise in 2019 and 2022 to prepare a new impact fee program. The 2019 study included fire, library, parks and recreation, police, public works, and street impact fees. During

stakeholder outreach, City staff determined there was limited support for nonresidential impact fees. The 2022 study included library and parks and recreation impact fees assessed to residential development. TischlerBise presented the findings of the study during a work session in January 2023 to the Madison City Council.

City of Bella Vista, Arkansas – *Impact Fee Study (2021)*
Project Contact: John Flynn, City Council Member
Phone: (479) 336-2712
E-mail: jflynn@bellavistaar.gov
TischlerBise Staff: Carson Bise, AICP and Ben Griffin

TischlerBise was retained by the City of Bella Vista to prepare a new impact fee program for the City. The categories included: fire, police, library and roads. During the study process it was determined that roads were not a viable candidate for impact fees due to the type of planned improvements and current funding arrangements. Several work sessions were held with the City Council as part of the process.

Town of Erie, Colorado – *Impact Fee Study (2004, 2016, and 2021)*
Project Contact: Patrick Hammer, Assistant City Manager
Phone: (303) 926-2540
E-mail: phammer@erieco.gov
TischlerBise Staff: Carson Bise, AICP

TischlerBise was first retained to review and update the Town of Erie's impact fee program, which pre-dated the passing of SB15. This update included parks/recreation, transportation, police, general government, and storm drainage fee categories. For the Town's and stakeholder's consideration, we prepared iterations of the residential impact fees using progressive residential multipliers (e.g., by size of house) and with the traditional "one size fits all" approach (e.g., single family, multifamily). We also consolidated the nonresidential impact fee schedule to make implementation easier and assist with economic development effort. As part of the public participation process, TischlerBise conducted extensive work sessions with the Board of Trustees on various fee options (e.g., plan-based versus incremental expansion for transportation).

City of Springfield, Tennessee – *System Development Fee Report (2022)*
Candice Tillman, Assistant City Manager
(615) 382-2200
Candice.Tillman@springfieldtn.gov
TischlerBise Project Staff: Carson Bise (Project Manager) and Ben Griffin (Project Analyst)

The City of Springfield hired TischlerBise to update system development charges for parks/recreation, roads, police, fire, municipal facilities, water and sewer. As part of this effort, TischlerBise prepared several iterations of the utility fees (e.g., plan-based versus cost recovery) for the City's consideration. A **primary consideration as part of this assignment was the City's ability to fund the operating expenses associated with various planned facilities.**

Town of Firestone, Colorado – *Impact Fee Study (2022)*
Project Contact: AJ Krieger, Town Manager
Phone: (303) 531-6255

E-mail: akrieger@firestoneco.gov
TischlerBise Staff: Carson Bise, AICP

TischlerBise was recently retained to prepare a comprehensive review and update the Town of Firestone's impact fee program. This update included fees for park improvements, transportation, police, water, and general government. Fees for transportation and park improvements were prepared under the incremental expansion and plan-based methodologies in order to give policy makers options to either maintain or enhance levels of service for these infrastructure categories.

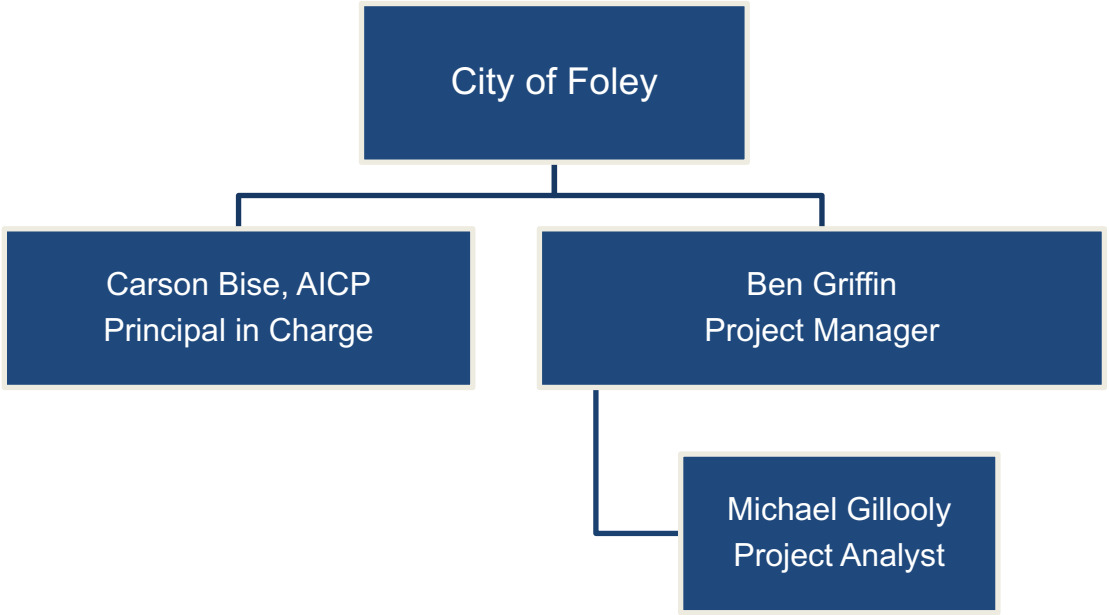
City of Murfreesboro, Tennessee - *Capital Improvement Plan and Impact Fee Report (2021)*
Gary Whitaker, Assistant City Manager
(615) 849-2629
gwhitaker@murfreesborotn.gov
TischlerBise Project Staff: Carson Bise (Project Manager) and Ben Griffin (Project Analyst)

The City of Murfreesboro hired TischlerBise to prepare parks/recreation and road impact fees. Issues addressed in the study included demand for City parks and recreation infrastructure from unincorporated County residents and the potential for multimodal road improvements. Upon completion of the study and subsequent work sessions with City Council, the City then amended our contract to include fee calculations for public safety and schools, for which work is presently ongoing.

Section 3: **Staff Qualifications**

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 50 years of impact fee calculation, infrastructure finance, demographic and market analysis, and implementation experience to the City's assignment. The organizational chart below shows our project team for this assignment.



Carson Bise, AICP, President of TischlerBise, will serve as Principal in Charge 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 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. **Mr. Bise was the Project Manager for our first Impact Fee Study for the City.**

Ben Griffin, Senior Fiscal/Economic Analyst at TischlerBise will be the Project Manager for this assignment due to his substantial experience preparing impact fees, specifically in Alabama. Mr. Griffin, in conjunction with Mr. Bise, will ensure constant collaboration and communication between City staff and our team through frequent progress memoranda, conference calls, and in-person meetings. Mr. Griffin has 13 years of relevant experience and has prepared impact fees, market analyses, and revenue strategies for local governments in more than 15 states. **Mr. Griffin was the Project Manager for our recent Pike Road, Madison, Foley, and Fairhope impact fee assignments.**

Michael Gillooly, a Fiscal/Economic Analyst at TischlerBise, will assist with this assignment. Mr. Gillooly will provide project support. He specializes in preparing development projections and performs any required GIS analysis.

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 fee studies. 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 a past Board member of the Growth and Infrastructure Finance Consortium and **Chaired the American Planning Association's Paying for Growth Task Force. He is also an Affiliate of the National Center for Smart Growth Research & Education.**

SELECTED IMPACT FEE AND INFRASTRUCTURE FUNDING STRATEGY EXPERIENCE

- Baldwin County, Alabama – *Impact Fee Study*
- Daphne, Alabama – *Impact Fee Study*
- Foley, Alabama – *Impact Fee Study*
- Gulf Shores, Alabama – *Impact Fee Study*
- Orange Beach, Alabama – *Impact Fee Study*
- Apache Junction, Arizona – *Impact Fee Study*
- Camp Verde, Arizona – *Impact Fee Study*
- Eloy, Arizona – *Impact Fee Study*
- Siloam Springs, Arkansas – *Impact Fee Study*
- Castle Rock, Colorado – *Impact Fee Study*
- Evans, Colorado – *Impact Fee Study*
- Greeley, Colorado – *Impact Fee Study*
- Miami, Florida – *Impact Fee Study*
- Missoula, Montana – *Impact Fee Study*
- Albuquerque, New Mexico – *Impact Fee 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.

Benjamin Griffin, Senior Fiscal/Economic Analyst

Mr. Griffin has been with TischlerBise for 13 years as a Senior Fiscal/Economic Analyst 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

- Daphne, Alabama - *Impact Fee Study*
- Fairhope, Alabama - *Impact Fee Study*
- Foley, Alabama - *Impact Fee Study*
- Madison, Alabama - *Impact Fee Study*
- Pike Road, Alabama - *Impact Fee Study*
- Buckeye, Arizona - *Development Impact Fee Study*
- Fountain Hills, Arizona - *Development Impact Fee Study*
- Flagstaff, Arizona - *Development Impact Fee Study*
- Kingman, Arizona - *Development Impact Fee Study*
- Pinal County, Arizona - *Development Impact Fee Study*
- Sedona, Arizona - *Development Impact Fee Study*
- Sierra Vista, Arizona - *Development Impact Fee Study*
- Tempe, Arizona - *Development Impact Fee Study*
- Yuma, Arizona - *Development Impact Fee Study*
- Mammoth Lakes, California - *Development Fee Study*
- Suisun City, California - *Development Fee Study*
- City of Durango, Colorado – *Affordable Housing Nexus Fee*
- Evans, Colorado – *Impact Fee Study*
- Fort Collins, Colorado - *Transportation Fee Study*
- Thornton, Colorado - *Impact Fee Study*
- Mead, Colorado - *Impact Fee Study*
- Manatee County, Florida - *Impact Fee Study*
- Manatee County, Florida - *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

Michael Gillooly, Fiscal/Economic Analyst

Michael Gillooly has been a Fiscal/Economic Analyst at TischlerBise for 3 years. Mr. Gillooly specialties in impact fee studies, and fiscal impact analysis. At TischlerBise Mr. Gillooly has worked on a number of different impact fee and fiscal impact analysis in states across the country, and has developed custom trip generation rates, created population and housing projections, and participated in numerous meetings with clients and stakeholders.

SELECTED IMPACT FEE AND INFRASTRUCTURE FUNDING STRATEGY EXPERIENCE

- Bella Vista, Arkansas - *Impact Fee Study*
- Firestone, Colorado - *Impact Fee Study*
- Severance, Colorado - *Impact Fee Study*
- Flagler Beach, Florida - *Impact Fee Study*
- Homestead, Florida - *Impact Fee Study*
- Clinton, South Carolina - *Impact Fee Study*
- Inman, South Carolina - *Impact Fee Study*
- Hendersonville, Tennessee - *Impact Fee Study*
- Lebanon, Tennessee - *Impact Fee Study*
- Rutherford County, Tennessee - *Impact Fee Study*
- Springfield, Tennessee - *Impact Fee Study*

EDUCATION

Bachelor of Science, Urban Planning, Rutgers University

Section 4: **Project Understanding Approach/Work Plan**

Project Understanding

The City of Foley seeks a consultant to review and update the City's impact fee program. There have been significant updates to data sources used in the previous calculations in the City's last impact fee study (2021). Additionally, there have been several as well as state and national impact fee court case decisions that influence how impact fees are calculated. As part of this effort, TischlerBise will provide a comprehensive evaluation of the City's current impact fee categories as well as advise the City as to whether there are other infrastructure categories the City should consider as well. When preparing the capital improvement plan and recommended impact fee structure, we will work with City staff to ensure assumptions and methodologies are consistent with recommended City policy directives and strategic objectives. With decades of impact fee experience across the nation, TischlerBise has pioneered best practices with a clear trend from generic, cookie-cutter, fee studies to the realization that fees can and should be customized to function as an integral component of the community's strategic plan. Therefore, TischlerBise will be available to function as a key member of the City's management and leadership team, and will be there for the City long after the engagement is over for no charge assistance on administrative and implementation assistance.

Project Approach

Impact fees are 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.

Land Use Assumptions with a Market Perspective. Projecting future residential development is more difficult now than in the past due to shifting trends in the housing market as a result of changing demographics and lifestyle choices, such as short-term rentals, accessory dwellings (granny flats) and tiny homes. **TischlerBise's extensive national experience conducting market analysis and real estate feasibility studies is invaluable in determining the appropriate development projections used in the impact fee calculations.** These projections include both the amount of development and the geographic location. Depending on the methodology employed, overly optimistic development projections can increase the City's financial exposure if impact fee revenue is less than expected.

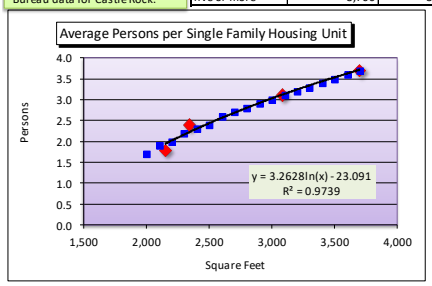
Market Competitiveness. Many communities desire to have a comparison of the proposed development impact fees to those in comparable, or peer, communities. This type of survey can be relatively straightforward and obtained from our current and ongoing work in Alabama as well as primary research (i.e., online, phone calls, and emails). However, it is important for the consultant compiling the report to understand what is—and is not—included in the fee amounts for a true "apples-to-apples" comparison. For instance, it is important to note what specific components (e.g., intersections) are included in the impact fee calculation. Are there unique elements embedded in an impact fee that makes it relatively high or low compared to other jurisdictions in the region? What are the methodological approaches used and how do those approaches affect the fee? What is the difference between the calculated fees and the adopted fees?

For Foley, will conduct this evaluation to include methodologies employed, fee amounts, and any unique circumstances that should be identified and communicated to staff and stakeholders throughout the process.

Consider a Progressive Residential Impact Fee Schedule. TischlerBise suggests the City consider a fee structure that varies residential impact fees by size of unit. **TischlerBise has been the national leader in this movement toward "progressive" fee structures.** As part of our demographic analysis conducted as part of this assignment, we will prepare data on factors that vary by housing unit size (i.e., persons per unit and vehicle trips) for the City's consideration prior to development of the fee methodology. Proponents of this approach feel it helps a jurisdiction meet some of its policy objectives related to affordable housing and equity. Ultimately, the City and stakeholders will decide which direction to pursue relative to this policy decision.

Average square feet of Single Family units in Castle Rock from Douglas County Assessor. Average number of persons per housing unit from Census Bureau data for Castle Rock.

Actual Averages per Hsg Unit			*Fitted-Curve Values*	
Bedrooms	*Square Feet*	*Persons*	*Square Feet*	*Persons*
two or less	2,150	1.8	2,000	1.7
three	2,340	2.4	2,100	1.9
four	3,080	3.1	2,200	2.0
five or more	3,700	3.7	2,300	2.2
			2,400	2.3
			2,500	2.4
			2,600	2.6
			2,700	2.7
			2,800	2.8
			2,900	2.9
			3,000	3.0
			3,100	3.1
			3,200	3.2
			3,300	3.3
			3,400	3.4
			3,500	3.5
			3,600	3.6
			3,700	3.7



Potential Impact on Housing Affordability. As part of the Impact Fee Report, TischlerBise will estimate the effect of imposing the proposed impact fees on the affordability of housing in the City. The analysis will examine the current household income and housing expenses that burden an average household in the City. Next, the proposed impact fees will be included in the cost burden analysis to identify the effect the proposed impact fees will have on housing affordability in the City.

Public Outreach. The importance of public outreach when considering impact fees and infrastructure funding options should not be overlooked. Based upon our experience with impact fees in the State of Alabama, we anticipate that this study may attract controversy. Therefore, it is important to build a coalition of support early in the process to educate and inform the public and other key stakeholders about the purpose of the study, and to explain how it will benefit both key constituents (developers) and the general public. It is critical to develop a communication strategy that will offset and correct any misinformation that might proliferate and to provide clear and compelling logic for public adoption of an updated impact fee program. Our seasoned project team has actively participated in legislative body meetings and citizen committees to educate and lead stakeholders regarding the technical process of impact fee calculations as well as the pros and cons of impact fees.

Implementation/Ongoing Support. The Impact Fee Study is just the beginning of the relationship between TischlerBise and our clients. That is the primary reason the majority of our projects come from existing clients through sole source procurement. After the fee study is complete, TischlerBise can prepare implementation materials and provide training to City staff to ensure it is prepared to implement the impact fee program in a manner that is efficient and consistent with Alabama and national case law. Implementation materials include an administrative manual and forms which will track the City's impact fee ordinance with cross references between the ordinance, forms, and administrative manual. Finally, TischlerBise understands that it is impossible to forecast every conceivable development proposal within the fee structure. Therefore, TischlerBise routinely prepares specific impact fee amounts for specific projects at no charge to our clients.

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) meeting with City project management team/City staff as appropriate.

Deliverables: 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 interested stakeholders. TischlerBise will prepare a plan that includes projections of changes in land uses, densities, intensities, and population for the City.

Meetings: Discussions with the Planning and Zoning 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, the City 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 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 (if applicable) 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.

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 the City. 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, the City 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 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 the City 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 the City of 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.

Internal Communications

An essential component of these efforts is frequent, ongoing, and meaningful communication between the consultant team and staff. TischlerBise is known for its hands-on approach, with face-to-face meetings, frequent conference calls, and ongoing email communications as an integral part of our work scope. The

specific strategy is to use the Work Scope and Schedule to manage the project. It is recommended the City identify a staff Project Manager to serve as a point person between the consultant team and City. It is also recommended that a staff working group/technical committee be identified to provide feedback throughout the study process. This enables effective and efficient processes and keeps relevant staff apprised of the study's progress and content. TischlerBise also recommends periodic briefings with City Administration.

Accessibility

TischlerBise will attend pre-scheduled meetings with the City in person deploying staff from our main office in Maryland. TischlerBise staff regularly travel to our national client base without incident and occasionally will utilize regional trips to add additional unscheduled trips to clients. TischlerBise's regular and repeat work in Alabama and Florida affirms our flexibility and ability to accommodate schedules. Our Project Team will be available via email and phone throughout the study, and our accessibility and availability will continue throughout the term of the Agreement. We encourage you to consult our references regarding our superior accessibility and availability.

Project Management Approach

TischlerBise utilizes a project management process which ensures our projects are completed on time, within budget, and, most importantly, they yield results that match our clients' expectations. Our project management plan employs the following principles to mitigate potential risks and result in successful projects:

- **Risk: Lack of Understanding of Project Goals, Objectives, and Desired Outcomes**
  - **Mitigation: We begin by defining the project to be completed.** Based on discussions that occur as part of our Project Initiation task, Carson Bise, along with Mr. Griffin will identify the final project goals and objectives in collaboration with City staff, list potential challenges to the process, and develop a plan to ensure successful outcomes and effective communication.
- **Risk: Schedule Delays**
  - **Mitigation: We will plan the project schedule from the outset.** As part of the Project Initiation task, Mr. Bise will work with City staff to create an agreed-upon timetable to meet the project schedule. Prior to beginning the project, Mr. Bise will assign roles that will ensure that the project schedule is met on time and within budget.
- **Risk: Technical Complications**
  - **Mitigation: We will actively manage the project process.** Mr. Bise and Mr. Griffin have a long history of strong project management skills that are supported by past project successes (we encourage you to contact our references in this regard). Mr. Bise will manage the work in progress, provide guidance and oversight to staff, and be accountable to the City meeting the schedule, budget, and technical requirements of the project.
- **Risk: Quality Control**
  - **Mitigation: We will review all project deliverables and communication through a formal quality assurance process.** that requires review at the peer level, project manager level, and

executive officer level. Prior to the delivery of work product to the City, deliverables will go through a structured quality assurance process involving up to three levels of review and utilizing a checklist tool. The first level involves a peer-to-peer review of work products and computer models. Next, Mr. Bise, assisted by Mr. Griffin will be responsible for a second set of reviews comparing the work product to the completed quality checklist form.

- **Risk: Cost Overruns**
  - **Mitigation: The studies will be conducted under a fixed fee arrangement.** We typically do not utilize change orders in our work efforts. The potential for a change in budget could occur if the goals, objectives, and expectations as agreed upon in the scope and project management processes shift significantly. The use of the above proactive project management elements is structured to avoid budgetary issues.

Section 5: 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	January, 2026	1*	Data Request Memorandum
Task 2: Prepare Land Use Assumptions and Development Projections	January - February, 2026	1*	Technical Memorandum on Land Use Assumptions/Development Projections
Task 3: Determine Capital Facility Needs and Service Levels	February - April, 2026	2*	Memoranda as Appropriate
Task 4: Evaluate Different Allocation Methodologies	April, 2026	1	Memoranda as Appropriate
Task 5: Determine Need for "Credits" to be Applied Against Capital Costs	April, 2026	0	Memoranda as Appropriate
Task 6: Conduct Funding and Cash Flow Analysis	April, 2026	0	See Task 7
Task 7: Prepare Development Impact Fee Report, Presentations	April - May, 2026	2	Draft and Final Development Impact Fee Report

*In several cases it is assumed meetings are held with multiple departments as part of other tasks.

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**	**Gillooly**	**Total**	
Hourly Rate*	**$245**	**$205**	**$185**	**Hours**	**Cost**
Task 1: Project Initiation	8	8	0	16	$3,600
Task 2: Prepare Land Use Assumptions and Development Projections	4	18	32	54	$10,590
Task 3: Determine Capital Facility Needs and Service Levels	8	48	40	96	$19,200
Task 4: Evaluate Different Allocation Methodologies	16	16	4	36	$7,940
Task 5: Determine Need for "Credits" to be Applied Against Capital Costs	2	16	2	20	$4,140
Task 6: Conduct Funding and Cash Flow Analysis	2	4	8	14	$2,790
Task 7: Prepare Development Impact Fee Report, Presentations	20	48	16	84	$17,700
Total Cost:	**60**	**158**	**102**	**320**	**$65,960**

* Hourly rates are inclusive of all costs.

TischlerBise
FISCAL | ECONOMIC | PLANNING

Principal Office
4701 Sangamore Road, Suite S240 |
Bethesda, MD 20816
301.320.6900 x12 (w) | 301.320.4860 (f) |
carson@tischlerbise.com

Idaho Office:
999 W Main Street | Boise, ID 83702