



Proposal for Impact Fee Study

City of Pooler, Georgia

May 9, 2025



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Section 1: Proposal Letter

May 9, 2025

Heath Lloyd, City Manager
City of Pooler
100 US Highway 80 SW
Pooler, GA 31322

Mr. Lloyd:

RE: TischlerBise, Inc., Proposal for Impact Fee Study

TischlerBise is pleased to submit this proposal to prepare an Impact Fee Study for the City of Pooler. We bring several distinct advantages to this assignment:

- **No other firm has the depth of experience that TischlerBise brings to this assignment.** The City will benefit from our staff's experience in identifying funding gaps and creating new revenue programs for hundreds of local government agencies across the country. **We have prepared 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.
- **National Thought Leaders.** All three of our Project Team members for this assignment are considered national thought leaders on impact fees, infrastructure financing strategies, fiscal/economic sustainability, and growth management. Carson Bise, AICP, recently Chaired the American Planning Association's Paying for Growth Task Force and was recently named an Affiliate of the National Center for Smart Growth Research & Education. Mr. Bise also served on the Board of Directors for the Growth and Infrastructure Consortium, where he is a frequent presenter at the annual conference. Mr. Bise is also a frequent speaker on impact fees and infrastructure financing at the state and national level for the American Planning Association, National Association of Homebuilders, Urban Land Institute, and the Government Finance Officers Association.
- **Consensus Builders.** Our seasoned Project Team has actively participated in legislative body meetings and citizen committees to educate stakeholders regarding the technical process of impact fee calculations as well as the pros and cons of impact fees, particularly the economic effect of implementation. We have unsurpassed experience as consensus builders working with a broad cross-section of urban, suburban and rural communities across country.
- **Georgia Experience.** TischlerBise has recently completed, or is conducting, similar assignments in the following Georgia communities: Roswell, Bryan County, Forsyth County, Calhoun, Douglasville, Effingham County, Garden City, Pembroke, Gordon County, and Henry County.
- As a small firm, **we have the flexibility and responsiveness to meet all deadlines of your project.** We offer you the level of service and commitment that the larger firms save for their largest clients.

TischlerBise will commit the proposed project team and resources to complete the City's assignment in a timely manner. As President of the firm, I have the authority to contractually bind the firm. We look forward to the possibility of working with the City of Pooler again and are committed to providing you with top-quality support at a competitive price.

Sincerely



L. Carson Bise II, AICP, President
TischlerBise
4701 Sangamore Road, Suite S240
Bethesda, MD 20816
Phone: 301-320-6900
E-mail: carson@tischlerbise.com

Section 2: Firm Background and Experience

Firm History and Profile

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. The firm was founded in 1977 as Tischler, Montasser & Associates. The firm became Tischler & Associates, Inc., in 1980 and TischlerBise, Inc., in 2005. The firm's office locations are:

Principal Office (Primary Contact)

L. Carson Bise, AICP, President
4701 Sangamore Rd, Suite 240
Bethesda, MD 20816
301.320.6900 x12
carson@tischlerbise.com

Idaho Office (Secondary Contact)

Colin McAweeney, Sr. Analyst
999 West Main Street #110
Boise, ID 83702
202.642.8248
colin@tischlerbise.com

Our firm has been providing consulting services to public agencies for over forty 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 impact fees and infrastructure financing strategies.

TischlerBise consistently exceeds our client's expectations, which is due in large part to the **heavy involvement of our highly skilled principal-level professionals**. We are proud of the fact that most of our clients retain TischlerBise for return engagements.

Innovation

Over the past few decades, TischlerBise has been the national leader in advancing the state of the practice of 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 and 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.

Georgia Impact Fee Experience

We believe our **previous experience preparing impact fees in the State of Georgia** makes us a prime candidate for this assignment. The table below provides a complete list of TischlerBise's Georgia impact fee experience.



State of Georgia			
Calhoun	Douglasville	Gordon County	Pooler
Columbus	Effingham County	Henry County	Roswell
Douglas County	Garden City	Pembroke	Forsyth County

Public Engagement Experience

We realize a key element of the City's assignment involves the presentation and dissemination of the capital expansion fee findings to a diverse set of stakeholders. In addition to our vast experience with stakeholder groups as part of our impact/capital expansion fee assignments, TischlerBise has extensive community and public outreach experience as demonstrated by the following examples:

- Three regional forums in California on the fiscal benefits of infill development as part of our engagement with the California Strategic Growth Council.
- Regional forums to engage the public in a discussion on the Delaware Valley Region's economic and fiscal future.
- A series of community growth management forums in Manatee County, Florida.
- A one-day, two-part public forum (Conversation on Growth) for Ada County, Idaho.
<https://adacounty.id.gov/commissioners/coordinated-growth/coordinated-growth-for-ada-county-conversations/>
- Two-day workshop on the fiscal implications of growth for COMPASS.
<https://www.youtube.com/watch?v=nTj5xNU3IWM> <https://www.youtube.com/watch?v=8tiYpeFCXDo>
<https://www.youtube.com/watch?v=q4A-F8SVB2E>
- A one-day workshop about evaluation of fiscal and economic impacts and their use in decision-making.
- Multiple State level workshops to identify economic development goals and aspirations as part of land use planning studies.
- A public conference focused on sustainable strategies for suburban communities facing demographic shifts, changing housing preferences and growing infrastructure costs.
- Extensive experience conducting one-on-one meetings with representatives of the private sector, related to conducting market assessments and development trends.
- Extensive experience conducting individual departmental meetings to collect data required to conduct fiscal and economic evaluations, as well as impact fee and infrastructure finance studies.
- Extensive experience presenting complex market, economic, and fiscal data and conclusions to elected/appointed bodies.

Section 3: Relevant Experience

TischlerBise National Experience the Last 10 Years

TischlerBise is the national leader in advancing the “state of the practice.” For example, TischlerBise pioneered impact fees by housing size and/or bedroom count, tiered transportation fee schedules, techniques for mitigating high fees for nonresidential development, and integrating transportation impact fees as part of an overall funding strategy. While every community is unique, this national experience provides invaluable perspective for our clients. A partial summary of our national impact fee experience over the last ten years is shown below.

STATE	CLIENT	Feasibility Analysis	Roads/Transportation	Sewer	Water	Stormwater	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		◆						◆				◆
AR	Bella Vista						◆	◆			◆		
AR	Bentonville		◆	◆	◆		◆	◆	◆				
AR	Centerton			◆	◆								
AR	Pea Ridge			◆	◆								
AR	Springdale			◆	◆								
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	Coolidge		◆	◆			◆	◆	◆			◆	
AZ	Eloy			◆	◆		◆		◆		◆	◆	
AZ	Flagstaff	◆	◆				◆	◆	◆		◆	◆	

STATE	CLIENT	Feasibility Analysis	Roads/Transportation	Sewer	Water	Stormwater	Law Enforcement	Fire/EMS	Parks and Recreation	Trails/Open Space	Libraries	General Government	Schools
AZ	Fountain Valley		◆					◆	◆				
AZ	Gilbert		◆		◆		◆	◆			◆		
AZ	Glendale			◆	◆	◆	◆	◆	◆		◆	◆	
AZ	Goodyear		◆	◆	◆		◆	◆	◆		◆		
AZ	Holbrook			◆	◆								
AZ	Kingman		◆	◆	◆		◆		◆				
AZ	Maricopa	◆	◆				◆	◆	◆	◆	◆	◆	
AZ	Navajo County	◆	◆					◆					
AZ	Nogales			◆	◆								
AZ	Peoria	◆	◆				◆	◆	◆	◆	◆	◆	
AZ	Pinal County	◆	◆				◆		◆				
AZ	Safford			◆	◆								
AZ	San Luis		◆	◆	◆	◆	◆	◆	◆				
AZ	Scottsdale			◆	◆								
AZ	Sedona		◆			◆	◆		◆			◆	
AZ	Show Low	◆	◆	◆	◆		◆		◆		◆		
AZ	Sierra Vista		◆				◆	◆	◆	◆	◆		
AZ	Somerton		◆	◆	◆	◆	◆	◆	◆				
AZ	Springerville	◆		◆	◆								
AZ	Surprise		◆	◆	◆		◆	◆	◆		◆	◆	
AZ	Tucson		◆				◆	◆	◆				
AZ	Wellton		◆	◆	◆	◆	◆	◆	◆				
AZ	Yuma		◆	◆		◆	◆	◆	◆	◆		◆	
CA	Avenal		◆	◆		◆	◆	◆	◆		◆		
CA	El Centro						◆	◆	◆		◆	◆	
CO	Adams County		◆										
CO	Arapahoe County		◆										
CO	Aspen	◆											
CO	Berthoud Fire District							◆					
CO	Boulder		◆				◆	◆	◆	◆	◆	◆	
CO	Castle Rock		◆			◆	◆	◆	◆	◆		◆	
CO	Colorado Springs		◆										
CO	Dacono		◆				◆		◆			◆	
CO	Durango	◆	◆										
CO	Eaton			◆	◆		◆		◆	◆		◆	

STATE	CLIENT	Feasibility Analysis	Roads/Transportation	Sewer	Water	Stormwater	Law Enforcement	Fire/EMS	Parks and Recreation	Trails/Open Space	Libraries	General Government	Schools
CO	Erie		◆				◆		◆	◆		◆	
CO	Evans		◆										
CO	Fort Collins		◆										
CO	Fruita								◆	◆			
CO	Garfield County		◆										
CO	Grand Junction						◆	◆	◆				
CO	Greeley		◆	◆				◆	◆				
CO	Lafayette						◆	◆	◆			◆	
CO	Lake Dillon Fire District							◆					
CO	Larimer County		◆										
CO	Lone Tree		◆				◆		◆	◆		◆	
CO	Longmont		◆					◆				◆	
CO	Louisville		◆				◆		◆	◆	◆	◆	
CO	Loveland						◆		◆	◆	◆	◆	
CO	Mead		◆				◆		◆			◆	
CO	Montezuma County		◆										
CO	Parker		◆				◆		◆			◆	
CO	Pitkin County		◆										
CO	Pueblo		◆										
CO	Thornton		◆				◆	◆	◆	◆		◆	
CO	Vail		◆										
FL	Manatee County		◆				◆	◆	◆	◆		◆	◆
FL	Manatee County Schools												◆
FL	Miami	◆					◆	◆	◆	◆		◆	◆
FL	Naples	◆											
FL	Osceola County Schools												◆
FL	Parkland						◆		◆				
FL	Pasco Co. School Board												◆
FL	Pinecrest		◆			◆	◆		◆				
FL	Port St. Lucie								◆			◆	
FL	Sarasota County Schools												◆
FL	South Miami		◆						◆				
FL	Seminole Co. Schools												◆
FL	Stuart		◆				◆	◆	◆			◆	
FL	West Miami			◆			◆		◆			◆	

STATE	CLIENT	Feasibility Analysis	Roads/Transportation	Sewer	Water	Stormwater	Law Enforcement	Fire/EMS	Parks and Recreation	Trails/Open Space	Libraries	General Government	Schools
GA	Calhoun	◆											
GA	Douglas County	◆	◆					◆	◆	◆		◆	
GA	Douglasville	◆	◆					◆		◆			
GA	Effingham County		◆	◆	◆			◆		◆		◆	
GA	Forsyth County		◆										
GA	Gordon County	◆							◆	◆		◆	
GA	Henry County		◆										
GA	Roswell		◆						◆	◆			
ID	Caldwell	◆											
ID	Canyon County	◆											
ID	Hailey		◆	◆	◆		◆	◆	◆	◆	◆	◆	
ID	Hayden		◆				◆		◆				
ID	Idaho Falls		◆				◆	◆	◆				
ID	Kellogg			◆				◆		◆			
ID	Kootenai Fire/ Rescue								◆				
ID	Nampa	◆	◆	◆	◆			◆	◆	◆	◆		
ID	Post Falls	◆	◆				◆		◆				
ID	Sandpoint		◆					◆	◆	◆			
ID	Shoshone Co. Fire Dept							◆					
ID	Victor		◆				◆	◆	◆				
IL	Evanston	◆	◆		◆					◆		◆	
LA	Covington			◆	◆								
MD	Anne Arundel		◆										◆
MD	Dorchester County	◆					◆						◆
MD	Easton	◆	◆				◆	◆	◆			◆	
MD	Frederick		◆										
MD	Frederick County		◆				◆	◆	◆		◆	◆	◆
MD	Hagerstown		◆				◆		◆			◆	
MD	Hampstead				◆		◆		◆				
MD	Harford County	◆											
MD	Washington County						◆						◆
MT	Bozeman		◆	◆	◆			◆					
MT	Gallatin Co. Fire Districts							◆					
MT	Hamilton		◆	◆	◆		◆	◆					
MT	Livingston		◆	◆	◆			◆	◆				

STATE	CLIENT	Feasibility Analysis	Roads/Transportation	Sewer	Water	Stormwater	Law Enforcement	Fire/EMS	Parks and Recreation	Trails/Open Space	Libraries	General Government	Schools
MT	Missoula		◆				◆		◆		◆	◆	
MT	Missoula County		◆	◆			◆	◆					
ND	Minot										◆	◆	
NM	Las Cruces			◆	◆								
NV	Washoe County		◆										
OH	Delaware						◆	◆	◆			◆	
OH	Lebanon		◆						◆				
OH	Pickerington	◆	◆				◆		◆			◆	
OH	Sunbury						◆					◆	
RI	East Greenwich							◆	◆	◆		◆	◆
RI	Middletown			◆			◆	◆	◆			◆	◆
SC	Aiken		◆				◆	◆	◆				
SC	Anderson County		◆										
SC	Beaufort County		◆				◆	◆	◆		◆		◆
SC	Clover School District												◆
SC	Easley		◆				◆	◆	◆				
SC	Fort Mill School District												◆
SC	Georgetown County		◆				◆				◆		
SC	Horry County	◆					◆	◆	◆	◆	◆		
SC	Jasper County		◆				◆	◆	◆				◆
SC	Lancaster County						◆	◆	◆				◆
SC	Lexington County						◆	◆					
SC	Richland County		◆										
SC	Summerville							◆	◆			◆	
SC	Tega Cay			◆	◆			◆	◆				
SC	York County		◆				◆		◆				
TN	Hendersonville		◆				◆	◆	◆				
TN	Murfreesboro		◆				◆	◆	◆				
TN	Portland		◆				◆	◆					
TN	Williamson County												◆
UT	West Jordan		◆	◆	◆	◆	◆	◆	◆				
VA	Chesterfield County		◆					◆	◆		◆		◆
VA	Goochland County		◆										
VA	Fauquier County		◆					◆					◆
VA	Frederick County		◆					◆					◆

STATE	CLIENT	Feasibility Analysis	Roads/Transportation	Sewer	Water	Stormwater	Law Enforcement	Fire/EMS	Parks and Recreation	Trails/Open Space	Libraries	General Government	Schools
VA	Henrico County		◆						◆		◆		◆
VA	Isle of Wight County							◆	◆				◆
VA	Loudoun County		◆				◆	◆	◆		◆		◆
VA	Prince George County						◆	◆	◆		◆	◆	◆
VA	Prince William County		◆										
VA	Spotsylvania County		◆										
VA	Stafford County		◆										
WV	Jefferson County						◆	◆	◆			◆	◆

Past Project References

Below are summaries of previous projects that highlight our Team's capacity and ability to complete the City's project. We have only listed projects with which our Project Team members were associated.

Forsyth County, Georgia – Capital Improvement Element and Transportation Impact Fee Study (2024)

Project Contact: Brian Clark, Chief Financial Officer

Phone: (678) 513-5850

E-mail: bclark@forsythco.com

TischlerBise Staff: Carson Bise, AICP, and Colin McAweeney and Ben Griffin

TischlerBise was retained to update the County's transportation impact fee methodology. As part of this update, we moved the County away from a plan-based fee calculation to an incremental expansion approach. This approach will provide the County with more flexibility in terms of how fee dollars are spent. Additionally, considerable effort was directed to determining how much SPLOST revenue would be allocated to impact fee-eligible projects, as this revenue would have to be credited in the calculations.

City of Bentonville, Arkansas – Impact Fee Study (2001, 2006, 2008, 2015, and 2023)


Project Contact: Tyler Overstreet, AICP, Director of Planning and Community Development

Phone: (479) 271-3122

E-mail: toverstreet@bentonvillear.com

TischlerBise Staff: Carson Bise, AICP, and Colin McAweeney

TischlerBise is currently working on our fifth impact fee engagement with the City of Bentonville. The City of Bentonville is a rapidly growing community located in Benton County in Northwest Arkansas. It is the County Seat for Benton County and is part of the Fayetteville-Springdale-Rogers MSA with a population over 525,000. The 2020 Census reported a city population of 54,164 which shows an annual average growth of around 7 percent. Recent annexations have expanded the southern boundary of the City and has resulted in demand for various City infrastructure improvements, which is one of the main reasons for the



current update. further residential development and demand for neighborhood parks. As part of this assignment, TischlerBise explored the option of adding water, sewer, and transportation impact fees to the City's impact fee program. However, similar to the findings from our 2016 study, a vast majority of the capital expansion needs for each category is being funded by other revenues: utility rates for water and sewer, sales tax referendum for transportation. Therefore, TischlerBise has recommended not include these additional infrastructure types in the impact fee program.

City of Tempe, Arizona – Land Use Assumptions, IIP and Development Fee Study (2016, 2019, and 2024)

Project Contact: Tom Duensing, Financial Services Director

Phone: (480) 350-8505

E-mail: Thomas_Duensing@tempe.gov

TischlerBise Staff: Carson Bise, AICP, and Benjamin Griffin

The City of Tempe hired TischlerBise in 2013 and 2016 to prepare SB1525 compliant Land Use Assumptions, Infrastructure Improvements Plan and Development Fee Study for Police, Libraries, Streets, Fire and Parks. As part of this effort, TischlerBise prepared several iterations of the fees (e.g., plan-based versus incremental expansion) 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. TischlerBise also prepared the residential fees using a progressive fee structure (e.g., fees vary by size of house), which helps with housing equity and affordability issues. **TischlerBise was recently retained to update the City's non-utility development fees.**

City of Roswell, Georgia – Capital Improvement Element and Impact Fee Study (2015)

Project Contact: Alice Wakefield, Community Development Director

Phone: (770) 594-6173

E-mail: awakefield@roswellgov.com

The City of Roswell hired TischlerBise to prepare an updated Capital Improvement Element and Impact Fee Study for parks/recreation, public safety and transportation. As part of this update, TischlerBise moved the City to a progressive residential fee structure that varied by size of house. This will help the City with housing equity and affordability, as well as improves proportionality. Given the time that elapsed between impact fee studies, the proposed fees increase 17-133% for residential units, decrease by 2% for commercial, and increase 68-74% for all other types of nonresidential development. Consistent with the current fees and State law, the proposed fees included a 3% increase that may be used to cover professional services and administrative costs related to the CIE and impact fees.

Port St. Lucie, Florida – Impact Fee Study (2012, 2021)

Project Contact: Teresa Lamar-Sarno, Assistant City Manager

Phone: (772) 871-5163

E-mail: tsarno@cityofpsl.com

TischlerBise Staff: Carson Bise, AICP and Ben Griffin

Port St. Lucie retained TischlerBise to update impact fees for law enforcement, parks and recreation, public buildings, and economic development. TischlerBise prepared several iterations of the fees under different fee methodologies for the City's consideration. After developing preliminary impact fees with city staff,



TischlerBise held several meetings with the Budget Advisory Committee to further refine assumptions related to growth, levels of service, and costs. In February 2023, the Budget Advisory Committee recommended the City Manager take the proposed impact fees to the City Council.



Section 4: Work Plan/Technical Approach

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) demonstrate 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 capital 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 Impact 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 Capital Improvement Plan. 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 Impact 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 Public Safety Building is an example.

Incremental Expansion Capital Impact 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 the City. In some cases, we will prepare the impact fee using several methodologies and will discuss the various trade-offs with the City.

GIS Technology. TischlerBise routinely utilizes GIS technology to add value to the evaluation of infrastructure needs and assessing financing alternatives. This includes assessing existing land use, performing a GIS-based land suitability analyses that can be used to define service areas, project demands for facilities, and coordinate CIP investment for the City of Pooler. For example, TischlerBise used GIS in our engagement with Missoula/Missoula County, Montana, to establish a nexus for **Fire/EMS impact fees that increased with distance from the City center based on the ratio of capital cost to development units in three service areas (urban, suburban, and rural)**. Similar GIS evaluations were used in Tempe, AZ; Manatee County, FL; Greeley, CO; Pitkin County, CO; Vail, CO; Bozeman, MT; and Sandpoint, ID.

Market Perspective. Projecting future residential and nonresidential development is more difficult now than in the past due to shifting trends in the housing market due to changing demographics and lifestyle choices. Changes in the retail sector combined with existing surpluses of office space in many communities are also a concern. **TischlerBise's extensive national experience conducting market analysis and real estate feasibility studies is invaluable in determining the appropriate development projections used in the capital expansion fee calculations.** Depending on the methodology employed, overly optimistic development projections can increase the City's financial exposure if development impact fee revenue is less than expected.

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

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 Georgia and national case law. Implementation materials can 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.



Peer Community Survey. Many communities desire to have a comparison of the proposed impact fees to those in comparable, or peer, communities. This type of survey can be relatively straightforward and obtained from our current work in Georgia 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 Pooler, we 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.

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 Georgia, we anticipate that this study may attract controversy. Therefore, it is important to build a coalition of support with the Impact Fee Advisory Committee 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 communications 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.

Scope of Work

The following scope of work provides detailed steps to ensure that the City’s project is completed successfully and meets the requirements of the State of Georgia Development Impact Fees Act (O.C.G.A. Section 36-71-1, et seq.), as well as national case law. The fee categories include police, fire/emergency medical services, transportation, and parks/recreation.

TASK 1: PROJECT INITIATION / DATA ACQUISITION

The purpose of this Task is to develop a complete understanding of the City’s land use planning issues as well as to begin to identify relevant policy issues for consideration in the crafting of the impact fee methodology. In addition, this Task will serve as an opportunity for TischlerBise to meet with City staff to establish lines of communication, review and discuss project goals and policies related to the project, review the project schedule (and revise if necessary), and request additional data and documentation related to the project. The specifics of this initial discussion are outlined below:

- Review and refine work plan and schedule, if appropriate.
- Assess information needs and required staff support.
- Discuss the City’s current infrastructure needs.
- Discuss overall capital facility financing issues.
- Identify and discuss trade-offs with different impact fee approaches including residential fees and geographic services areas.
- Identify and collect data and documents relevant to the analysis.

- Become familiar with the City's economic development goals.

Meetings: One on-site visit to meet with City project management team.

Deliverables: Data request memorandum.

TASK 2: DEVELOP 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 to determine the likely development future for the City in terms of new population, housing units, employment, and nonresidential building area over the next twenty (20) years. In this Task, we will update current development estimates and projections of future development to reflect recent Census and other data sources. 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 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.

TASK 3: DETERMINE CAPITAL FACILITY NEEDS AND SERVICE LEVELS

This Task as well as Tasks 4-5 may vary somewhat depending on the methodology applied to each 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 forecasts of relevant capital facility needs.
- Adjust costs as needed to reflect other funding sources such as grants, State/Federal funding, and dedicated revenue streams (e.g., sales taxes).

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 these components will be considered in developing an equitable allocation of costs.

Identify Appropriate Level-of-Service Standards (LOS). 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.

Evaluate Assessment Districts and Benefit District. We will review the need to establish assessment districts and benefit areas.

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

Deliverables: Memoranda as appropriate; see Task 7.

TASK 4: DETERMINE NEED FOR AND CALCULATE CREDITS

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 Tasks 6 and 7.

TASK 5: CONDUCT FUNDING SOURCE AND CASHFLOW ANALYSIS


In order to prepare a meaningful CIP, 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 CIP 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: Memoranda as appropriate; see Tasks 6 and 7.

TASK 6: 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 methodology for each component of the impact fee category will depend on which is most beneficial for the City. In many cases, we will prepare the impact fees for an 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.

Meetings: One (1) meeting with City staff to discuss issues related to allocation methodologies. One (1) Policy Direction Meeting with City Council.

Deliverables: Storyboard Presentation on Fee Categories.


TASK 7: PREPARE CAPITAL IMPROVEMENT ELEMENT, IMPACT FEE REPORT, PUBLIC PRESENTATIONS

TischlerBise will prepare draft reports for the City's review. Preparation of an amended Capital Improvement Element (CIE) based on the finalized Methodology Report. The Capital Improvement Element (CIE) and Impact Fee Report will have flow diagrams clearly indicating the methodology and approach, a series of tables for each component showing the data assumptions and figures, and a narrative explaining all of the data assumptions, sources and methodologies. The Report will be a stand-alone document clearly understood by interested parties. Because of the firm's extensive experience in calculating impact fees and preparing such reports, we have developed a succinct written product that leaves a well-understood paper trail. The Report will include, at a minimum, the following information:

- Executive Summary
- Detailed description of the methodologies used during the study
- Detailed description of all level-of-service standards and cost factors used and accompanying rationale
- Capital Improvement Element
- 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
- Analysis on the effect of the proposed impact fees on housing affordability
- Peer Community Survey
- Implementation and Administration Procedures Manual (including exemptions for affordable housing and economic development).

Following the City's review of the Draft Report, we will make mutually agreed upon changes.

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 Pooler. 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 affordable housing in the City.



Analysis of Peer Community Fee Structures. In this Task, TischlerBise will prepare a comparative analysis of peer communities' impact fee structures. The analysis will compare how the proposed impact fee structure for the City compares to other peer communities, including noting any differences in fee schedules and methodologies as well as identify any fees that the City does not currently collect that others may.

Meetings Two (2) meetings/presentations at public forums to present the results.

Deliverables: Draft/final CIE and Impact Fee Study.

TASK 8: MEETINGS WITH IMPACT FEE ADVISORY COMMITTEE

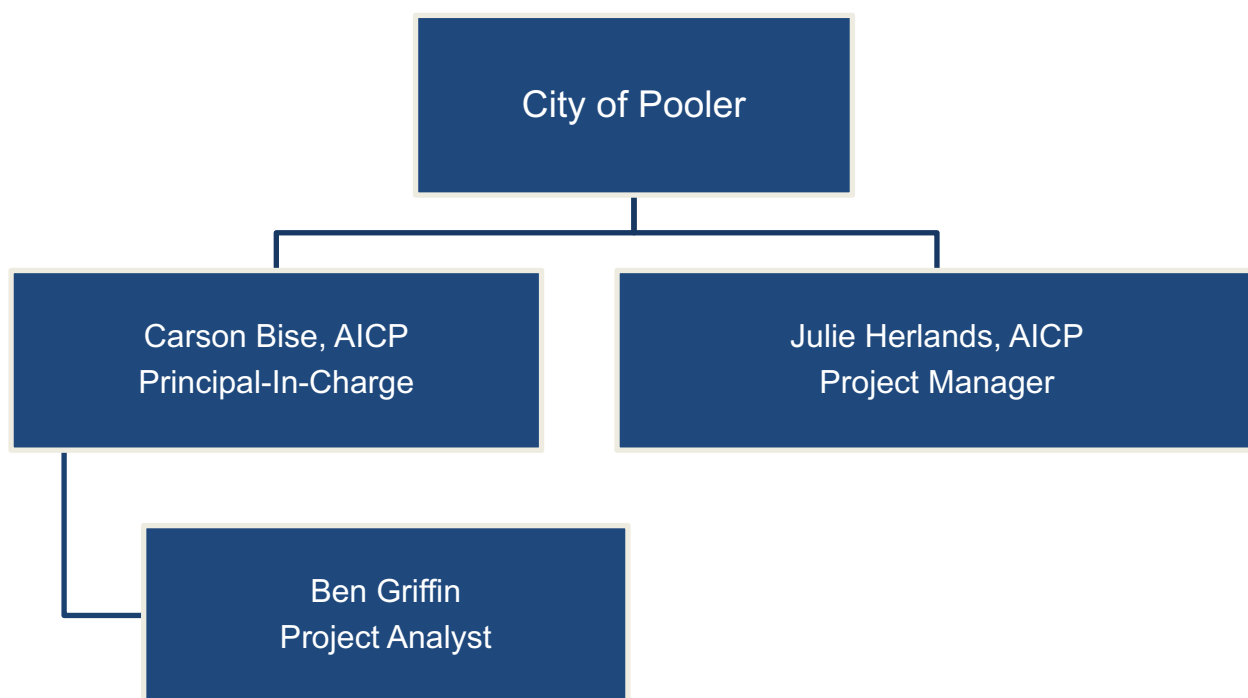
TischlerBise will present the findings our analysis to the City's Impact Fee Advisory Committee. The exact timing of the meetings will be discussed with the City on our visit as part of Task 1 (Project Initiation). These meetings will allow the Committee to understand assumptions and raise any questions about the technical demographic, cost, revenue, credit, and other data and supporting documentation that is being used in the calculation of the updated impact fees. These will not be forums to discuss the political and/or philosophical use of fees; rather, it will be an opportunity for interested parties to understand the soundness and the reasonableness of the technical impact fee methodology.

Meetings: Two (2) meetings with the Impact Fee Advisory Committee.

Section 5: Project Team


Project Team Qualifications

To successfully navigate through the City's impact fee study, the successful consultant must possess specific, detailed, and customized knowledge, not only of the technical analysis, but also of the context of the impact fee structure in achieving the City's land use, transportation, and economic development policy goals. **Our Project Team for this assignment includes our most senior and experienced impact fee professionals.** We have unsurpassed experience performing projects requiring the same expertise as that needed to serve the City. The role of each team member and their qualifications are briefly discussed in this section, and the organizational chart shows our project team for this assignment. Each team member is located in our Bethesda, Maryland office.



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 Ms. Herlands and Mr. Griffin, developing and reviewing all aspects of the project and providing overall quality assurance for the project. Mr. Bise completed evaluations for the following Georgia jurisdictions: Columbus, Effingham County, Forsyth County, Gwinnett County, Roswell, and Garden City.

Julie Herlands, AICP, is Vice President of TischlerBise. Ms. Herlands will serve as Project Manager for this assignment because of her substantial experience preparing impact fees and financing strategies, as well as her strong project management skills. Most important, Ms. Herlands, in conjunction with Mr. Bise,



will ensure constant collaboration and communication between City staff and our team through frequent progress memorandums, conference calls, and in-person meetings.

Ben Griffin, Senior Fiscal/Economic Analyst, is an accomplished impact fee Project Manager in his own right, and will provide analytical support to the impact fee study. Mr. Griffin has been with TischlerBise for five years and is the Project Manager for many of our Arizona assignments, which have the most stringent impact fee enabling legislation in the country. **Mr. Griffin is the senior analyst for our current transportation impact fee assignment with Forsyth County.**

Complete staff resumes are provided below.

L. Carson Bise, II, AICP, President

EXPERIENCE

Carson Bise has twenty-nine years of fiscal, economic and planning experience and has conducted fiscal and infrastructure finance evaluations in forty 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*, both 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 of Director of the Growth and Infrastructure Finance Consortium and Chaired the APA'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

- 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*
- Avenal, California – *Impact Fee Study*
- Banning, California – *Impact Fee Study*
- National City, California – *Impact Fee Study*
- Temecula, California – *Impact Fee Study*
- Tulare, California – *Impact Fee Study*
- Boulder, Colorado – *Impact Fee/Excise Tax Study*
- Castle Rock, Colorado – *Impact Fee Study*

- Coral Gables, Colorado – *Impact Fee Study*
- Greeley, Colorado – *Impact Fee Study*
- Steamboat Springs, Colorado – *Impact Fee Study*
- Vail, Colorado – *Impact Fee Study*
- DeSoto County, Florida – *Impact Fee Study*
- Manatee County, Florida – *Impact Fee Study*
- Manatee County School District, Florida – *Impact Fee Study*
- Coral Gables, Florida – *Impact Fee Study*
- Miami, Florida – *Impact Fee Study*
- North Miami, Florida – *Impact Fee Study*
- South Miami, Florida – *Impact Fee Study*
- Islamorada, Florida – *Impact Fee Study*
- Pasco County School District, Florida – *School Impact Fee Study*
- Polk County, Florida – *Impact Fee Study*
- Parkland, Florida – *Impact Fee Study*
- Pinecrest, Florida – *Impact Fee Study*
- Port St. Lucie, Florida – *Impact Fee Study*
- Punta Gorda, Florida – *Impact Fee Study*
- Seminole County School District, Florida – *School Impact Fee Study*
- Stuart, Florida – *Impact Fee Study*
- Douglas County, Georgia – *Capital Improvement Element and Impact Fee Study*
- Effingham County, Georgia – *Capital Improvement Element and Impact Fee Study*
- Forsyth County, Georgia – *Capital Improvement Element and Impact Fee Study*
- Garden City, Georgia – *Capital Improvement Element and Impact Fee Study*
- Henry County, Georgia – *Capital Improvement Element and Impact Fee Study*
- Roswell, Georgia – *Capital Improvement Element and Impact Fee 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*
- Easton, Maryland – *Impact Fee Study*
- Hagerstown, Maryland – *Impact Fee Study*
- Hampstead, Maryland – *Impact Fee Study*
- 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*
- Nye County/Town of Pahrump, Nevada – *Impact Fee Study*
- Las Cruces, New Mexico – *Water and Sewer Impact Fee Study*

- Cabarrus County, North Carolina – *Voluntary Mitigation Payment Studies (Two School Districts)*
- 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*

EDUCATION

M.B.A., Economics, Shenandoah University

Bachelor of Science, Geography/Urban Planning, East Tennessee State University

Bachelor of Science, Political Science/Urban Studies, East Tennessee State University

SPEAKING ENGAGEMENTS

- *Fiscal Impact Assessment*, AICP Training Workshop, APA National Planning Conference
- *Dealing with the Cost of Growth: From Soup to Nuts*, ICMA National Conference
- *Demand Numbers for Impact Analysis*, National Impact Fee Roundtable
- *Calculating Infrastructure Needs with Fiscal Impact Models*, Florida Chapter of the APA Conference
- *Economic Impact of Home Building*, National Impact Fee Roundtable
- *Annexation and Economic Development*, APA National Conference
- *Economics of Density*, APA National Conference
- *The Cost/Benefit of Compact Development Patterns*, APA National Conference
- *Fiscal Impact Modeling: A Tool for Local Government Decision Making*, ICMA National Conference
- *From Soup to Nuts: Paying for Growth*, APA National Conference
- *Growing Pains*, ICMA National Conference
- *Mitigating the Impacts of Development in Urban Areas*, Florida Chapter of the APA
- *Impact Fee Basics*, National Impact Fee Roundtable
- *Fiscal Impact Analysis and Impact Fees*, National Impact Fee Roundtable
- *Are Subsidies Worth It?* APA National Conference

PUBLICATIONS

- "Next Generation Transportation Impact Fees," APA, Planners Advisory Service.
- "Fiscal Impact Analysis: Methodologies for Planners", APA.
- "Planning and Urban Design Standards", APA, 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 (APA).



Julie Herlands, AICP, Vice President

Julie Herlands is Vice President of TischlerBise and has 17 years of planning, fiscal, and economic development experience. Prior to joining TischlerBise, Ms. Herlands worked in the public sector in Fairfax County, Virginia for the Office of Community Revitalization and for the private sector for the International Economic Development Council (IEDC) in their Advisory Services and Research Department. For IEDC, she conducted several consulting projects including economic and market feasibility analyses and economic development assessments and plans. Her economic, fiscal impact, and impact fee/infrastructure finance experience includes a wide-range of assignments in over 15 states. She is a frequent presenter at national and regional conferences including serving as co-organizer and co-presenter at a half-day AICP Training Workshop entitled *Fiscal Impact Assessment* at the American Planning Association National Planning Conference. A session on impact fees and cash proffers presented at the APA National Conference is available through the APA training series, *Best of Contemporary Community Planning*. **She is currently the Immediate Past Chair of the Economic Development Division of the APA and recently chaired the APA Task Force on Planning and Economic Development.**

EDUCATION

M.S., Urban Management and Development, Erasmus University Rotterdam

B.S., Economics with an emphasis on Mathematics, University of Wisconsin - Madison

SELECTED IMPACT FEE AND INFRASTRUCTURE FUNDING EXPERIENCE

- Lone Tree, Colorado – *Impact Fee Study*
- Parker, Colorado – *Impact Fee Study*
- Coral Gables, Florida – *Impact Fee Study*
- Islamorada, Florida – *Impact Fee Study*
- Flagler County School District, Florida – *Educational Facilities Impact Fee Study*
- Nassau County, Florida – *Impact Fee Study*
- Osceola County School District, Florida – *Educational Facilities Impact Fee Study*
- Sarasota County School District, Florida – *Educational Facilities Impact Fee Study*
- Stuart, Florida – *Impact Fee Study*
- Kellogg, Idaho – *Capital Improvement Plan and Impact Fee Study*
- Post Falls, Idaho – *Capital Improvement Plan and Impact Fee Study*
- Portland, Maine – *Impact Fee Study*
- Easton, Maryland – *Impact Fee Study*
- Talbot County, Maryland – *Impact Fee Study*
- Las Cruces, New Mexico – *Impact Fee Study*
- Beaufort County, South Carolina – *Capital Improvement Plan and Impact Fee Study*
- Easley, South Carolina – *Capital Improvement Plan and Impact Fee Study*
- Lancaster County, South Carolina – *Capital Improvement Plan and Impact Fee Study*
- Lexington County, South Carolina – *Capital Improvement Plan and Impact Fee Study*
- York County, South Carolina – *Capital Improvement Plan and Impact Fee Study*
- Frederick County, Virginia – *Cash Proffer Study*
- Fauquier County, Virginia – *Cash Proffer Study*




Benjamin Griffin, Senior Fiscal/Economic Analyst

EXPERIENCE

Benjamin Griffin is the Senior Fiscal and Economic Analyst at TischlerBise with specialties in finance and economic development planning. Prior to joining TischlerBise, Mr. Griffin worked for the New Orleans Business Alliance (NOLABA) — the non-profit agency tasked with leading economic development initiatives for the City of New Orleans. Mr. Griffin also worked for the Jefferson Parish Planning Department where he gained experience in the short-range planning division. Since joining TischlerBise, Mr. Griffin has worked on fiscal analyses, market analyses, capital improvement plans, development impact fees, and revenue strategies for local governments in sixteen states.

SELECTED IMPACT FEE EXPERIENCE

- Apache Junction, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Avondale, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Buckeye, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Casa Grande, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Flagstaff, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Fountain Hills, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Kingman, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Maricopa, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Pinetop-Lakeside, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- San Luis, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Sedona, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Sierra Vista, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Somerton, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Surprise, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Tempe, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Yuma, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Lemoore, California – *Impact Fee Study*
- Mammoth Lakes, California – *Impact Fee Study*
- Suisun City, California – *Impact Fee Study*
- Tulare, California – *Impact Fee Study*
- Durango, Colorado – *Multimodal Impact Fee and Housing Linkage Fee Study*
- Fort Collins, Colorado – *Impact Fee Study*
- Louisville, Colorado – *Impact Fee Study*
- Mead, Colorado – *Impact Fee Study*
- Thornton, Colorado – *Impact Fee Study*
- Manatee County, Florida – *Impact Fee Study*
- Manatee County School District, Florida – *School Impact Fee Study*
- Miami, Florida – *Impact Fee Study*
- Parkland, Florida – *Impact Fee Study*
- Port St. Lucie, Florida – *Impact Fee Study*
- South Miami, Florida – *Impact Fee Study*

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- Stuart, Florida – *Impact Fee Study*
 - Forsyth County, Georgia – *Capital Improvement Element and Impact Fee Study*
 - Pooler, Georgia – *Capital Improvement Element and Impact Fee Study*
 - Roswell, Georgia – *Capital Improvement Element and Impact Fee Study*
 - Covington, Louisiana – *Impact Fee Study*
 - Middletown, Rhode Island – *Impact Fee Study*
 - West Jordan, Utah – *Impact Fee Study*
 - Jefferson County, West Virginia – *Impact Fee Study*

EDUCATION

M.A., Urban and Regional Planning, University of New Orleans

B.B.A., Finance, University of Mississippi

Section 6: Project Management

Project Schedule

Assuming a Notice to Proceed is issued in early June, we anticipate a 5-month schedule to complete the Impact Fee Study.

PROJECT SCHEDULE - CITY OF POOLER IMPACT FEE STUDY			
Tasks	Anticipated Dates	Meetings*	Meetings/Deliverables
Task 1: Project Initiation/Data Acquisition	June, 2025	1	Data Request Memorandum
Task 2: Prepare Land Use Assumptions and Development Projections	June - July, 2025	1	Technical Memorandum Outlining Recommended Land Use Assumptions
Task 3: Determine Capital Facility Needs and Service Levels	June - September, 2025	2	Memoranda as Appropriate; See Task 7
Task 4: Determine Need for "Credits" to be Applied Against Capital Costs	September, 2025	0	Memoranda as Appropriate; See Tasks 6 and 7
Task 5: Conduct Funding Source and Cashflow Analysis	September, 2025	0	Memoranda as Appropriate; See Tasks 6 and 7
Task 6: Evaluate Different Allocation Methodologies	September, 2025	1	"Storyboard" Presentation on Fee Categories
Task 7: Prepare Capital Improvement Element, Impact Fee Report, Public Presentations	September - October, 2025	2	Draft/Final Impact Fee Study and Presentation Materials
Task 8: Meetings with Impact Fee Advisory Committee	August - September, 2025	2	Presentation Materials as Appropriate


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

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 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 that the City identifies a staff Project Manager who serves 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 as well as 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 nationwide affirms our flexibility and ability to accommodate schedules. Our 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.

Risk Management Approach

TischlerBise utilizes a project management process which ensures our projects are completed on time and within budget, and, most importantly, they yield results that match our clients' expectations. Our project management plan employs the following principles to mitigate potential risk 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 Ms. Herlands, 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 Ms. Herlands 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 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 7: Cost

The following table presents our proposed project fee schedule for this assignment and encompasses all tasks, meetings, and deliverables. Please note that this is a fixed fee proposal and includes direct expenses related to the project with no overhead mark-up.

PROPOSED FEE SCHEDULE - CITY OF POOLER IMPACT FEE STUDY					
Project Team Member:	Bise	Herlands	Griffin	Total	
Job Title:	Principal in Charge	Project Manager	Project Analyst	Hours	Cost
Hourly Rate*	\$240	\$210	\$195		
Task 1: Project Initiation/Data Acquisition	8	8	0	16	\$3,600
Task 2: Prepare Land Use Assumptions and Development Projections	8	16	32	56	\$11,520
Task 3: Determine Capital Facility Needs and Service Levels	16	24	50	90	\$18,630
Task 4: Determine Need for "Credits" to be Applied Against Capital Costs	10	8	24	42	\$8,760
Task 5: Conduct Funding Source and Cashflow Analysis	2	2	8	12	\$2,460
Task 6: Evaluate Different Allocation Methodologies	2	2	8	12	\$2,460
Task 7: Prepare Capital Improvement Element, Impact Fee Report, Public Presentations	24	40	16	80	\$17,280
Task 8: Meetings with Impact Fee Advisory Committee	24	0	0	24	\$5,760
TOTAL COST:	94	100	138	332	\$70,470

TischlerBise

FISCAL | ECONOMIC | PLANNING

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