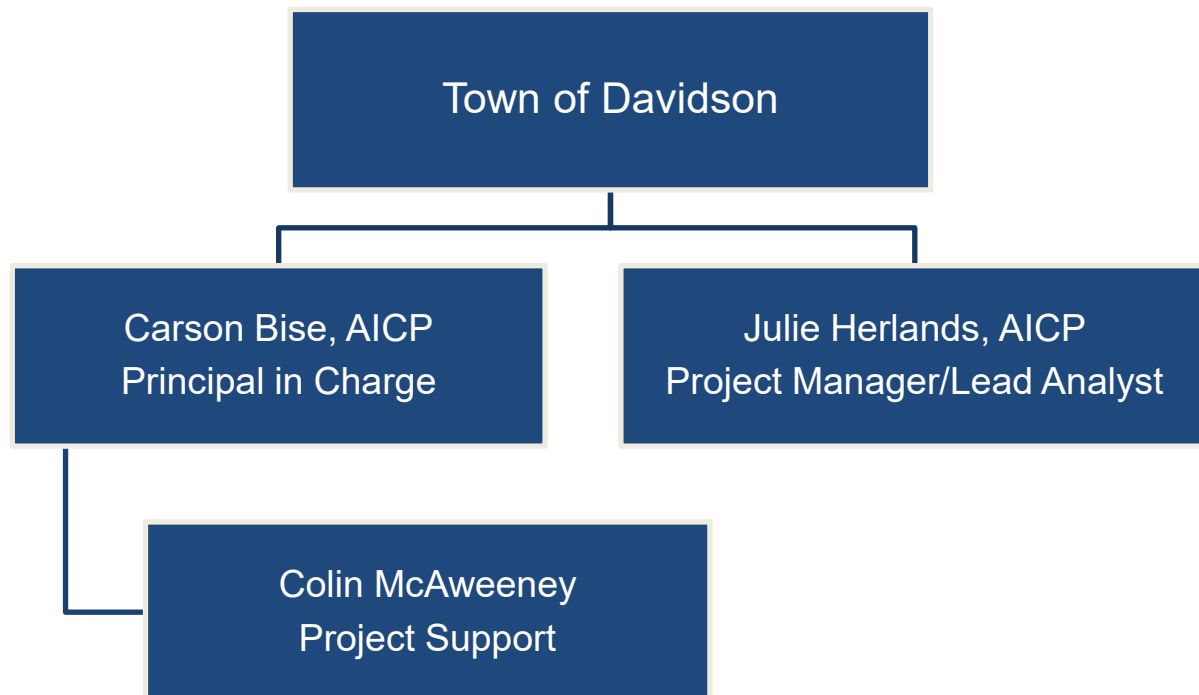


Section 1: Project Team Organization

Our TischlerBise project team has successfully prepared similar analyses for many communities in recent years similar to this assignment. The majority of these assignments included understanding local and regional context relative to the cost to serve, evaluating multiple land uses, and evaluating the geographic differences in service provision. **Our project team for this assignment includes our most senior and experienced professionals.** We have unsurpassed experience performing projects requiring the same expertise as that needed to serve the Town.



Our project team of Carson Bise, AICP, Julie Herlands, AICP, and Colin McAweeney will provide seamless support to this assignment. Mr. Bise and Ms. Herlands of TischlerBise have successfully prepared and assisted with the implementation of fiscal analyses for over 350 communities throughout their careers.

Carson Bise, AICP, President of TischlerBise, will serve as Principal in Charge for this assignment and will coordinate our project team's interaction with the Town to ensure that all work is completed properly, on time, and within budget. Mr. Bise, who has unsurpassed fiscal impact analysis and infrastructure financing credentials, will provide quality control/quality assurance for this project.

Julie Herlands, Vice President at TischlerBise, will be the Project Manager/Lead Analyst on this assignment. Ms. Herlands has fifteen years of relevant experience and has prepared fiscal analyses and revenue strategies for local governments in over fifteen states. She has been the project manager/lead analyst on dozens of similar assignments across the country including the Study on the Fiscal Disparities Program for the Minnesota Department of Revenue .

Colin McAweeney, Fiscal/Economic Analyst, is an accomplished capital impact/impact fee Project Manager in his own right and will provide analytical support to the study. Mr. McAweeney has been with TischlerBise for five years and has developed fiscal impact models in Virginia, Texas, and Florida and impact fee experience in North Carolina, South Carolina, and Colorado.

Complete staff resumes are provided below.

L. Carson Bise, II, AICP, President

Carson Bise has 25 years of fiscal, economic and planning experience and **has conducted fiscal and infrastructure finance evaluations in 37 states, including the State of Maryland**. Mr. Bise has developed and implemented more fiscal impact models than any consultant in the country. The applications which Mr. Bise has developed have been used for evaluating multiple land use scenarios, specific development projects, annexations, urban service provision, tax-increment financing, and concurrency/adequate public facilities monitoring. Mr. Bise is also a leading national figure in the calculation of impact fees, having completed over 250 impact fees for the following categories: parks and recreation, open space, police, fire, schools, water, sewer, roads, municipal power, and general government facilities. Mr. Bise has also written and lectured extensively on fiscal impact analysis and infrastructure financing. **His most recent publications are Fiscal Impact Analysis: Methodologies for Planners, published by the American Planning Association, a chapter on fiscal impact analysis in the book Planning and Urban Design Standards, also published by the American Planning Association, and the ICMA IQ Report, Fiscal Impact Analysis: How Today's Decisions Affect Tomorrow's Budgets**. Mr. Bise was also the principal author of the fiscal impact analysis component for the Atlanta Regional Commission's Smart Growth Toolkit and is featured in the recently released AICP CD-ROM Training Package entitled The Economics of Density. Mr. Bise is currently on the Board of Directors of the Growth and Infrastructure Finance Consortium and **recently Chaired the American Planning Association's Paying for Growth Task Force**. He was also recently named an Affiliate of the National Center for Smart Growth Research & Education.



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

SELECTED FISCAL IMPACT ANALYSIS EXPERIENCE

- Anchorage, Alaska – *Fiscal Impact Analysis of General Plan Alternatives*
- Matsu Borough, Alaska – *Fiscal Impact Analysis*
- Town of Sahuarita, Arizona – *Fiscal Impact Model*
- Clovis, California – *Fiscal Impact Analysis of Annexation Alternatives*
- Napa County, California – *Fiscal Equity Study*
- Pasadena, California – *Cost of Land Uses Fiscal and Economic Analysis*
- Mesa County, Colorado – *Fiscal Impact Analysis of Growth Scenarios*
- Westminster, Colorado – *Fiscal Impact Model*
- Kissimmee, Florida – *Fiscal Impact Analysis of Annexation Areas*
- Hernando County, Florida – *Fiscal Impact Analysis*
- Hillsborough County, Florida – *Fiscal Impact Analysis of Current Land Use Trend*
- Miami-Dade County, Florida – *Fiscal and Economic Analysis of Rural and Agricultural Areas*
- Sarasota County, Florida – *Fiscal and Economic Analysis of Development Prototypes*
- Lawrence, Kansas – *Fiscal Impact Analysis of Growth Scenarios; Cost of Land Uses Study*
- Calvert County, Maryland – *Fiscal Impact Analysis of Growth Scenarios*
- Carroll County, Maryland – *Fiscal Impact Analysis of Growth Scenarios*
- Carroll County, Maryland – *Concurrency Management Model*
- Charles County, Maryland – *Cost of Land Uses Fiscal Impact Analysis*
- Howard County, Maryland – *Fiscal Impact Analysis of General Plan*
- Prince George's County, Maryland – *Fiscal Impact Analysis of Growth Scenarios*
- Washington County, Maryland – *Fiscal Impact Analysis of Growth Scenarios*
- Rockville, Maryland – *Fiscal Impact Model*
- Rockville, Maryland – *Fiscal Impact Analysis of Annexation*
- Sykesville, Maryland – *Fiscal Impact Analysis of Proposed Warfield Development*
- Coon Rapids, Minnesota – *Fiscal Impact Analysis of Growth Scenarios (Metro Council Study)*
- Cottage Grove, Minnesota – *Fiscal Impact Analysis of Growth Scenarios (Metro Council Study)*
- Minneapolis, Minnesota – *Fiscal Impact Analysis of Growth Scenarios (Metro Council Study)*
- St. Paul, Minnesota – *Fiscal Impact Analysis of Growth Scenarios (Metro Council Study)*
- Lee's Summit, Missouri – *Long-Term Financial Model*
- Town of Salem, New Hampshire – *Fiscal Impact Model*
- West Windsor, New Jersey – *Fiscal Impact Analysis of T.O.D. Project and TIF Analysis*
- Edison, New Jersey – *Fiscal Impact Analysis of T.O.D. Project and TIF Analysis*
- Wilson, North Carolina – *Cost of Land Use Analysis and Revenue Strategies*
- Wilmington, North Carolina – *Fiscal Impact Analysis of Urban Services Provision*
- Guilford County, North Carolina – *Fiscal Impact Analysis of Growth Scenarios*
- New Hanover County, North Carolina – *Fiscal Impact Analysis of Urban Services Provision*
- Dublin, Ohio – *Fiscal Impact Analysis of Land Use Scenarios*
- Oklahoma City, Oklahoma – *Fiscal Impact Analysis of Growth Scenarios; Fiscal Impact Model*
- Beaufort County, South Carolina – *Fiscal Impact Analysis of North Beaufort Plan*
- Shelby County, Tennessee – *Fiscal Equity Study*

- Germantown, Tennessee – *Fiscal Impact Analysis of Annexation Alternatives*
- Draper City, Utah – *Fiscal Analysis of SunCrest Development*
- Chesapeake, Virginia – *Fiscal Impact Model*
- Frederick County, Virginia – *Development Impact Model*

PUBLICATIONS

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

Julie Herlands, AICP, Vice President

Julie Herlands is Vice President of TischlerBise and has over fifteen 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), Advisory Services and Research Department. Her economic and fiscal impact experience includes a wide-range of assignments in over fifteen 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 APA 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 the immediate past Chair of the Economic Development Division of the APA and **chaired the APA Task Force on Planning and Economic Development**.

EDUCATION

M.C.P., University of Maryland

B.A., Political Science, University of Buffalo

SELECTED FISCAL IMPACT ANALYSIS EXPERIENCE

- Town of Queen Creek, Arizona – *Fiscal Impact Analysis of Growth Scenarios; Fiscal Impact Analysis of Development Project*
- Napa County, California – *Fiscal Equity Study*
- Aurora – *Feasibility Study of City-County Formation*
- Town of Windsor, Connecticut – *Fiscal Impact Analysis of Development Project*
- Lake County Schools, Florida – *Cost of Land Use Study; Revenue Strategies*

- Shreveport Metropolitan Planning Commission of Caddo Parish, Louisiana – *Fiscal and Economic Impact Analysis of Growth Scenarios*
- Anne Arundel County, Maryland – *Fiscal Impact Analysis of Growth Scenarios; Revenue Strategies; Fiscal Model*
- Rouse Company/Howard County (Columbia), Maryland – *Fiscal Impact Analysis of Development Project*
- Town of Snow Hill, Maryland – *Fiscal Impact Analysis of Development Project*
- Worcester County, Maryland – *Tax Equity Analysis*
- State of Minnesota – *Fiscal Disparities Program Study*
- Lincoln County, Nevada – *Cost of Land Use Study; Revenue Strategies; Fiscal Model*
- North Las Vegas, Nevada – *Cost of Land Use Study*
- Nye County/Town of Pahrump/Nye County Schools, Nevada – *Cost of Land Use Study; Fiscal Impact Analysis of Growth Scenarios*
- University of North Carolina-Chapel Hill, North Carolina – *Fiscal and Economic Impact Analysis of Development Project; Fiscal Model; Multijurisdictional Study*
- Coppell, Texas – *Fiscal Impact Analysis of Development Project*
- Bluffdale, Utah – *Fiscal Impact Analysis of Development Project*
- Henrico County, Virginia – *Fiscal Impact Analysis of Growth Scenarios; Fiscal Model*
- Leesburg, Virginia – *Fiscal Impact Analysis of Growth Scenarios; Fiscal Impact Analysis of Annexation; Fiscal Model*
- Somerset Homes/King George County, Virginia – *Fiscal Impact Analysis of Development Project*

PUBLICATIONS

- “Should Impact Fees Be Reduced in a Recession?” Economic Development Now, 2009, IEDC.
- “Agreements, Fees, and CIP,” The Best of Contemporary Community Planning, 2005, Training CD-ROM, APA and Lincoln Institute of Land Policy.

Colin McAweeney, Fiscal/Economic Analyst

Colin McAweeney is a Fiscal and Economic Analyst at TischlerBise with specialties in finance and economic development planning. Prior to joining TischlerBise, Mr. McAweeney completed his M.S. at Erasmus University Rotterdam where he specialized in economic development. Here, Mr. McAweeney became knowledgeable in planning that involves fiscal, social, and environmental sustainability. In Rotterdam, Mr. McAweeney conducted several field studies of local at-risk neighborhoods and presented planning solutions to government leaders. Additionally, he brought together a team of academics and consultants to plan a biking corridor in Kenya. He finished his degree with a thesis surrounding the urban aspects that attract investment. Before pursuing his M.S., Mr. McAweeney worked in the finance sector for several years. While performing at a high level, he was able to become very familiar with financial markets and business financing.

RELEVANT EXPERIENCE

- Blue Lake, California – *Fiscal Impact Study*
- Bryan, Texas – *Fiscal Analysis of Annexation Study*

- El Portal, Florida – *Fiscal Impact Study*
- Falls Church, Virginia – *Fiscal Impact Model*
- Frederick County, Virginia – *Capital Impact Model*
- Goochland County, Virginia – *Capital Impact Model*
- Harris County, Texas – *Regional Governance Structure Study*
- Hanover County, Virginia – *Fiscal Impact (Expenditures) Study*
- Henderson, Nevada – *Fiscal Impact Study*
- Lake Tahoe, California – *Fiscal Impact Study*
- La Plata County, Colorado – *Cost of Land Use Study*
- Little Rock, Arkansas – *Fiscal Impact Study*
- Loudoun County, Virginia – *Policy Documents, Economic & Fiscal Impact Study, Cost of Land Use Study, Residential Linkage to Nonresidential Study*
- Nassau County, Florida – *Fiscal Impact Model*
- New Castle County, Delaware – *Cost of Land Use Study*
- North Myrtle Beach, South Carolina – *Fiscal Impact Study*
- Portsmouth, Virginia – *Economic & Fiscal Impact Study*
- Shreveport-Caddo Parish, Louisiana – *Revenue Structure Study*

EDUCATION

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

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

Section 2: Project Approach and Scope of Work

PROJECT APPROACH

As the Town of Davidson approaches buildout and considers redevelopment opportunities, it is our understanding that the Town of Davidson would like to update and build upon the previous fiscal impact assignment completed for the Town approximately five years ago. This will include updating the previous Cost of Land Use Fiscal Impact Analysis, which focuses on the average cost methodology and provides a generalized understanding of how discrete land use prototypes impact Town revenues and costs. In addition, we are proposing an optional fiscal sustainability policy document which will provide recommendations on ensuring the fiscal viability of future land uses.

SCOPE OF WORK

The following is our suggested Scope of Work for this assignment. We have designed this work plan to be responsive to the Town's needs and specific circumstances.

TASK 1: PROJECT INITIATION / DATA ACQUISITION

During this task, we will meet with Town of Davidson staff to establish lines of communication, review and discuss project goals and expectations related to the project, review the project schedule/relevant milestones, and request data and documentation related to the project. The purpose of this initial discussion is outlined below:

- Review and refine work plan and schedule;
- Assess information needs and required staff support;
- Identify and collect data and documents relevant to the analysis;
- Identify any major relevant policy issues.

Meetings:

One on-site visit to conduct meetings with Project Manager and Project Team.

Deliverable:

Data Request Memorandum.

TASK 2: DEFINE LAND USE PROTOTYPE TYPOLOGIES TO BE EVALUATED/UPDATED

In this task, TischlerBise, in conjunction with Town staff, will discuss the residential, nonresidential, mixed use land uses to be included/updated in this evaluation. The prototype land uses can include a range of residential types (e.g., single family, multifamily) and/or density/location (e.g., infill versus elsewhere) and nonresidential land use categories (e.g., neighborhood retail, regional retail). TischlerBise will work with the Town to determine the appropriate number and type of land uses that will enable the Town to address the fiscal questions discussed as part of the Project Initiation task (Task 1).

Development of Land Use Prototype Assumptions. TischlerBise will develop/update specific assumptions for each land use prototype. For residential land uses, these factors include persons per housing unit, lot size, assessed value, street frontage, vehicle trip generation rates and trip adjustment factors, and average trip length. From a nonresidential perspective this will include employment densities, vehicle trip generation rates and adjustment factors, trip lengths, street frontage, etc. These factors will serve to refine the cost and revenue factors by land use prototype and geographic location.

Meetings:

One (1) onsite meeting with Town staff.

Deliverables:

Technical Memorandum on Land Use Prototypes.

TASK 3: DEVELOP COST, REVENUE, & LEVEL-OF-SERVICE FACTORS

Departmental Interviews. In this task, TischlerBise will review Town budget documents and data and will conduct meetings with Town service providers. The purpose of these meetings is to determine the fixed, variable, and semi-variable operating and capital costs for all relevant services and facilities. We will also determine the major demand indicators for each land use prototype, discuss and determine levels of service for each department or service, and determine the service relationship to each land use type in terms of costs and revenue factors.

Based on the information obtained during these meetings, TischlerBise will prepare a draft Level of Service Assumptions Memorandum. This memorandum will show the different cost components for the various service providers, including both facility- and non-facility-related operating expenses, methodologies for allocating capital facility costs, and associated operating expenses. The deliverable will also cover revenue sources and associated projection methodologies. The memo will be integrated into the final report.

Meetings:

Two (2) on-site visits with various Town departments.

Deliverables:

Draft and Final Level of Service Assumptions Technical Memorandum.

TASK 4: DEVELOP COST OF LAND USE FISCAL MODEL AND PRODUCE INITIAL RESULTS

Calculate Preliminary Cost of Land Use Results. Based on the above tasks TischlerBise will update the cost of land use fiscal impact model developed as part of our previous engagement with the Town and will calculate the fiscal impact results by prototype land use. Preliminary results will be produced and discussed with Town staff.

Meetings:

Meeting with Project Manager and Project Team to discuss initial results and comments.

Deliverables:

Initial Cost of Land Use Fiscal Results.

TASK 5: PREPARE DRAFT COST OF LAND USE FISCAL IMPACT REPORT

TischlerBise will prepare a draft Cost of Land Use Fiscal Impact Report that describes in a succinct fashion the findings from our analysis of the various land use prototypes. It is anticipated the report will have the following sections:

- Executive Summary
- Annual Fiscal Results by Land Use Prototype
- Major Revenue Findings by Land Use Prototype
- Major Capital Cost Findings by Land Use Prototype
- Major Operating Expense Findings by Land Use Prototype
- Level of Service Assumptions Appendix

The report will be a stand-alone document, which will be clearly understood by all interested parties. The report will present the major findings by component area and the reasons for the results.

Meetings:

None

Deliverables:

Draft Cost of Land Use Fiscal Impact Report.

TASK 6: FINALIZE COST OF LAND USE FISCAL IMPACT REPORT

Based on comments received on the Draft Cost of Land Use Fiscal Impact Report, TischlerBise will prepare a Final Cost of Land Use Fiscal Impact Report.

Meetings:

One (1) meeting to discuss the findings from our analysis.

Deliverables:

Cost of Land Use Fiscal Impact Report

TASK 7: SERVICE DELIVERY AND FISCAL SUSTAINABILITY POLICY DOCUMENT (OPTIONAL)

The fiscal findings—together with our experience working for other communities—will enable relevant fiscal sustainability and implementation recommendations to be developed for consideration. This will include zoning and land use strategies that may reduce costs, ideas for revenue enhancement/diversification, issues related to levels of service, staging of capital improvements, and other relevant topics/strategies.

Revenue Enhancement. The fiscal impact analysis is likely to indicate that the Town will be faced with the challenge of ensuring Town revenue streams are adequate to provide essential Town services and facilities, sufficiently diversified to withstand economic cycles, and appropriate and competitive when compared with other similar communities. TischlerBise will make recommendations regarding revenue enhancement opportunities that are consistent with sound economic and financial policy, and in keeping with best practices and approaches implemented by other communities to address similar circumstances.

“Right Sizing” Regulations. TischlerBise will also prepare a review of relevant land use regulations and policies that influence development type, densities, location, and overall development patterns. Combined, the findings from this review will reveal the extent to which current regulations, policies, and practice are influencing location decisions and types of development.

Fiscal Sustainability Audit. It is important for a local government to fully understand the different elements of the fiscal equation and how they influence the fiscal results for various land uses. These factors include but are not limited to the local revenue structure, local levels of service, capacity of existing infrastructure, as well as the demographic and market characteristics of new growth. TischlerBise will prepare:

- An overview of the local government revenue structure in the State of North Carolina and it impacts the fiscal equation.
- An overview of the elements and the variety of factors comprising the fiscal sustainability equation (e.g. revenue structure, demographics, levels of service, etc.)
- Decreasing revenue trends—at local, state, and federal levels—resulting from the recent economic downturn and how they impact the fiscal sustainability of various land uses in Davidson.
- An understanding of how the different services provided by the Town impact the fiscal equation.
- Discussion of the impact of density on the fiscal results.
- Discussion of residential revenue generation relative to costs.
- An analysis of current financial and land use policies that have an impact on location decisions and development patterns.

Implementation Strategy. The three subtasks discussed above will allow for meaningful implementation recommendations to be made from a balanced, three-dimensional perspective. This will include 1) specific revenue enhancement options; 2) suggested regulatory changes; and 3) recommendations related to optimizing land use mix, recognizing every community has contributors and recipients.

Meetings:

See Task 8.

Deliverables:

Draft and Final Service Delivery and Fiscal Sustainability Policy Document.

TASK 8: PRESENT FINDINGS

TischlerBise will present the findings from the analysis at a public meeting at a time to be determined in conjunction with the Town.

Meetings:

One (1) public presentation to discuss the findings from our analysis.

Deliverables:

Presentation materials as appropriate.

Section 3: Price Proposal

The fixed fee cost proposal for this assignment is \$42,680. The price includes all labor, materials and other expenses. The price proposal shall remain valid for 120 days from the date of this proposal. We bill on a percentage complete basis.

PROPOSED COST FOR TOWN OF DAVIDSON COST OF LAND USE FISCAL IMPACT ANALYSIS					
Project Team Member:	Bise	Herlands	McAweeney	Total	
Hourly Rate*	\$210	\$200	\$190	Hours	Cost
Task 1: Project Initiation / Data Acquisition	8	8	0	16	\$3,280
Task 2: Define Land Use Prototypes to be Evaluated	4	8	16	28	\$5,480
Task 3: Develop Cost, Revenue, and Level of Service Factors	4	14	8	26	\$5,160
Task 4: Develop Cost of Land Use Fiscal Model and Produce Initial Results	0	16	16	32	\$6,240
Task 5: Prepare Draft Cost of Land Use Fiscal Impact Report	0	14	20	34	\$6,600
Task 6: Finalize Cost of Land Uses Fiscal Impact Report	2	8	8	18	\$3,540
Task 7: Service Delivery and Fiscal Sustainability Policy Document (Optional)	24	16	0	40	\$8,240
Task 8: Present Findings	16	2	2	20	\$4,140
Total Cost:	58	86	70	214	\$42,680

* Hourly rates are inclusive of all costs.

Section 4: Schedule

The Cost of Land Use Fiscal Impact Study for the Town of Davidson would take approximately 3 months.

TischlerBise

FISCAL | ECONOMIC | PLANNING

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