

AMENDED JANUARY 7, 2013

CENTERVILLE CITY COUNCIL AGENDA

NOTICE IS HEREBY GIVEN THAT THE CENTERVILLE CITY COUNCIL WILL HOLD ITS SPECIAL WORK SESSION MEETING AT 7:00 P.M. ON TUESDAY, JANUARY 8, 2013 AT THE CENTERVILLE CITY COMMUNITY CENTER AND CITY HALL COUNCIL CHAMBERS, 250 NORTH MAIN STREET, CENTERVILLE, UTAH. THE AGENDA IS SHOWN BELOW.

Meetings of the City Council of Centerville City may be conducted via electronic means pursuant to Utah Code Ann. § 52-4-207, as amended. In such circumstances, contact will be established and maintained via electronic means and the meeting will be conducted pursuant to the Electronic Meetings Policy established by the City Council for electronic meetings.

Centerville City, in compliance with the Americans With Disabilities Act, provides accommodations and auxiliary communicative aids and services for all those citizens in need of assistance, including hearing devices. Persons requesting these accommodations for City-sponsored public meetings, services, programs, or events should call Blaine Lutz, Centerville Finance Director, at 295-3477, giving at least 24 hours notice prior to the meeting.

A notebook containing supporting materials for the business agenda items is available for public inspection and review at City Hall and will be available for review at the meeting.

7:00 A. BUSINESS

1. Discussion of Parks Capital Improvement Plan, Impact Fee Facilities Plan and Impact Fee Analysis
2. Review of proposals from Jason Burningham to prepare:
 - a. Impact Fee Facilities Plan & Impact Fee Analysis for Culinary Water System
 - b. Comprehensive Financial Sustainability Plan, Impact Fee Facilities Plan, & Impact Fee Analysis for Storm Water Utility System
- * 3. Review issues to be discussed with State Legislators at January 15 work session
4. Mid-fiscal year review of City finances

F. ADJOURNMENT

Marsha L. Morrow, MMC
Centerville City Recorder

City Council Work Session

January 8, 2013

Discussion Outline

1. Purpose of mid-fiscal year review:
 - to increase understanding of City's current financial position as a foundation for considering amendments to current budget
 - to begin process of evaluating future needs vs. revenues in the General Fund
2. General Fund Balance
 - current status and projection for current fiscal year
 - historical review
3. Proposed amendments to current budget
 - Streets maintenance contract work
 - UTOPIA OPEX assessment
4. Historical review of major revenue sources
 - sales tax—long-term projection in 2008 vs. actual
 - property tax—history and loss of buying power
 - franchise tax—keeps up with inflation or better
 - Class C Road Fund—history and loss of buying power
 - RDA tax increment and “additional tax increment”—what happens in future? How is General Fund affected?
5. Major expenditure impacts anticipated in future
 - UTOPIA debt payments
 - retirement and health insurance
 - greater street maintenance needs (5-yr Plan update not complete)
 - additional police officer
 - Fire Agency debt service and OPEX
 - restore funding for equipment replacement
6. Potential funding sources
 - growth in sales tax and franchise tax
 - legislative action affecting transportation funding
 - increased property tax into General Fund when RDA Project Area expires in 2021
 - increase franchise tax on electric power and natural gas—estimated additional revenue \$140,000
 - property tax increase
 - impact on typical homeowner
 - repay \$50,000 inter-fund loan between GF and PCIF
7. Recommendations and discussion

Recommendations

- use GF reserves to restore current streets project budget to \$500,000
- approve timely increases in impact fees & enterprise funds—i.e., keep these funds healthy
- fund UTOPIA OPEX assessments from GF reserves, not current revenue
- implement 1% franchise increase
- lobby legislators:
 - increase transportation funding (Class C Road Fund)
 - don't alter sales tax distribution formula
 - allow UTOPIA to offer retail services
- don't balance budget on back of employees
- prop. tax rate increase to restore historical buying power
- take the initiative away from UTA w/proactive public educ. effort
- convert Fire Agency to taxing district

CENTERVILLE CITY COUNCIL AGENDA

NOTICE IS HEREBY GIVEN THAT THE CENTERVILLE CITY COUNCIL WILL HOLD ITS SPECIAL WORK SESSION MEETING AT 7:00 P.M. ON TUESDAY, JANUARY 8, 2013 AT THE CENTERVILLE CITY COMMUNITY CENTER AND CITY HALL COUNCIL CHAMBERS, 250 NORTH MAIN STREET, CENTERVILLE, UTAH. THE AGENDA IS SHOWN BELOW.

Meetings of the City Council of Centerville City may be conducted via electronic means pursuant to Utah Code Ann. § 52-4-207, as amended. In such circumstances, contact will be established and maintained via electronic means and the meeting will be conducted pursuant to the Electronic Meetings Policy established by the City Council for electronic meetings.

Centerville City, in compliance with the Americans With Disabilities Act, provides accommodations and auxiliary communicative aids and services for all those citizens in need of assistance, including hearing devices. Persons requesting these accommodations for City-sponsored public meetings, services, programs, or events should call Blaine Lutz, Centerville Finance Director, at 295-3477, giving at least 24 hours notice prior to the meeting.

A notebook containing supporting materials for the business agenda items is available for public inspection and review at City Hall and will be available for review at the meeting.

7:00 A. BUSINESS

1. Discussion of Parks Capital Improvement Plan, Impact Fee Facilities Plan and Impact Fee Analysis
2. Review of proposals from Jason Burningham to prepare:
 - a. Impact Fee Facilities Plan & Impact Fee Analysis for Culinary Water System
 - b. Comprehensive Financial Sustainability Plan, Impact Fee Facilities Plan, & Impact Fee Analysis for Storm Water Utility System
3. Mid-fiscal year review of City finances

F. ADJOURNMENT

Marsha L. Morrow, MMC
Centerville City Recorder

Parks Capital Improvement Plan

<u>HIGH PRIORITY</u>		
-1 Trail Improvements	D&RG Trail Match	40,000
-2 Freedom Hills Park	Phase 6: Basketball/Frisbee Golf	75,000
	Tennis Court	100,000
-3 Island View Park	Remove, Rehab, or Retrofit Handball Courts	5,000
	Renovate Tennis Courts	150,000
	Construct New Restroom/Pavilion on Upper Level/Replace Playground	200,000
-4 Community Park Expansion	Phase 1: Concept Planning and Design	20,000
	Phase 2: Grading	50,000
	Phase 3: Drainage and Utilities	100,000
	Phase 4: Irrigation and Seed	500,000
	Phase 5: Parking and Path (.26 miles)	150,000
-5 Community Park Other Improvements	Additional Lighting in Parking Lots	25,000
	Small Bowery	35,000
	Ballfield Lights/Scoreboards	160,000
	Tennis Court	100,000
	Basketball	75,000
-6 Other Citizen Suggested Projects	Splash Pad	250,000
<u>MEDIUM PRIORITY</u>		
-7 Parrish Creek Parkway (i.e. "Pond" Area)	Phase 2&3	150,000
-8 Trail Improvements	Bonneville Shoreline Trail North End - nonmotorized	?
	Other Bike Lanes - striping	?
<u>LOW PRIORITY</u>		
-9 Porter-Walton Park	Toddler Swing	3,000
	Water Feature	?
-10 Porter Lane Enhancement	Main to 200 West	?
-11 Frontage Road Parkway	Developer Widened Road	50,000
	West Side Landscaping	400,000
	Bike Trail	330,000
-12 Future Park(s) (Location Not Yet Determined)	Purchase of Property (7.21 acres)	680,000
	Phase 1: Concept Planning and Design	20,000
	Phase 2: Grading	60,000
	Phase 3: Drainage and Utilities	120,000
	Phase 4: Irrigation and Seed	600,000
	Phase 5: Parking and Path	150,000
-13 Park Amenities	Pavilion, Restroom, and Playground	200,000
-14 City Hall/Founders Park Expansion	Purchase and Improve .98 Acres	700,000
Total Improvements		5,498,000

POTENTIAL FUNDING SOURCES

- 1 Future Park Impact Fees/Developer Contributions
- 2 Grants
- 3 General Fund
- 4 Rap Tax
- 5 Recreation District
- 6 Dedicated Property Tax

CENTERVILLE CITY PARK IMPACT FEE FACILITIES PLAN AND PARK IMPACT FEE ANALYSIS



December 2012

Centerville City Park Impact Fee Facilities Plan and Impact Fee Analysis

TABLE OF CONTENTS

Park Impact Fee Facilities Plan Certification	2
Park Impact Fee Analysis Certification	3
Executive Summary	4
Legislative Framework	5
Impact Fee Facilities Plan Explanation	5
Impact Fee Analysis Explanation	5
Impact Fee Calculation	6
Service Area	6
Centerville Park and Park Amenity Standards	7
Table A: Developed Park Inventory	7
Adjustments to the Park Standards for Impact Fees	7
Park Financing	7
Non-City Owned/Donated Parcels	8
Pocket Parks	8
Adjusted LOS for Developed Parks and Park Amenities	8
Centerville Paved Trails Standard	9
Table B: Paved Trails Inventory	9
Future Demand	9
Table C-1: Available Land and Zoning Designations	9
Table C-2: Projected Growth for Centerville	10
Meeting the Demand	10
Table D: Park Impact Fee Facilities Plan	11
Funding	11
Cash Flow Analysis for Parks, Park Amenities and Trails	11
Table E: Cash Flow Analysis	12
Current Park Impact Fees	13
Table F: Park Impact Fee Comparison	13
Recommended Park Impact Fee	13

Centerville City Park Impact Fee Facilities Plan and Impact Fee Analysis

PARK IMPACT FEE FACILITIES PLAN CERTIFICATION

I certify that the attached impact fee facilities plan:

1. Includes only the costs of public facilities that are:
 - a. Allowed under the Impact Fees Act; and
 - b. Actually incurred; or
 - c. Projected to be incurred or encumbered within six years after the day on which each impact fee is paid;
2. Does not include:
 - a. Costs of operation and maintenance of public facilities;
 - b. Costs for qualifying public facilities that will raise the level of service for the facilities, through impact fees, above the level of service that is supported by existing residents;
 - c. An expense for overhead, unless the expense is calculated pursuant to a methodology that is consistent with generally accepted cost accounting practices and the methodology standards set forth by the federal Office of Management and Budget for federal grant reimbursement; and
3. Complies in each and every relevant respect with the Impact Fee Act.

Centerville City

Jacob J. Smith
Management Assistant

Centerville City Park Impact Fee Facilities Plan and Impact Fee Analysis

PARK IMPACT FEE ANALYSIS CERTIFICATION

I certify that the attached impact fee analysis:

1. Includes only the costs of public facilities that are:
 - a. Allowed under the Impact Fees Act; and
 - b. Actually incurred; or
 - c. Projected to be incurred or encumbered within six years after the day on which each impact fee is paid;
2. Does not include:
 - a. Costs of operation and maintenance of public facilities;
 - b. Costs for qualifying public facilities that will raise the level of service for the facilities, through impact fees, above the level of service that is supported by existing residents;
 - c. An expense for overhead, unless the expense is calculated pursuant to a methodology that is consistent with generally accepted cost accounting practices and the methodological standards set forth by the federal Office of Management and Budget for federal grant reimbursement;
3. Offsets costs with grants or other alternate sources of payment; and
4. Complies in each and every relevant respect with the Impact Fees Act.

Centerville City

Jacob J. Smith
Management Assistant

Centerville City Park Impact Fee Facilities Plan and Impact Fee Analysis

EXECUTIVE SUMMARY

Centerville City is growing and that growth increases the demand on the City's public systems including its parks, recreational facilities, and trails. An impact fee is defined as a payment of money imposed upon new development activity as a condition of development approval to mitigate the impact of the new development on public infrastructure. The Utah Impact Fees Act allows cities and towns to charge impact fees for "parks, recreation facilities, open space and trails," as long as there exists a reasonable relationship between the fees imposed and the needs generated by new development [Utah Code 11-36a-102 (15)(f)].

Park impact fees may be implemented to sustain the current level of service (LOS) for developed parks, recreational facilities, and paved trails, but park impact fees may not be used to increase the LOS. The purpose of this Park Impact Fee Facilities Plan (IFFP) and Park Impact Fee Analysis (IFA) is to identify the parks, sport court and trails LOS standards to ensure that the capacities of projects financed through impact fees do not exceed the standard. This is done through estimating future demand, explaining how future demand will be met along with the associated costs, and distributing the impacts equally with a park impact fee.

The Centerville parks, park amenities, and trails standards as identified in the Park IFFP and IFA is 2.79 acres of developed parks per 1,000 residents, 1 pavilion/restroom and playground per 2,723 residents, 1 sport court per 3,268 residents, and .51 miles of paved trails per 1,000 residents.

It is estimated that Centerville currently has 16,339 residents and according to current land availability and zoning designations, it is anticipated the City will add an additional 1,215 units or 3,815 new residents to its population. Build out is projected to occur sometime in 2029 with a total population of 20,154 residents. To maintain the current LOS with an additional 3,815 residents, the City will need to provide an additional 10.64 acres of developed parks, 1 additional sport court, pavilion, restroom, and playground (park amenities) and 1.95 miles of paved trails.

The Park IFFP identifies the planned parks, park amenities, and trails needed to maintain the current LOS along with the associated costs. The total cost to add the additional park acreage, park amenities, and paved trails is estimated to be around \$2,500,000. Impact fees will be charged only to residential development as commercial development is assumed to create no new demand on the parks, park amenities and trail systems. Impact fees will also be the primary source for funding the additional improvements.

Centerville currently charges and has been charging since July 7, 1998 a park impact fee of \$1,200 per residential unit. This is the lowest fee in South Davis County except for the notable exception of Bountiful, which does not charge a park impact fee. The average park impact fee in neighboring communities is \$2,238.17 (\$1,918.43 including Bountiful).

The proportionate cost for the future 1,215 units to maintain the current LOS for developed parks, park amenities and paved trails in Centerville is \$2,500,000. This cost distributed equally to the new residential units would justify a maximum park impact fee of \$2,057.61.

Centerville City Park Impact Fee Facilities Plan and Impact Fee Analysis

LEGISLATIVE FRAMEWORK

Centerville City is authorized to impose impact fees subject to and in accordance with applicable provisions of the Utah Impact Fees Act, as set forth in *Utah Code Ann.* §§ 11-36a-101, *et seq.*, as amended (“Impact Fees Act”). An impact fee is defined as a payment of money imposed upon new development activity as a condition of development approval to mitigate the impact of the new development on public infrastructure. Impact fees may only be established for public facilities as defined in Section 11-36a-102 that have a life expectancy of 10 or more years and are owned or operated by or on behalf of a local political subdivision. Public facilities for which impact fees may be imposed includes public facilities for “parks, recreation facilities, open space and trails.”

Impact fees may not be imposed or calculated to: (1) cure deficiencies in public facilities serving existing development; (2) raise the established level of service of a public facility serving existing development; (3) recoup more than the local political subdivision’s costs actually incurred for excess capacity in an existing system improvement; or (4) include an expense for overhead, unless the expense is calculated pursuant to a methodology that is consistent with generally accepted cost accounting practices and the methodological standards set forth by the federal Office of Management and Budget for federal grant reimbursement. *Utah Code Ann.* § 11-36a-202. Notwithstanding any other provisions of the Impact Fees Act, a political subdivision “may not impose an impact fee . . . on a school district or charter school for a park, recreation facility, open space or trail.” *Utah Code Ann.* § 11-36a-202.

IMPACT FEE FACILITIES PLAN EXPLANATION

Before imposing or amending an impact fee, the City is required to prepare an impact fee facilities plan (“IFFP”) to determine the public facilities required to serve development resulting from new development activity. *Utah Code Ann.* § 11-36a-301. The IFFP is required by law to identify demands placed upon existing public facilities by new development activity and the proposed means by which the city will meet those demands. In preparing the IFFP, the City shall generally consider all revenue sources, including impact fees and anticipated dedication of system improvements, to finance the impacts on system improvements. The City may only impose impact fees on development activities when the City’s plan for financing system improvements establishes that impact fees are necessary to achieve an equitable allocation to the costs borne in the past and to be borne in the future, in comparison to the benefits already received and yet to be received. *Utah Code Ann.* § 11-36a-302.

IMPACT FEE ANALYSIS EXPLANATION

Before imposing or amending an impact fee, the City is required to prepare a written analysis of each impact fee (“IFA”), together with a summary of such impact fee analysis designed to be understood by a lay person. *Utah Code Ann.* § 11-36a-303. The IFA shall: (1) identify the anticipated impact on or consumption of any existing capacity of a public facility by the anticipated development activity; (2) identify the anticipated impact on system improvements required by the anticipated development activity to maintain the established level of service for each public facility; (3) demonstrate how the anticipated impacts described are reasonably related to the anticipated development activity; (4) estimate the proportionate share of the costs for existing capacity that will be recouped and the costs of impacts on system improvements that are reasonably related to the new development activity; and (4) identify how the impact fee was calculated. *Utah Code Ann.* § 11-36a-304.

In analyzing whether or not the proportionate share of the costs of public facilities are reasonably related to the new development activity, the City shall identify, if applicable: (1) the cost of each existing public facility

Centerville City Park Impact Fee Facilities Plan and Impact Fee Analysis

that has excess capacity to serve the anticipated development resulting from the new development activity; (2) the cost of system improvements for each public facility; (3) other than impact fees, the manner of financing for each public facility, such as user charges, special assessments, bonded indebtedness, general taxes, or federal grants; (4) the relative extent to which development activity will contribute to financing the excess capacity of and system improvements for each existing public facility, by payment from the proceeds of general taxes; (5) the relative extent to which development activity will contribute the cost of existing public facilities and system improvements in the future; (6) the extent to which the development activity is entitled to a credit against impact fees because the development activity will dedicate system improvements or public facilities that will offset the demand for system improvements, inside or outside the proposed development; (7) extraordinary costs, if any, in servicing the newly developed properties; and (8) the time-price differential inherent in fair comparison of amounts paid at different times.

IMPACT FEE CALCULATION

In calculating an impact fee, the City may include: (1) the construction contract price; (2) the cost of acquiring land, improvements, materials and fixtures; (3) the cost for planning, surveying, and engineering fees for services provided for and directly related to the construction of the system improvement; and (4) 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 costs of the system improvements. *Utah Code Ann. § 11-36a-305*. All impact fee calculations shall be based on realistic estimates and the assumptions underlying such estimates shall be disclosed in the IFA.

SERVICE AREA

The Impact Fees Act requires the City to establish one or more service areas within which the City will calculate and impose a particular impact fee. The service area within which the proposed Park Impact Fees will be imposed includes all of the area within the corporate limits and jurisdictional boundaries of the City. The City has concluded, based on analysis and usage, that the City's parks are a system of regional and City-wide amenities and are considered a parks and trails system for all citizens and residents of the City. Any improvements to this parks and trails system—meaning that they serve the entire community at large—are considered “system improvements”. Park improvements serving only specific developments (such as pocket parks) are considered “project improvements”. As a matter of fairness and equity, project improvements within the service area are excluded from the level of service or impact fee calculations.

Centerville City Park Impact Fee Facilities Plan and Impact Fee Analysis

CENTERVILLE PARK AND PARK AMENITY STANDARDS

According to Centerville City's General Plan [12-460-1(3)(a)], the City's LOS for developed parks based on 2010 census data is 3.24 acres per 1,000 residents. The following data illustrates the current inventory of developed parks and park amenities.

TABLE A: DEVELOPED PARK INVENTORY

Park Name	Developed Acres	Planned Acres	Pavilion/ Restrooms	Playgrounds	Sport Courts
Centerville Community Park	21.23	6.0	1	1	-
Freedom Hills Park	9.28	-	1	1	-
Island View Park	6.00	-	1	1	2
Parrish Creek Parkway	0.00	1.5	-	-	-
Centerville Commons	0.68	-	-	-	-
Founders Park	2.52	-	1	1	-
Porter-Walton Park	3.00	-	1	1	1
Smoot Park	6.90	-	1	1	2
Total	49.61	7.5	6	6	5

According to the 2010 U.S. Census, Centerville had a population of 15,335 with an average of 3.14 persons per household. Table A shows a total of 49.61 acres of developed parks. The LOS was determined using the following formula:

$$\frac{49.61 \text{ ACRES OF DEVELOPED PARK}}{15,335 \text{ RESIDENTS}} \times 1,000 = 3.24 \text{ ACRES OF DEVELOPED PARKS PER 1,000 RESIDENTS}$$

ADJUSTMENTS TO THE PARK STANDARDS FOR IMPACT FEES

The standard of 3.24 acres/1,000 residents as outlined in the General Plan was based on the inventory of developed parks and the population in 2010. The population has since changed. In 2011, 212 building permits were issued and in 2012 there were 127 (339 total). Based on the following calculation, Centerville's estimated population is 16,339.

$$339 \text{ BUILDING PERMITS} \times 3.14 \text{ PERSON PER HOUSEHOLD} + 15,335 \text{ 2010 POPULATION} = 16,339$$

When determining the LOS that should be used to determine the maximum park impact fee, the inventory of parks needs to be adjusted to reflect the following: how the parks were financed to arrive at the 49.61 acres of developed parks, any park parcels donated to the City or owned by other entities and any pocket parks that should not be included in the park inventory as they do not serve the entire population of Centerville.

PARK FINANCING

The Centerville Community Park, the developed part of the Freedom Hills Park, Island View Park, and the Porter-Walton Park were all purchased and developed by the City either through the sale of other city-owned property, impact fees, or General Funds.

Centerville City Park Impact Fee Facilities Plan and Impact Fee Analysis

NON-CITY OWNED/DONATED PARCELS

The City owns 1.15 of the 2.52 acres of Founders Park, but developed and maintains all of it. All 6.9 acres of Smoot Park was donated to Centerville City as the land was located in a flood plain and unbuildable. The original owners donated the land with an agreement the City would develop and maintain the property as a park. The City developed and maintains all of Smoot Park.

As the Park Impact Fee Facilities Plan (Table D) shows, development of a park can conservatively be estimated to be 60% of the cost of a city park. For this reason, 1.97 acres of Founders park (1.15 city owned + .82 county owned) and 4.14 acres of Smoot Park will remain in this analysis as being financed and developed by the City. The remaining 3.31 will be removed from the total acres of developed parks for an adjusted total of 46.3 acres.

POCKET PARKS

The Centerville Commons Park does not serve the entire population of Centerville; for this reason, the .68 acres will not be considered when determining the park impact fee. The total acres of developed parks for this study will then be adjusted to 45.62 acres.

ADJUSTED LOS FOR DEVELOPED PARKS AND PARK AMENITIES

The current estimated population is 16,339 residents and the adjusted amount of developed parks is 45.62 acres. The actual LOS for developed parks is then 2.79 acres of developed parks per 1,000 residents.

$$\begin{aligned} & \mathbf{45.62 \text{ ACRES OF DEVELOPED PARK} / 16,339 \text{ RESIDENTS} \times 1,000 =} \\ & \mathbf{2.79 \text{ ACRES OF DEVELOPED PARKS PER 1,000 RESIDENTS}} \end{aligned}$$

In addition, Centerville currently has six (6) pavilions and restrooms, (6) community playgrounds and five (5) sport courts used for either tennis or basketball. Together, these are referred to as the park amenities. The LOS for the park amenities are one (1) pavilion/restroom and playground per 2,723 residents and one (1) sport court per 3,268 residents.

$$\begin{aligned} & \mathbf{6 \text{ PAVILIONS/RESTROOMS AND PLAYGROUNDS} / 16,339 = 1 \text{ PER } 2,723 \text{ RESIDENTS}} \\ & \mathbf{5 \text{ COURTS} / 16,339 \text{ RESIDENTS} = 1 \text{ PER } 3,268 \text{ RESIDENTS}} \end{aligned}$$

Centerville City Park Impact Fee Facilities Plan and Impact Fee Analysis

CENTERVILLE PAVED TRAILS STANDARD

Table B is an inventory of paved trails in Centerville.

TABLE B: PAVED TRAILS INVENTORY

Trail Location/Name	Miles
Freedom Hills Park	1.66
Community Park	0.86
Frontage Road Parkway	1.80
Porter/Walton Park	0.33
Island View Park	0.22
Legacy Parkway	2.86
Bamberger Trail	0.58
Total	8.31

Using the same methodology for determining parks per 1,000 residents, the LOS for paved trails in Centerville is .52 miles of paved trail per 1,000 residents. The LOS was determined using the following formula:

$$\begin{aligned} &8.31 \text{ MILES OF PAVED TRAILS} / 16,339 \text{ RESIDENTS} \times 1,000 = \\ &.51 \text{ MILES OF PAVED TRAILS PER 1,000 RESIDENTS} \end{aligned}$$

FUTURE DEMAND

The build out population for Centerville is projected to include an additional 1,215 units or 3,815 new residents based on December 2012 data of available land and the zoning designations for that land.

$$1,215 \text{ UNITS} \times 3.14 \text{ PERSONS PER HOUSEHOLD} = 3,815 \text{ NEW RESIDENTS}$$

This land and zoning data is provided below.

TABLE C-1: AVAILABLE LAND AND ZONING DESIGNATIONS

Zone	Acres	Units/Acre	~New Units
R-H	1.4	12	17
R-L	37.7	4	151
A-L Redevelopment	179.1	3	537
A-L Undeveloped	127.6	4	510
Total New Units			1,215

Source: Cory Snyder, Centerville Community Development Director

Based on demographic and economic projections provided by the Utah Governor's Office of Planning and Budget (GOPB) for Davis County beginning in 2013 and beyond, the assumption Centerville will grow at the same rate as the County, building permit data in 2011 and 2012 (1,004 new residents), and census data of 3.14 persons per household, Centerville is projected to reach build-out sometime in 2029 with a population of 20,154 as shown in the Table C-2.

Centerville City Park Impact Fee Facilities Plan and Impact Fee Analysis

TABLE C-2: PROJECTED GROWTH FOR CENTERVILLE

Year	Growth Rate	Population	Additional Units	Year	Growth Rate	Population	Additional Units
2012		16,339		2021	1.25%	18,568	73
2013	1.60%	16,600	83	2022	1.22%	18,791	72
2014	1.56%	16,859	82	2023	1.19%	19,012	71
2015	1.52%	17,115	82	2024	1.16%	19,230	70
2016	1.48%	17,368	81	2025	1.13%	19,444	69
2017	1.44%	17,618	80	2026	1.10%	19,656	68
2018	1.41%	17,866	79	2027	1.07%	19,865	67
2019	1.37%	18,111	78	2028	1.05%	20,070	66
2020	1.28%	18,341	74	2029	0.31%	20,154	20
				Total			
				1,215			

To maintain the LOS of 2.79 acres of developed community and neighborhood parks per 1,000 residents, 1 pavilion/restroom and playground per 2,723 residents and 1 sport court per 3,268 residents for the estimated 3,815 future residents, the City will need an additional 10.64 acres of developed parks as well as 1 additional pavilion/restroom, playground, and sport court.

$$3,815 \text{ NEW RESIDENTS} \times 2.79 \text{ ACRES OF DEVELOPED PARK}/1,000 = 10.64 \text{ ACRES}$$

$$3,815 \text{ NEW RESIDENTS}/2,723 = \sim 1 \text{ PAVILION/RESTROOM AND PLAYGROUND}$$

$$3,815 \text{ NEW RESIDENTS}/3,268 = \sim 1 \text{ SPORT COURT}$$

Further, the current LOS for paved trails is .51 paved miles per 1,000 residents. To maintain this LOS with the additional residents, the City will need to provide an additional 1.95 miles of paved trails.

$$3,815 \text{ NEW RESIDENTS} \times .51 \text{ MILES}/1,000 = 1.95 \text{ MILES PAVED TRAILS}$$

MEETING THE DEMAND

Centerville has purchased undeveloped land to provide for future development. As a result, the City now owns six (6) undeveloped acres next to the Community Park for future Community Park Expansion and one and one-half (1.5) acres on Frontage Road south of Chase Lane currently designated as the Parrish Creek Parkway.

Centerville uses a plan-based methodology to determine the total cost and the maximum park impact fee allowed. A park impact fee would fund the demand created by the additional 3,815 residents on the City's developed parks, park amenities and paved trails. Centerville has adopted a Parks Capital Improvement Plan (CIP) outlining the future development and improvement of the City's park system. Table D constitutes the Park Impact Fee Facilities Plan (IFFP) incorporating elements of the Parks CIP that can be funded with park impact fees. Included in the Park IFFP is a description of the planned parks, park amenities and trails and the estimated costs as of December 2012, provided by Centerville City's Engineer from ESI Engineering, Inc. ESI has been involved extensively in developing the City's current parks.

Centerville City Park Impact Fee Facilities Plan and Impact Fee Analysis

TABLE D: PARK IMPACT FEE FACILITIES PLAN

Park/Trail	Description	Cost
Trail Improvements	D&RG Trail Match (pave 1.34 miles)	\$ 40,000
Community Park Expansion (6.0 acres)	Total	\$ 820,000
	<i>Phase 1: Concept and Design</i>	\$ 20,000
	<i>Phase 2: Grading</i>	\$ 50,000
	<i>Phase 3: Drainage and Utilities</i>	\$ 100,000
	<i>Phase 4: Irrigation and Seed</i>	\$ 500,000
	<i>Phase 5: Parking and Path (pave .26 miles)</i>	\$ 150,000
Parrish Creek Parkway (1.5 acres)		\$ 150,000
Future Park(s) (Location Not Yet Determined)*	Total	\$ 490,000
	<i>Purchase of Property (2.16 acres)</i>	\$ 205,000
	<i>Phase 1: Concept and Design</i>	\$ 6,000
	<i>Phase 2: Grading</i>	\$ 18,000
	<i>Phase 3: Drainage and Utilities</i>	\$ 36,000
	<i>Phase 4: Irrigation and Seed</i>	\$ 180,000
	<i>Phase 5: Parking and Path (pave .35 miles)</i>	\$ 45,000
Park Amenities (Sport Court, Pavilion/Restroom, Playground)		\$ 300,000
City Hall/Founders Park Expansion (.98 acres)	Purchase and Improve	\$ 700,000
	Total	\$ 2,500,000

Included in the Park IFFP are 10.64 acres of developed parks, park amenities including 1 pavilion/restroom, playground, and sport court and 1.95 miles of paved trails needed to maintain the current LOS in Centerville for parks, park amenities and trails with the additional 3,815 future residents.

*The Parks CIP shows Future Park(s) at 7.21 additional acres, this is based on a park standard of 3.24 acres per 1,000 residents. The Park IFFP shows 2.16 acres; this is the portion of the Future Park(s) required to maintain the adjusted LOS of 2.79 acres of developed parks per 1,000 residents.

FUNDING

Centerville will use park impact fees as the primary source of revenue for new parks, park amenities and trails identified in the Park IFFP in an effort to maintain the LOS. Impact fees are necessary to achieve an equitable allocation of costs incurred as a direct result of new growth.

At the discretion of the City and in accordance with the applicable ordinances, General Plan and Parks CIP, a developer may choose to donate land for parks and trails in lieu of paying park impact fees. The City would determine if a potential donation would meet City needs and determine the fair market value of the donation.

Because commercial development is assumed to create no new demand for developed parks, park amenities or paved trails, only residential development will be charged a park impact fee.

CASH FLOW ANALYSIS FOR PARKS, PARK AMENITIES AND TRAILS

The cash flow summary shown below in Table E indicates impact fee revenue and expenditures necessary to meet demand for growth-related parks, park amenities and trail facilities. This cash flow analysis is for illustrative purposes only and is based on the Park IFFP and maximum justified park impact fee; The City

Centerville City Park Impact Fee Facilities Plan and Impact Fee Analysis

Council will determine the actual timing and costs of specific park improvements and trails as well as the actual amount of the park impact fee.

Population estimates are based on demographic projections provided by the GOPB, building permit information and assume Centerville will grow at the same rate as Davis County. To the extent the rate of development either accelerates or slows down, there will be a corresponding change in the cash flow and timing of projects.

TABLE E: CASH FLOW ANALYSIS

Year	Population	New Units	Impact Fee Revenue	Park/Trail Project (Identified in IFFP)	Capital Costs	Surplus (Deficit)
2013	16,600	83	\$ 170,781.89	D&RG Trail Match; Community Park Exp P1 & 2	\$ 110,000.00	\$ 60,781.89
2014	16,859	82	\$ 168,724.28	Community Park Exp P3	\$ 70,000.00	\$ 129,506.17
2015	17,115	82	\$ 168,724.28		\$ 100,000.00	\$ 298,230.45
2016	17,368	81	\$ 166,666.67	Community Park Exp P4	\$ 500,000.00	\$ (35,102.88)
2017	17,618	80	\$ 164,609.05	Community Park Exp P5	\$ 150,000.00	\$ (20,493.83)
2018	17,866	79	\$ 162,551.44	Parrish Creek Parkway	\$ 150,000.00	\$ (7,942.39)
2019	18,111	78	\$ 160,493.83			\$ 152,551.44
2020	18,344	74	\$ 152,263.37	Future Park Purchase	\$ 205,000.00	\$ 99,814.81
2021	18,573	73	\$ 150,205.76	Future Park P1 & 2	\$ 24,000.00	\$ 226,020.58
2022	18,799	72	\$ 148,148.15	Future Park P3 & 4	\$ 216,000.00	\$ 158,168.72
2023	19,022	71	\$ 146,090.53	Future Park P5	\$ 45,000.00	\$ 259,259.26
2024	19,242	70	\$ 144,032.92	Park Amenities	\$ 300,000.00	\$ 103,292.18
2025	19,459	69	\$ 141,975.31			\$ 245,267.49
2026	19,674	68	\$ 139,917.70			\$ 385,185.19
2027	19,885	67	\$ 137,860.08			\$ 523,045.27
2028	20,093	66	\$ 135,802.47	Founders Park Expansion	\$ 700,000.00	\$ (41,152.26)
2029	20,154	20	\$ 41,152.26			\$ 0.00
Total			\$ 2,500,000.00		Balance	\$ 0.00

The Impact Fee Act requires that any funds collected by impact fees be used within six years of collection and must be used for projects identified on the Park IFFP. This cash flow analysis assumes park improvements outlined on the Park IFFP would take place in a timely manner as development occurs and impact fees are collected. However, if City Council chooses to accelerate the construction of park improvements, they could ask voters to approve a bond issue. Any related indebtedness could then be paid, at least in part, with future park impact fees as they become available.

Centerville City Park Impact Fee Facilities Plan and Impact Fee Analysis

CURRENT PARK IMPACT FEES

Centerville currently charges and has been charging since July 7, 1998 a park impact fee of \$1,200 per residential unit. This is the lowest fee in South Davis County except for the notable exception of Bountiful, which does not charge a park impact fee. The average park impact fee in neighboring communities is \$2,238.17 (\$1,918.43 including Bountiful). Kaysville is currently reviewing their park impact fee.

TABLE F: PARK IMPACT FEE COMPARISON

City	Park Impact Fee
West Bountiful	\$ 2,822.00
Bountiful	\$ -
Farmington	\$ 2,500.00
Woods Cross	\$ 2,314.00
North Salt Lake	\$ 2,300.00
Layton	\$ 1,873.00
Kaysville	\$ 1,620.00
Centerville	\$ 1,200.00

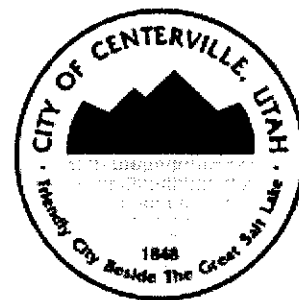
RECOMMENDED PARK IMPACT FEE

The proportionate cost for the future 1,215 units to maintain the current LOS for developed parks, park amenities and paved trails in Centerville is \$2,500,000. This cost distributed equally to the new residential units would justify a maximum park impact fee of \$2,057.61.

$$\text{\$2,500,000 TOTAL COSTS} / \text{1,215 UNITS} = \text{\$2,057.61}$$

PROPOSAL FOR:

**IMPACT FEE FACILITIES PLAN
& IMPACT FEE ANALYSIS:
CULINARY WATER SYSTEM**



CENTERVILLE CITY

DECEMBER 17, 2012

SECTION 1: EXECUTIVE SUMMARY

Lewis Young Robertson & Burningham, Inc.'s ("LYRB") proposed scope of services is designed to provide Centerville City (the "City") with defensible and accurate planning documents and fee schedules that will stand the test of challenge or question related to equity and fairness. Other firms may provide a low-cost estimate which can appear appealing. However, it is our experience that these proposals are often hidden with caveats or based on providing sub-par products that will not ultimately achieve the long-term goals of the City. Our proposal is to **provide the City with what you need, when you need it**. The City can be assured the product we provide is the product you need to make proper decisions.

The following highlights the key elements of this proposal:

- ☒ **LYRB will meet with the City on a regular basis to gather information.** LYRB's proposal includes (3) formal meetings: beginning with a "kick-off" meeting; a work-session to be held with staff and council as a "capstone" to the impact fee analysis; and, a final public hearing. LYRB will also meet with the City staff and engineers regularly to complete the IFFP.
- ☒ **LYRB will develop the Impact Fee Facilities Plan (IFFP) for culinary water.** LYRB will work with the City's engineers to draft the IFFP and to ensure statutory compliance, ensuring all necessary notifications are completed, etc. LYRB and the City will provide the necessary IFFP certification, as required by the Impact Fee Act.
- ☒ **LYRB will work with the City to ensure strict compliance with the Impact Fee Act (§11-36a), specifically the Proportionate Share Analysis. LYRB will provide the necessary Impact Fee Analysis ("IFA") certification, as required by the Impact Fee Act.**
- ☒ **LYRB will assist the City in the creation of all necessary noticing documentation.** LYRB will provide a written impact fee analysis that includes the appropriate executive summary and impact fee calculation. LYRB will coordinate with the City to collect all necessary information.
- ☒ **LYRB will create a project "transcript". The transcript serves as a warehouse of all pertinent project data (i.e. project timeline, draft reports, noticing documents, official contract and scope of services, etc.).** This data is organized in a single location (i.e. a three-ring binder) which ensures project timeliness and efficiency.

LYRB proposes a total project budget for the Culinary Water IFFP and IFA of \$10,040.



SECTION 2: WORK PLAN

SUGGESTED SCOPE OF SERVICES AND PROJECT SCHEDULE

The proposed scope of services is designed to provide the City with defensible and accurate planning documents and fee schedules. The scope of work outlined below provides the City with a systematic approach to identify the key components needed to meet the specific requirements of the Utah Impact Fees Act. The IFFP and IFA will assist the City in making prudent financial decisions related to the culinary water system in the future.

SCOPE OF WORK

The proposed scope of services is to provide the City with a defensible Impact Fee Facilities Plan (IFFP) and Impact Fee Analysis (IFA) for the City's Culinary Water.

TASK 1: KICK-OFF MEETING

An initial kickoff meeting with City staff and other consultants is crucial and can help provide a vision for the entire project. The following tasks will be completed at the initial kickoff meeting:

- ☐ Orient staff to the project and clarify scope.
- ☐ Review and Identify data needed for culinary water IFFP and IFA.
- ☐ Review recent legislative changes that may create a different approach or methodology from previous City impact fees.
- ☐ Receive feedback from the City regarding any concerns and issues so that these can be adequately addressed in the analysis.
- ☐ Establish consensus regarding timeframe and scheduling of project.
- ☐ Discuss project transcript which will include final documents, project schedule noticing, contract agreements etc.

An important element of this task will be the creation of a project "transcript". **The transcript serves as a warehouse of all pertinent project data (i.e. project timeline, process maps, draft reports, noticing documents, official contract and scope of services, etc.).** This data is organized in a single location (i.e. a three-ring binder) which ensures project timeliness and efficiency. LYRB will facilitate the inclusion of all final documents into the project transcript for each department and for administrative personnel. In addition to a hard copy transcript, LYRB will provide an electronic version of the complete transcript for the future benefit of the City.

TASK 2: CONDUCT THE IFFP ANALYSIS AND OBTAIN DATA NECESSARY FOR IFA

LYRB will develop an appropriate IFFP. According to the Impact Fees Act, local political subdivisions with populations or serving populations of more than 5,000 as of the last federal census must prepare an IFFP. As stipulated in UC 11-36a-302, the IFFP must identify the following elements before impact fees can be imposed:

- ☐ Demands placed upon existing public facilities by new development activity; and
- ☐ The proposed means by which the local political subdivision will meet those demands.

Though not specifically stated, certain considerations should be made within the IFFP to properly complete the legislative requirements found above and to ensure the IFFP serves as a working document in the calculation of appropriate impact fees. These include projecting population data, projecting demand, providing an inventory of existing facilities, conducting a level of service analysis, identifying existing and future capital facilities necessary to serve new growth and identify system improvements vs. project improvements. The IFFP must also include a consideration of all revenue sources, including impact fees and the dedication of system improvements, which may be used to finance system improvements.

LYRB will work with the City to establish appropriate demand projections, inventory existing facilities, conduct a level of service analysis for each service, identify excess capacity within the system and determine new facilities related to growth. LYRB will draft the IFFP, with support from the City and the City's engineers. As part of this task, LYRB suggests the following sub-tasks to ensure accuracy and consistency throughout this process:

- ☐ LYRB will review all noticing procedures and ensure legislative compliance. LYRB will record all noticing in the project transcript.
- ☐ LYRB will conduct a **mid-project meeting** to review the IFFP analysis. This meeting will ensure the City is aware of interim project progress and that all parties provide input into the formation of the IFFP.
- ☐ Once a draft IFFP is prepared, **LYRB will hold a review meeting with the City** to discuss any issues or further considerations that may arise once a more global picture is presented.

TASK 3: IMPACT FEE ANALYSIS (PROPORTIONATE SHARE ANALYSIS)

Following the completion of the IFFP analysis, LYRB will then conduct the IFA including the proportionate share analysis. The proportionate share analysis satisfies the requirements of the Impact Fees Act found in UC 11-36a. LYRB will ensure the impact fee analysis and proportionate share analysis complies with all legislative requirements. This analysis will ensure that only the costs relating to growth related improvements are included in the calculation of the impact fee. Specific tasks include:



- Establish any excess capacity in the existing system that could be used to serve new growth;
- Review City engineer's allocation of project improvements versus system improvements;
- Identify the anticipated impact on the system improvements required by the anticipated development activity to maintain the established level of service for each public facility;
- Demonstrate how the anticipated impacts described above are reasonably related to the anticipated development activity;
- Review the City engineer's opinions of the proportionate share of system improvements that will serve new growth;
- Estimate the proportionate share of the costs for existing capacity that will be recouped and the costs of impacts on system improvements that are reasonably related to the new development activity;
- Review City revenue sources and what they fund to ensure that capital costs are equitably distributed among new development and existing users;
- Consider specific service areas defined by the City;
- Calculate a gross cost component for impact fee expenditures;
- Create impact fee schedule and formulas for calculating adjusted impact fees; and
- Prepare a cash flow analysis of impact fee funds to more accurately forecast impact fee revenues, annual growth-related costs and any impact fee revenue shortfalls.

TASK 4: IDENTIFY A FINANCING STRUCTURE FOR FUTURE CAPITAL PROJECT NEEDS

The next step of the analysis is to determine how the growth-related infrastructure will be funded. Once the impact fee related costs have been identified, LYRB will prepare a cash flow analysis to ensure that the City will have the ability to cover anticipated capital costs. Specific tasks include:

- Create a financing structure for the growth-related projects that combines debt and pay-as-you-go financing;
- Review the basis for current revenue credits against the impact fees; and
- Prepare a cash flow analysis of impact fee funds to more accurately forecast impact fee revenues, annual growth-related costs and any impact fee revenue shortfalls.

TASK 5: COMPLETE WRITTEN IFFP & IFA DRAFTS

Specific tasks include:

- Prepare written IFFP report
- Prepare written IFA report with proportional share analysis;
- Prepare a summary of the IFA designed to be understood by an average citizen;
- Disseminate draft IFFPA & IFA to all related parties;
- Coordinate noticing and public process for enacting impact fees;
- Begin the coordination of the Public Hearing;
- Create impact fee schedule and formulas for calculating non standard impact fees; and
- Identify any possible challenges associated with the facilities plan and provide feasible solutions to such.

TASK 6: WORKSHOP AND PRESENTATION

The proposed scope will include a preliminary findings presentation to the City. LYRB will utilize this meeting to re-evaluate the goals originally established at the beginning of the project and address any changes or recommendations. This meeting will also provide final direction for the impact fee analysis. During this workshop, LYRB will also work with the City to finalize the project completion timeline to ensure all milestones are met. The primary sub-tasks will include:

- Workshop with City staff to present preliminary results and refine results as needed;
- Presentation of preliminary data to City staff;
- If requested, a principal of LYRB will have additional meetings with the City Manager, and those he designates including representatives from the development community, to review and explain the proposed plan; and
- Begin drafting of ordinance and fee schedule.

TASK 7: ASSIST WITH NOTICING AND ENACTMENT

If requested by the City, LYRB will assist with all noticing requirements and the drafting of the impact fee enactment. All notice records and the official enactment will be recorded in the impact fees transcript. Specific tasks include:

- Notice of intent to create or amend IFA;
- Notice of intent to adopt a new IFA; and
- Notice of public hearing.

TASK 8: PROVIDE FINAL WRITTEN IMPACT FEE FACILITIES PLAN & IMPACT FEE ANALYSIS, TRANSCRIPT AND CERTIFICATION

The written analysis will ensure that all elements of the Impact Fees Act (including impact fee certification) are considered in the analysis. Although the Resolution will be prepared by the City's attorney, LYRB will work with the attorney to ensure that all elements required by the Act



are incorporated into the Resolution and will assist in the adoption process as needed. LYRB will provide the required certifications related to the IFA and will consolidate all pertinent information into a final transcript document. An electronic version will be provided as well.

TASK 9: HOLD PUBLIC HEARING AND FINAL ADOPTION OF IMPACT FEES

The final stage of the feasibility study will be the public hearing. LYRB will prepare a presentation of findings for the public hearing and will ensure the project transcript is complete with all legal notices and documents. If requested, a principal of the firm will make one or more personal appearances at a public hearing before the City Council to present the final report and the implementation documents.

COMPARATIVE ANALYSIS

A comparative analysis can be beneficial to the City in the process of adopting impact fees. LYRB will provide comparative analysis of all legislation, fees, and practices to determine and propose the most current best practices and regional practices. LYRB will work with the City to establish the benchmark cities used for comparative analysis. LYRB's experience completing impact fees for several communities throughout the state positions us to provide the City with valuable insight regarding this task.

Additionally, if a challenge to the validity of the Plan or Analysis is filed, LYRB will assist the City in defense of the IFA.

**PROPOSED TIMELINE:**

Upon acceptance of this proposal, LYRB will provide the City with a list of required information in an initial kick-off meeting and discuss the project scheduling. LYRB has the capacity to begin work immediately. The time line for the completion of the study is not to exceed April 2013. The time required to accurately complete the studies is contingent upon the ability of the City to provide all required information to complete the consulting project. LYRB proposes the following schedule to ensure the project is completed in a timely manner. This schedule can be altered depending on the City's needs.

-  **Task 1: Kick Off Meeting**
Estimated Completion: December 10-21
-  **Task 2: Conduct the IFPP Analysis**
Estimated Completion: January 1-18
-  **Task 3: Conduct the IFA Analysis**
Estimated Completion: January 28 – Feb 15
-  **Task 4: Identify Financing Structure for Future Capital Facilities**
Estimated Completion: January 28 – Feb 15
-  **Task 5: Complete IFPP & IFA Drafts**
Estimated Completion: February 25 – March 15
-  **Task 6: Workshop and Presentation of Preliminary Findings**
Estimated Completion: March 11 – March 15
-  **Task 7: Assist with Noticing and Enactment**
Estimated Completion: February 25 – March 15
-  **Task 8: Provide Final Written Impact Fee Analysis, Transcript, & Certification**
Estimated Completion: March 25-29
-  **Task 9: Public Hearing**
Estimated Completion: April 8-12

DECEMBER						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

JANUARY						
S	M	T	W	T	F	S
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

FEBRUARY						
S	M	T	W	T	F	S
						2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		

MARCH						
S	M	T	W	T	F	S
						2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

APRIL						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

MAY						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	



SECTION 3: COST PROPOSAL

The total cost for the Culinary Water IFFP and IFA is estimated not to exceed \$10,040. The proposed cost includes periodic meetings with City Staff, presentation to the City Council and coordination of the public hearing process. The table below summarizes the total cost for each phase of the Culinary Water impact fee process.

Hourly Rate	\$170	\$150	\$90		
	Principal	Project Lead	Analyst	Total Hours	Total Cost
Fee Estimate for Culinary Water IFFP & IFA					
Task 1: Kick-off Meeting	2	2	2	6	\$820
Task 2: Conduct IFFP Analysis (LYRB to Facilitate with City Departments)	2	6	8	16	\$1,960
Task 3: Conduct IFA Analysis	1	8	12	21	\$2,450
Task 4: Identify a Financing Structure for Future Capital Project Needs	-	2	3	5	\$570
Task 5: Complete the IFFP & IFA Drafts	-	3	5	8	\$900
Task 6: Workshop and Presentation of Preliminary Findings	2	5	6	13	\$1,630
Task 7: Assist with Noticing and Enactment	-	2	2	4	\$480
Task 8: Provide Final Written Impact Fee Analysis, Transcript and Certification	1	1	1	3	\$410
Task 9: Hold Public Hearing	2	2	2	6	\$820
Total	10	31	41	82	\$10,040



SECTION 4: REFERENCES

Provided below are a few examples along with references that show the breadth of our work and experience. **We encourage you to call our references as they will attest to the value our analysis provided as these entities implemented impact fees. These projects were completed on time and within budget.** Often, a project can develop extenuating circumstances which can extend the timeline of the project. Where this is the case, LYRB works with our clients to develop an agreed upon path to project completion.

ST. GEORGE, UT IMPACT FEE STUDIES, 2005-2006, AND PRESENT

LYRB performed impact fee studies for the City of St. George in 2005-2006. Impact Fee analyses included streets, storm water, energy, water, wastewater, leisure services, and public safety. Currently LYRB is working with St. George to update their impact fees and bring St. George's impact fee ordinance and analyses in compliance with recent changes to state law.

Client Contact

Gary Esplin, City Manager
(435) 627-4002, gary.esplin@sgcity.org
Philip Peterson, Finance Director
(435) 627-4000, philip.peterson@sgcity.org
175 E. 200 N.
St. George, UT 84770

SOUTH JORDAN, UT IMPACT FEE STUDIES, 2005-PRESENT

LYRB has performed numerous impact fees studies for the City of South Jordan. Studies include impact fee analyses for parks and recreation, public safety, roadway, storm water, and culinary water. LYRB is currently in the process of updating the South Jordan's parks and recreation impact fees.

Client Contact

Don Tingey, Community Development Director
1600 W. Towne Center Dr.
South Jordan, UT 84095
(801) 254-3742, dtingey@sjc.utah.gov

NORTH SALT LAKE, UT IMPACT FEE STUDY, 2006-PRESENT

LYRB has performed numerous impact fee studies and updates for the City of North Salt Lake. Impact analyses include culinary water, storm water, roads, parks and recreation, and public safety.

Client Contact

Barry Edwards, City Manager
10 East Center Street
North Salt Lake, UT 84054
(801) 936-3877, bedwards@nslcity.org

LYRB is the premier municipal consulting and financial advisory firm in the State of Utah. The professionals at LYRB have completed numerous impact fee studies and established fiscal policies and procedures for a variety of municipal service areas. A list including some of the impact fee studies completed by LYRB can be found below.

- Grantsville City Water & Sewer Impact Fee Analysis/Rate Analysis
- Lehi City Impact Fee Analysis
- Marriott-Staterville Impact Fees for Parks, Roads, CBD Sewer, Public Safety
- City of North Salt Lake Public Safety and Roadway Capital Facilities Plan and Impact Fee Analysis
- City of North Salt Lake Culinary Water Impact Fee Updates
- City of North Salt Lake Storm Water and Parks Impact Fee Updates
- Park City Fire District Public Safety Impact Fee Analysis Updates
- Pleasant Grove City Storm Water Impact Fee Analysis
- Pleasant Grove City City-Wide Impact Fee Update
- Pleasant Grove City Update and Revision to General Impact Fees
- Pleasant Grove City I-15 Roads Impact Fee Analysis
- Price River Water Improvement District Impact Fee Review
- Providence CFP & Impact Fee Analysis
- City of Riverton Impact Fees for Fire, Roads, Storm Drain, Parks
- Sandy Suburban Improvement District Sewer Impact Fee Analysis
- Snyderville Basin Special Recreation District Park and Trail CFPs and Impact Fees
- City of South Jordan Public Safety Impact Fee Analysis
- City of South Jordan Storm Water Impact Fee Study
- City of South Jordan Culinary Water Impact Fee Analysis
- City of South Jordan Park Impact Fees
- Stansbury Park Sewer Impact Fee Analysis
- Summit County Transportation Impact Fee Study
- Syracuse City Public Safety Impact Fee and Capital Facilities Plan
- Tooele City Sewer/Water CFFP & Impact Fee Update



SECTION 5: LYRB'S QUALIFICATIONS

The following outlines the qualifications and experience of the personnel that would be assigned to this project.



JASON BURNINGHAM, PRINCIPAL

Mr. Burningham will devote approximately 10 hours to this project. He will facilitate the final product presentation to the City. He will bring to the table the depth of his experience in impact fees, financial advisory, and economic consulting to ensure the project is represented accurately and soundly to all interested parties.

Mr. Burningham is an owner and principal of Lewis Young Robertson & Burningham, Inc. (LYRB) and led the initiative and development of creating a full-service financial consulting and advisory practice focusing on local government. Mr. Burningham specializes in the areas of: i) impact fee analysis, conforming to state law requirements, ii) capital facility finance planning studies, iii) user rate/stand-by reservation fee studies, iv) market feasibility and economic impact applications, and v) municipal funding evaluations.

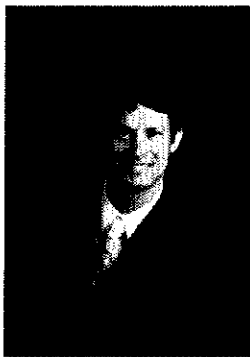
Mr. Burningham is the financial advisor to scores of local municipalities, counties and special districts. Over the past decade, he has successfully coordinated the structuring of nearly \$3.0 billion representing more than 300 municipal transactions including general obligation, revenue, lease revenue, tax increment and special assessment bonds. He has represented many high-profile cities in the state of Utah including: Sandy, St. George, West Jordan, Layton, Bountiful, Centerville, American Fork, Pleasant Grove, Lehi, and North Salt Lake to reference a few. In addition to his financial advisory practice, Mr. Burningham has been instrumental in facilitating, coordinating and structuring a number of significant economic development projects, including: Procter & Gamble (Box Elder County), Hammons Hotel and Convention Center (Pleasant Grove), REAL Salt Lake Soccer Stadium (Sandy City), the new municipal airport in St. George, and the Dixie Center (St. George/Washington County). These projects have involved significant coordination of local economic development tools, participation by state agencies and cooperation with the Governor's Office of Economic Development (GOED).

Mr. Burningham graduated magna cum laude with a Bachelor's degree in Finance with emphasis in international business relations from the University of Utah. Mr. Burningham is licensed as securities' General Principal and Registered Representative by the National Association of Securities Dealers (NASD) and recognized by the Financial Industry Regulatory Authority (FINRA).

CODY DEETER, VICE PRESIDENT

Mr. Deeter will provide technical assistance as needed. He will help facilitate the schedule and project timeline to ensure the completion of all scheduled tasks. He will also review all work products to ensure compliance with the legislative mandate and case law for the purpose of preparing the City for success in an impact fee challenge.

Mr. Deeter specializes in providing the breadth of services offered by LYRB to Utah local governments including: capital facility finance plans; user rate fee/impact fee structuring; debt structuring and marketing; investment advice services; economic development services; SID/SAA administration service; RDA administration services; and general financial/budgetary advice. Mr. Deeter will serve as project coordinator for this study.



FRED PHILPOT, SENIOR ANALYST

Mr. Philpot will devote approximately 31 hours to this project. He will collect and analyze all existing and new information related to the completion of the impact fee studies. He will coordinate efforts directly with Mr. Burningham and will attend all scheduled meetings.

Mr. Philpot has been involved in projects regarding user rates, Impact fee facilities plans, impact fee analyses, feasibility studies, redevelopment and blight studies, and comprehensive general planning. He will be assisting the project team by conducting level of service analysis, cost allocation and scenario analysis.

Mr. Philpot has recently completed impact fees for Wasatch County, Lindon City, and Lehi City. His work on these projects involved capital facility planning for emergency services (police, fire, EMS), water services, and parks and recreation. Mr. Philpot has also recently conducted a water and sewer rate analysis for Coalville City, Storm Drain Rate Analysis for South Jordan City, impact fees for Tooele City and Eagle Mountain City, and is currently completing storm user rates for Tooele City.

Mr. Philpot holds a Bachelor's Degree in Political Science from Utah State University and a Master of Public Administration from Brigham Young University.



JOEL THOMPSON, ANALYST

Mr. Thompson will devote approximately 41 hours to this project. He will assist Mr. Philpot in performing the analysis for the Impact Fees

Mr. Thompson has been involved in projects regarding impact fee analyses, cost-benefit analysis, RDA administration, and economic development market studies. He is currently completing water, waste water, storm water, and pressurized irrigation fee studies for Springville City. Mr. Thompson is a fairly new addition to the LYRB team and brings with him over two years of local government experience working in management, finance, and economic development, as well as experience working in the real estate management and development community. He understands both the local government and real estate community perspectives and helps ensure the products delivered will best meet the needs of the municipal clients we serve.

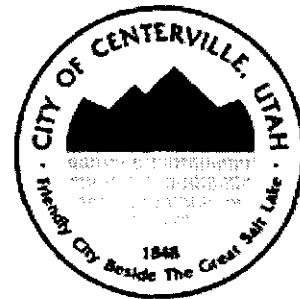
Mr. Thompson graduated with a Master's degree in Public Administration with an emphasis in Local Government from the Romney Institute of Public Management at the Brigham Young University Marriott School of Business. He also received a Graduate Certificate in Real Estate Development from Portland State University Toulon School of Urban Studies and Planning.

In addition to the individuals mentioned above, Lewis Young has a production team that will be assisting in the analysis and production of the report. The production team is made up of six qualified individuals, many of which hold a Bachelor of Science Degree in Finance or Business Management, or a Masters of Public Administration.

PROPOSAL FOR:

**COMPREHENSIVE FINANCIAL SUSTAINABILITY PLAN,
IMPACT FEE FACILITIES PLAN,
& IMPACT FEE ANALYSIS**

STORM WATER UTILITY SYSTEM



CENTERVILLE CITY

DECEMBER 17, 2012



SECTION 1: EXECUTIVE SUMMARY

Lewis Young Robertson & Burningham, Inc.'s ("LYRB") proposed scope of services is designed to provide Centerville City (the "City") with a comprehensive review of the City's Storm Water Utility System and to provide accurate planning documents and fee schedules that will meet all requirements of state law and ensure an adequate and sustainable financial framework for the future. Other firms may provide a low-cost estimate which can appear appealing. However, it is our experience that these proposals are often hidden with caveats or based on providing sub-par products that will not ultimately achieve the long-term goals of the City. Our proposal is to **provide the City with what you need, when you need it**. The City can be assured the product we provide is the product you need to make proper decisions.

The following highlights the key elements of our proposal:

PHASE 1:

- LYRB will develop the Comprehensive Financial Sustainability Plan (CFSP) for storm water. Much like the capital facilities finance plan and user rate study LYRB conducted for the culinary water utility, LYRB will conduct a comprehensive financial sustainability plan (CFSP) for the storm water utility. The CFSP will include: (1) developing a master plan for the utility and 5-year capital improvement plans, (2) develop key financial and management policies, (3) develop a multi-year financial model for the utility, and (4) conducting a user rate study. The CFSP will ensure the utility remains functionally and fiscally viable into the future and will link the engineering and planning process to the implementation of a financial plan.

PHASE 2:

The following components of the proposal are related to creating an Impact Fee Facilities Plan ("IFFP") and conducting an Impact Fee Analysis ("IFA"). Creating an IFFP and conducting an IFA will only be done if it is determined necessary which determination will be done at some point early on in the CFSP process.

- LYRB will meet with the City on a regular basis to gather information. LYRB's proposal includes (3) formal meetings: beginning with a "kick-off" meeting; a work-session to be held with staff and council as a "capstone" to the impact fee analysis; and, a final public hearing. LYRB will also meet with City regularly to complete the IFFPs.
- LYRB will develop the Impact Fee Facilities Plan (IFFP) for storm water. LYRB will work with the City's engineers to draft all IFFPs and to ensure statutory compliance, ensuring all necessary notifications are completed, etc. LYRB and the City will provide the necessary IFFP certification, as required by the Impact Fee Act.
- LYRB will work with the City to ensure strict compliance with the Impact Fee Act (§11-36a), specifically the Proportionate Share Analysis. LYRB will provide the necessary Impact Fee Analysis ("IFA") certification, as required by the Impact Fee Act.
- LYRB will assist the City in the creation of all necessary noticing documentation. LYRB will provide a written impact fee analysis that includes the appropriate executive summary and impact fee calculation. LYRB will coordinate with the City to collect all necessary information.
- LYRB will create a project "transcript". The transcript serves as a warehouse of all pertinent project data (i.e. project timeline, draft reports, noticing documents, official contract and scope of services, etc.). This data is organized in a single location (i.e. a three-ring binder) which ensures project timeliness and efficiency.

LYRB proposes a total project budget for the Storm Water CFSP of \$10,450 and a total project for the Storm Water IFFP and IFA (if necessary) of \$10,040.

LYRB proposes a combined total project budget for the Storm Water CFSP, IFFP, and IFA of \$20,490.



SECTION 2: WORK PLAN FOR CFSP

SUGGESTED SCOPE OF SERVICES AND PROJECT SCHEDULE

Much like the capital facilities finance plan and user rate study LYRB conducted for the culinary water utility, LYRB will conduct a comprehensive financial sustainability plan (CFSP) for the storm water utility. The following is LYRB's approach to the CFSP after the Master Plan for the storm water utility has been created.

TASK 1: PROJECT INITIATION:

The project initiation or "kick-off" meeting (or meetings) provides an opportunity for LYRB to understand in detail the issues affecting the storm water utility and establish the appropriate lines of communication. This meeting also **establishes consensus** around the key issues that affect the City as a whole. LYRB staff will utilize this meeting to begin the process of gathering and reviewing planning information, growth projections, historic demands, billing information, future capital project needs and financing information related to the utility funds. LYRB will focus on issues of particular importance that affect the City including:

- ☐ Definition of key fiscal health metrics such as cash on hand, debt service coverage ratios, funding of depreciation;
- ☐ Conservation policy definition and goals;
- ☐ The proper allocation of the operations and maintenance budget to each user class; and,
- ☐ A review of necessary maintenance and depreciation expenses that may not be accounted for within current planning documents or rate structures.

It is important that the project goals are defined at the start of the process as they will guide the final work product toward the City's needs. LYRB will start working immediately with the City to evaluate the City's situation, discuss strengths or weaknesses within the existing system, and define policies that will best fit the City's needs.

TASK 2: REVIEW EXISTING UTILITY FUND SYSTEM FINANCIAL STRUCTURE

LYRB will ensure that it fully comprehends the storm water utility fund's financial structures as the first step in the study. LYRB will develop preliminary pro forma that illustrate the different components of the utility fund and that reflects the objectives of the study as defined above. As part of this task, LYRB will also review the existing rate structure and customer classifications to understand the unique dynamics of the City's storm water utility system. This task will focus on the following key areas:

- ☐ Review existing billing structure;
- ☐ Review existing customer accounts and historic growth; and,
- ☐ Develop with City staff alternative billing structures, keeping in mind existing resources and ability to implement changes to existing mechanisms.

TASK 3: DEMAND PROJECTIONS AND MODELING

Based on existing conditions, building permits, projects within the pipeline, and historic growth in customer accounts; LYRB will establish five year growth projections for each of the customer classifications. Usage and flow patterns will also be analyzed with the assistance of the City Staff and engineering consultants. Often this data is already included in the Master Plans.

TASK 4: REVENUE AND EXPENDITURE ANALYSIS

Based on the anticipated growth within the service area, LYRB will project annual system revenues. LYRB will divide the annual revenue requirements into fixed and variable components and proportionately allocate the annual revenue requirements to each user class according to demand. LYRB will compare the forecasted revenues to historic revenue changes.

LYRB will then compare projected revenues to anticipated expenditures. Utilizing historic financial information and budgets, as well as interviews with City staff, LYRB will project the annual expenditures for a five-year planning horizon to meet all operational needs, capital requirements and all bond covenants and other obligations. Other areas reviewed in this task include non-operating revenues and expenditures.

TASK 5: ANALYSIS OF REMAINING REVENUE FOR DEBT COVERAGE AND CIP

From Task 4, LYRB will illustrate the net revenues available for the payment of outstanding debt, capital improvements, repair and replacement, and the funding of depreciation. The debt service coverage ratio is a key metric for determining the financial soundness of a utility system and influences the credit rating of the agency. In most cases, the coverage ratio must remain above a certain threshold (typically 1.25x coverage) to comply with certain bond covenants. This task will also include a review of the City's Capital Improvement Plan (CIP) to determine the timing and impact of necessary future projects. Since future projects are often costly, this step can have a dramatic impact on the proposed rates.

The resulting analysis will provide the City with an estimate of year end fund balances and revenues available for debt service payments and capital repair, while ensuring equity and maintaining the necessary debt service coverage ratios.

TASK 6: FINDINGS/UPDATE MEETINGS

After the completion of Tasks 1-5, LYRB will meet with City staff to review the preliminary findings of the model. During this meeting LYRB will review:



- ☒ A summary of the model inputs (i.e. growth assumptions, number of customer accounts, etc.);
- ☒ The estimated revenue generation under the baseline model;
- ☒ The timing of future capital improvements, the inclusion of depreciation, and how this affects revenue sufficiency; and,
- ☒ The impact of all model inputs on the debt service coverage ratio.

This meeting (or meetings) will allow LYRB to provide a status update for the project and receive any feedback regarding model assumptions. LYRB feels this meeting also provides important interaction with the City and ensures quality control. Through coordination with City, LYRB will develop several scenarios that will address the goals of the City, while balancing political and financial constraints. LYRB anticipates that the City will desire update meetings frequently throughout the process with staff, executive staff, council staff, elected officials, and others.

TASK 7: ALLOCATION OF DEPRECIATION/REPAIR & REPLACEMENT FUNDING

Based on the preliminary findings meeting, LYRB will build into the pro forma several scenarios regarding the funding of repair and replacement in order to extend the useful life of the City's utility assets. The funding of depreciation which is traditionally a non-cash item is one means of estimating the amount of funding to implement a repair and replacement budget. The allocation of depreciation will be excluded if the CIP includes a specific designation for repair and replacement. Funding a capital repair and replacement budget or depreciation can reduce the District's need to issue debt and therefore decrease future interest expense.

TASK 8: RATE DESIGN AND SCENARIO ANALYSIS

The rate design analysis will incorporate several scenarios. LYRB will review the existing rate structure as a **baseline scenario** to determine any deficiencies and establish base service measurements. LYRB will also address the existing rate schedule for equity amongst user classifications and address conservation policies. From the findings of the baseline analysis, LYRB will establish **alternative rate scenarios** and structures to promote the objectives of the City. The proposed rate will equitably distribute the total costs allocated to each user. Additionally, we will ensure the recommended rate can be easily administered with the City's current financial software and by staff.

The rates will be designed to meet at least three objectives as defined by City policy in Task 1: revenue sufficiency, equity among users, and conservation. The rates must ensure **revenue sufficiency** to meet operation and maintenance (O&M) obligations, construct necessary infrastructure (repair & replacement and new capital expense), meet bond covenants, and enhance the overall creditworthiness of the storm water utility funds.

The second objective is to show an **equitable allocation** of the revenue requirements to utility user classes according to the demand characteristics (included both fixed and variable costs) historically displayed by each. This allocation is based upon each user class's proportionate demand on the capacity of the system's functional components. Reviewing past and projected expenses will provide information to create the revenue requirement analysis, categorize expenses according to major functions, allocate costs according to classes based on demand and determine rates based on revenue requirements.

The scenario analysis will ensure revenue sufficiency based on current and projected expenses, cash flow stability, necessary debt coverage, the proposed CIP, and the funding of depreciation. LYRB will coordinate with City personnel to ensure that the rate is structured to allow for a successful and smooth implementation with the City's billing mechanisms. This task will also provide an assessment of the impacts the recommended rate structure will have on an average customer bill as shown in the example below.

TASK 9: PRESENTATIONS TO CITY AND CONSTITUENTS

LYRB will meet with City staff and steering committees and then the City Board to review all assumptions and findings in preparation for the development of the final draft document. During these meetings, LYRB will take all input and make recommended changes to the analysis.

The LYRB team will also work with City staff to prepare for and present information at Town Hall Style Meetings. LYRB will provide assistance in preparing any brochures, flyers, or other media to communicate the purpose of the rate changes to the public. LYRB has successfully assisted other entities with similar community outreach initiatives.

TASK 10: PROVIDE WRITTEN ANALYSIS

As the project approach is finalized and work is progressing, LYRB will begin the written user rate analysis. The written analysis will summarize recommendations regarding modifications to the existing rate schedule. LYRB will provide the City with as many copies of the final analysis as it feels is necessary.

TASK 11: FINAL PRESENTATION AND IMPLEMENTATION OF USER RATES

LYRB will prepare a final presentation of the study findings and a report that will be delivered to the City Council. LYRB will also provide comparable information for surrounding communities as needed, to help City Staff educate the public about the rate change. **LYRB personnel will attend necessary City Council meetings and public hearings; and work sessions with the public, key community leaders, and City Staff. LYRB will present the study and recommendations to City Staff, the City Council, and stakeholders in order to answer questions and address any concerns that may arise.**

**PROPOSED CFSP TIMELINE:**

Upon acceptance of this proposal, LYRB will provide the City with a list of required information in an initial kick-off meeting and discuss the project scheduling. LYRB has the capacity to begin work immediately. The time line for the completion of the study is not to exceed **May 3, 2013**. The time required to accurately complete the studies is contingent upon the ability of the City to provide all required information to complete the consulting project. LYRB proposes the following schedule to ensure the project is completed in a timely manner. This schedule can be altered depending on the City's needs.

-  **Task 1: Project Initiation and Goal Setting**
Estimated Completion: December 10-21
-  **Task 2: Review Existing Storm Water System Financial Structure**
Estimated Completion: January 1-11
-  **Task 3: Demand Projections and Modeling**
Estimated Completion: January 21 – Feb 1
-  **Task 4: Revenue and Expenditure Analysis**
Estimated Completion: February 4 – 15
-  **Task 5: Analysis of Remaining Revenue for Debt Coverage and CIP**
Estimated Completion: February 4 – 15
-  **Task 6: Preliminary Findings**
Estimated Completion: March 11 – March 15
-  **Task 7: Allocation of Depreciation/Repair & Replacement Funding**
Estimated Completion: March 11 – March 15
-  **Task 8: Rate Design and Scenario Analysis**
Estimated Completion: March 18-29
-  **Task 9: Presentations to City and Constituents**
Estimated Completion: April 1-5
-  **Task 10: Provide Written Analysis**
Estimated Completion: April 8-19
-  **Task 11: Final Presentation and Implementation of Rates**
Estimated Completion: April 8-19
-  **Task 12: Rate Implemented**
Estimated Completion: April 8-19

DECEMBER						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

JANUARY						
S	M	T	W	T	F	S
						5
6						12
13	14	15	16	17	18	19
20						26
27						

FEBRUARY						
S	M	T	W	T	F	S
						2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		

MARCH						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17						23
24						30
31						

APRIL						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7						13
14						20
21	22	23	24	25	26	27
28	29	30				

MAY						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	



SECTION 3: WORK PLAN FOR IFFP & IFA

SUGGESTED SCOPE OF SERVICES AND PROJECT SCHEDULE

The proposed scope of services is designed to provide the City with defensible and accurate planning documents and fee schedules. Other firms may provide a low-cost estimate which can appear appealing. However, it is our experience that these proposals are often hidden with caveats or based on providing sub-par products that will not ultimately achieve the long-term goals of the City. Our proposal is to **provide the City with what you need, when you need it**. In other words, the City can be assured the product we provide is the product you need to make proper decisions.

SCOPE OF WORK

The proposed scope of services is to provide the City with a defensible Impact Fee Facilities Plan and Impact Fee Analysis for **Storm Water**.

TASK 1: KICK-OFF MEETING

An initial kickoff meeting with City staff and other consultants is crucial and can help provide a vision for the entire project. The following tasks will be completed at the initial kickoff meeting:

- ☐ Orient staff to the project and clarify scope.
- ☐ Review and Identify data needed for storm water IFFP and IFA.
- ☐ Review recent legislative changes that may create a different approach or methodology from previous City impact fees.
- ☐ Receive feedback from the City regarding any concerns and issues so that these can be adequately addressed in the analysis.
- ☐ Establish consensus regarding timeframe and scheduling of project.
- ☐ Discuss project transcript which will include final documents, project schedule noticing, contract agreements etc.

An important element of this task will be the creation of a project "transcript". The transcript serves as a warehouse of all pertinent project data (i.e. project timeline, process maps, draft reports, noticing documents, official contract and scope of services, etc.). This data is organized in a single location (i.e. a three-ring binder) which ensures project timeliness and efficiency. LYRB will facilitate the inclusion of all final documents into the project transcript for each department and for administrative personnel. In addition to a hard copy transcript, LYRB will provide an electronic version of the complete transcript for the future benefit of the City.

TASK 2: CONDUCT THE IFFP ANALYSIS AND OBTAIN DATA NECESSARY FOR IFA

LYRB will develop an appropriate IFFP. According to the Impact Fees Act, local political subdivisions with populations or serving populations of more than 5,000 as of the last federal census must prepare an IFFP. As stipulated in UC 11-36a-302, the IFFP must identify the following elements before impact fees can be imposed:

- ☐ Demands placed upon existing public facilities by new development activity; and
- ☐ The proposed means by which the local political subdivision will meet those demands.

Though not specifically stated, certain considerations should be made within the IFFP to properly complete the legislative requirements found above and to ensure the IFFP serves as a working document in the calculation of appropriate impact fees. These include projecting population data, projecting demand, providing an inventory of existing facilities, conducting a level of service analysis, identifying existing and future capital facilities necessary to serve new growth and identify system improvements vs. project improvements. The IFFP must also include a consideration of all revenue sources, including impact fees and the dedication of system improvements, which may be used to finance system improvements.

LYRB will work with the City to establish appropriate demand projections, inventory existing facilities, conduct a level of service analysis for each service, identify excess capacity within the system and determine new facilities related to growth. LYRB will draft the IFFP, with support from the City and the City's engineers. As part of this task, LYRB suggests the following sub-tasks to ensure accuracy and consistency throughout this process:

- ☐ LYRB will review all noticing procedures and ensure legislative compliance. LYRB will record all noticing in the project transcript.
- ☐ LYRB will conduct a **mid-project meeting** to review the IFFP analysis. This meeting will ensure the City is aware of interim project progress and that all parties provide input into the formation of the IFFP.
- ☐ Once a draft IFFP is prepared, LYRB will hold a **review meeting with the City** to discuss any issues or further considerations that may arise once a more global picture is presented.

TASK 3: IMPACT FEE ANALYSIS (PROPORTIONATE SHARE ANALYSIS)

Following the completion of the IFFP analysis, LYRB will then conduct the IFA including the proportionate share analysis. The proportionate share analysis satisfies the requirements of the Impact Fees Act found in UC 11-36a. LYRB will ensure the impact fee analysis and proportionate share analysis complies with all legislative requirements. This analysis will ensure that only the costs relating to growth related improvements are included in the calculation of the impact fee. Specific tasks include:



- ☐ Establish any excess capacity in the existing system that could be used to serve new growth;
- ☐ Review City engineer's allocation of project improvements versus system improvements;
- ☐ Identify the anticipated impact on the system improvements required by the anticipated development activity to maintain the established level of service for each public facility;
- ☐ Demonstrate how the anticipated impacts described above are reasonably related to the anticipated development activity;
- ☐ Review the City engineer's opinions of the proportionate share of system improvements that will serve new growth;
- ☐ Estimate the proportionate share of the costs for existing capacity that will be recouped and the costs of impacts on system improvements that are reasonably related to the new development activity;
- ☐ Review City revenue sources and what they fund to ensure that capital costs are equitably distributed among new development and existing users;
- ☐ Consider specific service areas defined by the City;
- ☐ Calculate a gross cost component for impact fee expenditures;
- ☐ Create impact fee schedule and formulas for calculating adjusted impact fees; and
- ☐ Prepare a cash flow analysis of impact fee funds to more accurately forecast impact fee revenues, annual growth-related costs and any impact fee revenue shortfalls.

TASK 4: IDENTIFY A FINANCING STRUCTURE FOR FUTURE CAPITAL PROJECT NEEDS

The next step of the analysis is to determine how the growth-related infrastructure will be funded. Once the impact fee related costs have been identified, LYRB will prepare a cash flow analysis to ensure that the City will have the ability to cover anticipated capital costs. Specific tasks include:

- ☐ Create a financing structure for the growth-related projects that combines debt and pay-as-you-go financing;
- ☐ Review the basis for current revenue credits against the impact fees; and
- ☐ Prepare a cash flow analysis of impact fee funds to more accurately forecast impact fee revenues, annual growth-related costs and any impact fee revenue shortfalls.

TASK 5: COMPLETE WRITTEN IFFP & IFA DRAFTS

Specific tasks include:

- ☐ Prepare written IFFP report
- ☐ Prepare written IFA report with proportional share analysis;
- ☐ Prepare a summary of the IFA designed to be understood by an average citizen;
- ☐ Disseminate draft IFFPA & IFA to all related parties;
- ☐ Coordinate noticing and public process for enacting impact fees;
- ☐ Begin the coordination of the Public Hearing;
- ☐ Create impact fee schedule and formulas for calculating non standard impact fees; and
- ☐ Identify any possible challenges associated with the facilities plan and provide feasible solutions to such.

TASK 6: WORKSHOP AND PRESENTATION

The proposed scope will include a preliminary findings presentation to the City. LYRB will utilize this meeting to re-evaluate the goals originally established at the beginning of the project and address any changes or recommendations. This meeting will also provide final direction for the impact fee analysis. During this workshop, LYRB will also work with the City to finalize the project completion timeline to ensure all milestones are met. The primary sub-tasks will include:

- ☐ Workshop with City staff to present preliminary results and refine results as needed;
- ☐ Presentation of preliminary data to City staff;
- ☐ If requested, a principal of LYRB will have additional meetings with the City Manager, and those he designates including representatives from the development community, to review and explain the proposed plan; and
- ☐ Begin drafting of ordinance and fee schedule.

TASK 7: ASSIST WITH NOTICING AND ENACTMENT

If requested by the City, LYRB will assist with all noticing requirements and the drafting of the impact fee enactment. All notice records and the official enactment will be recorded in the impact fees transcript. Specific tasks include:

- ☐ Notice of intent to create or amend IFA;
- ☐ Notice of intent to adopt a new IFA; and
- ☐ Notice of public hearing.

TASK 8: PROVIDE FINAL WRITTEN IMPACT FEE FACILITIES PLAN & IMPACT FEE ANALYSIS, TRANSCRIPT AND CERTIFICATION

The written analysis will ensure that all elements of the Impact Fees Act (including impact fee certification) are considered in the analysis. Although the Resolution will be prepared by the City's attorney, LYRB will work with the attorney to ensure that all elements required by the Act



are incorporated into the Resolution and will assist in the adoption process as needed. LYRB will provide the required certifications related to the IFA and will consolidate all pertinent information into a final transcript document. An electronic version will be provided as well.

TASK 9: HOLD PUBLIC HEARING AND FINAL ADOPTION OF IMPACT FEES

The final stage of the feasibility study will be the public hearing. LYRB will prepare a presentation of findings for the public hearing and will ensure the project transcript is complete with all legal notices and documents. If requested, a principal of the firm will make one or more personal appearances at a public hearing before the City Council to present the final report and the implementation documents.

COMPARATIVE ANALYSIS

A comparative analysis can be beneficial to the City in the process of adopting impact fees. LYRB will provide comparative analysis of all legislation, fees, and practices to determine and propose the most current best practices and regional practices. LYRB will work with the City to establish the benchmark cities used for comparative analysis. LYRB's experience completing impact fees for several communities throughout the state positions us to provide the City with valuable insight regarding this task.

Additionally, if a challenge to the validity of the Plan or Analysis is filed, LYRB will assist the City in defense of the IFA.

**PROPOSED IFFP & IFA TIMELINE:**

Upon acceptance of this proposal, LYRB will provide the City with a list of required information in an initial kick-off meeting and discuss the project scheduling. LYRB has the capacity to begin work immediately. The time line for the completion of the study is not to exceed April 2013. The time required to accurately complete the studies is contingent upon the ability of the City to provide all required information to complete the consulting project. LYRB proposes the following schedule to ensure the project is completed in a timely manner. This schedule can be altered depending on the City's needs.

-  **Task 1: Kick Off Meeting**
Estimated Completion: December 10-21
-  **Task 2: Conduct the IFFP Analysis**
Estimated Completion: January 1-18
-  **Task 3: Conduct the IFA Analysis**
Estimated Completion: January 28 – Feb 15
-  **Task 4: Identify Financing Structure for Future Capital Facilities**
Estimated Completion: January 28 – Feb 15
-  **Task 5: Complete IFFP & IFA Drafts**
Estimated Completion: February 25 – March 15
-  **Task 6: Workshop and Presentation of Preliminary Findings**
Estimated Completion: March 11 – March 15
-  **Task 7: Assist with Noticing and Enactment**
Estimated Completion: February 25 – March 15
-  **Task 8: Provide Final Written Impact Fee Analysis, Transcript, & Certification**
Estimated Completion: March 25-29
-  **Task 9: Public Hearing**
Estimated Completion: April 8-12

DECEMBER						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

JANUARY						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

FEBRUARY						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

MARCH						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

APRIL						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

MAY						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

**SECTION 4: COST PROPOSAL**

The total cost for the Storm Water CSFP is estimated not to exceed \$10,450. The total cost for the Storm Water IFFP and IFA is estimated not to exceed \$10,040. The proposed cost includes periodic meetings with City Staff, presentation to the City Council and coordination of the public hearing process. The table below summarizes the total cost for each phase of the Storm Water impact fee and CFSP processes.

Hourly Rate	\$170	\$150	\$90		
	Principal	Project Lead	Analyst	Total Hours	Total Cost
Fee Estimate for Storm Water CFSP					
Task 1: Project Initiation and Goal Setting	1	1	1	3	\$410
Task 2: Review Existing Storm Water System Financial Structure	1	3	4	8	\$980
Task 3: Demand Projections and Modeling	1	5	10	16	\$1,820
Task 4: Revenue and Expenditure Analysis	1	3	6	10	\$1,160
Task 5: Analysis of Remaining Revenue for Debt Coverage and CIP	-	3	5	8	\$900
Task 6: Preliminary Findings	1	3	4	8	\$980
Task 7: Allocation of Depreciation/Repair & Replacement Funding	-	2	3	5	\$570
Task 8: Rate Design and Scenario Analysis	1	3	7	11	\$1,250
Task 9: Presentations to City and Constituents	2	2	2	6	\$820
Task 10: Provide Written Analysis	1	2	3	6	\$740
Task 11: Final Presentation and Implementation of Rates	2	2	2	6	\$820
Task 12: Rate Implemented	-	-	-	-	\$0
Sub Total	11	29	47	87	\$10,450
Fee Estimate for Storm Water IFFP & IFA					
Task 1: Kick-off Meeting	2	2	2	6	\$820
Task 2: Conduct IFFP Analysis (LYRB to Facilitate with City Departments)	2	6	8	16	\$1,960
Task 3: Conduct IFA Analysis	1	8	12	21	\$2,450
Task 4: Identify a Financing Structure for Future Capital Project Needs	-	2	3	5	\$570
Task 5: Complete the IFFP & IFA Drafts	-	3	5	8	\$900
Task 6: Workshop and Presentation of Preliminary Findings	2	5	6	13	\$1,630
Task 7: Assist with Noticing and Enactment	-	2	2	4	\$480
Task 8: Provide Final Written Impact Fee Analysis, Transcript and Certification	1	1	1	3	\$410
Task 9: Hold Public Hearing	2	2	2	6	\$820
Sub Total	10	31	41	82	\$10,040
Combined Total	21	60	88	169	\$20,490



SECTION 5: REFERENCES

Provided below are a few examples along with references that show the breadth of our work and experience. **We encourage you to call our references as they will attest to the value our analysis provided as these entities created a CFSP and implemented impact fees. These projects were completed on time and within budget.** Often, a project can develop extenuating circumstances which can extend the timeline of the project. Where this is the case, LYRB works with our clients to develop an agreed upon path to project completion.

OGDEN CITY CFSP FOR WATER, SEWER, AND STORM DRAIN

LYRB completed a CFSP for Ogden City which included a full analysis of rates for Water, Sewer, and Storm Drain. This included recently completed master plans for Water and Storm Drain. The CFSP was extremely helpful to the City in communicating key planning goals and objectives and how those translate into financial impact to constituents.

Client Contact

Mark Johnson, Chief Administrative Officer
(801) 629-8707, markjohnson@ci.ogden.ut.us
2549 Washington Blvd.
Ogden City, UT 84401

ST. GEORGE, UT IMPACT FEE STUDIES, 2005-2006, AND PRESENT

LYRB performed impact fee studies for the City of St. George in 2005-2006. Impact Fee analyses included streets, storm water, energy, water, wastewater, leisure services, and public safety. Currently LYRB is working with St. George to update their impact fees and bring St. George's impact fee ordinance and analyses in compliance with recent changes to state law.

Client Contact

Gary Esplin, City Manager
(435) 627-4002, gary.esplin@sqcity.org
Philip Peterson, Finance Director
(435) 627-4000, philip.peterson@sqcity.org
175 E. 200 N.
St. George, UT 84770

SOUTH JORDAN, UT IMPACT FEE STUDIES, 2005-PRESENT

LYRB has performed numerous impact fees studies for the City of South Jordan. Studies include impact fee analyses for parks and recreation, public safety, roadway, storm water, and culinary water. LYRB is currently in the process of updating the South Jordan's parks and recreation impact fees.

Client Contact

Don Tingey, Community Development Director
1600 W. Towne Center Dr.
South Jordan, UT 84095
(801) 254-3742, dtingey@sjc.utah.gov

NORTH SALT LAKE, UT IMPACT FEE STUDY, 2006-PRESENT

LYRB has performed numerous impact fee studies and updates for the City of North Salt Lake. Impact analyses include culinary water, storm water, roads, parks and recreation, and public safety.

Client Contact

Barry Edwards, City Manager
10 East Center Street
North Salt Lake, UT 84054
(801) 936-3877, bedwards@nslcity.org



LYRB is the premier municipal consulting and financial advisory firm in the State of Utah. The professionals at LYRB have completed numerous impact fee studies and established fiscal policies and procedures for a variety of municipal service areas. A list including some of the impact fee studies completed by LYRB can be found below.

- Alpine City Impact Fee Analysis and Ordinance Approval
- American Fork City Roadway Impact Fee Analysis
- American Fork City Parks and Recreation Impact Fees
- American Fork City Water Impact Fee Analysis Update
- Bluffdale City-Wide Impact Fee Analysis (Gateway)
- Brian Head Town Annexation, Stand-By Fees, and Impact Fee Update
- Brian Head Town Water and Wastewater Impact Fee Revisions and Update
- Brigham City-Wide Impact Fee Analysis
- Cedar City City-Wide Impact Fee Analysis
- Cedar Hills Public Safety Impact Fees
- Cedar Hills Parks & Recreation and Trails CFP & Impact Fee
- City of St. George City-Wide Impact Fee Analysis Update
- Coalville City Impact Fees
- Cottonwood Heights Impact Fees
- Eagle Mountain Town Impact Fee Study and Implementation
- Grantsville City Water & Sewer Impact Fee Analysis/Rate Analysis
- Herriman City Impact Fees for water, roads and parks
- Herriman City UFA Fire Fees
- Herriman City Public Safety Impact Fees
- Herriman City Roadway Impact Fee Analysis
- Holladay City Storm Drain, Parks and Public Safety Impact Fee Analysis
- Hyrum City Impact Fees for Culinary Water, Irrigation Water, Roads, Parks, Sewer
- Ivins City Storm Water Impact Fee Analysis
- Ivins City Parks, Recreation & Trails Impact Fee Analysis
- Ivins City Sewer Impact Fees
- Ivins City Impact Fees and CFP for Culinary and Secondary Water
- Jordan Valley Water Conservancy District Retail Water Impact Fee Analysis & Consulting
- Jordan Valley Water Conservancy District Wholesale Impact Fee Study
- Kaysville City City-Wide Impact Fee Analysis
- Layton City Public Safety Capital Facilities Plan and Impact Fee Analysis
- Lehi City Impact Fee Analysis
- Lindon City Update to I-15 Roadway Impact Fee Analysis
- Lindon City I-15 Impact Fee Study
- Lindon City Parks and Recreation CFP and Impact Fee Update
- Marriott-Slaterville Impact Fees for Parks, Roads, CBD Sewer, Public Safety
- Morgan City Impact Fees for Electric, Roads, Sewer and Water
- Morgan County County Impact Fees
- Mountain Green Fire Protection District, Morgan County Fire Impact Fee Analysis
- Mountain Region Water Conservancy District Water Impact Fee Analysis, Stand-By Fee Rate Study & Analysis
- Nibley City Park Impact Fees
- North Davis Fire District Fire Capital Facilities Plan and Impact Fee Analysis
- City of North Salt Lake Public Safety and Roadway Capital Facilities Plan and Impact Fee Analysis
- City of North Salt Lake Culinary Water Impact Fee Updates
- City of North Salt Lake Storm Water and Parks Impact Fee Updates
- Park City Fire District Public Safety Impact Fee Analysis Updates
- Park City Municipal Corporation Water Impact Fee Update: WBWCD & Jordanelle Water
- Pleasant Grove City Storm Water Impact Fee Analysis
- Pleasant Grove City Update and Revision to I-15 Interchange Impact Fees
- Pleasant Grove City City-Wide Impact Fee Update
- Pleasant Grove City Update and Revision to General Impact Fees
- Pleasant Grove City I-15 Roads Impact Fee Analysis
- Price River Water Improvement District Impact Fee Review
- Providence CFP & Impact Fee Analysis
- City of Riverton Impact Fees for Fire, Roads, Storm Drain, Parks
- Roy Water Conservancy Sub-District Impact Fee Review
- Sandy Suburban Improvement District Sewer Impact Fee Analysis
- Snyderville Basin Special Recreation District Park and Trail CFPs and Impact Fees
- South Davis Fire District Fire Capital Facilities Plan and Impact Fee Analysis
- South Davis Metro Fire Agency Fire Capital Facilities Plan and Impact Fee Analysis Update
- City of South Jordan Public Safety Impact Fee Analysis
- City of South Jordan Storm Water Impact Fee Study
- City of South Jordan Culinary Water Impact Fee Analysis
- City of South Jordan Park Impact Fees
- South Valley Sewer District Point of the Mtn. Water Treatment Plant Impact Fee Study
- St. George Revision and Update of Impact Fees
- Stansbury Park Improvement District Impact Fees and User Rate Study
- Stansbury Park Sewer Impact Fee Analysis
- Stockton Town Wastewater Impact Fees and User Rate Analysis
- Summit County Transportation Impact Fee Study
- Syracuse City Public Safety Impact Fee and Capital Facilities Plan
- Tooele City Sewer/Water CFFP & Impact Fee Update
- Wasatch County Impact Fees -- Parks, Roads, Fire and Police
- Washington County Water Conservancy District Impact Fee
- Weber Basin Water District Impact Fees
- Weber Basin West Haven Secondary Water Impact Fee Update
- Weber County Impact Fees for Trails, Stormwater, Sewer and Roads
- Weber Fire District Public Safety Impact Fee Study and Compliance
- West Bountiful City Impact Fee Study and Capital Facilities Planning Effort
- West Bountiful City Roadway Impact Fee Analysis



SECTION 6: LYRB'S QUALIFICATIONS

The following outlines the qualifications and experience of the personnel that would be assigned to this project.



JASON BURNINGHAM, PRINCIPAL

Mr. Burningham will devote approximately 21 hours to this project. He will facilitate the final product presentation to the City. He will bring to the table the depth of his experience in impact fees, financial advisory, and economic consulting to ensure the project is represented accurately and soundly to all interested parties.

Mr. Burningham is an owner and principal of Lewis Young Robertson & Burningham, Inc. (LYRB) and led the initiative and development of creating a full-service financial consulting and advisory practice focusing on local government. Mr. Burningham specializes in the areas of: i) impact fee analysis, conforming to state law requirements, ii) capital facility finance planning studies, iii) user rate/stand-by reservation fee studies, iv) market feasibility and economic impact applications, and v) municipal funding evaluations.

Mr. Burningham is the financial advisor to scores of local municipalities, counties and special districts. Over the past decade, he has successfully coordinated the structuring of nearly \$3.0 billion representing more than 300 municipal transactions including general obligation, revenue, lease revenue, tax increment and special assessment bonds. He has represented many high-profile cities in the state of Utah including: Sandy, St. George, West Jordan, Layton, Bountiful, Centerville, American Fork, Pleasant Grove, Lehi, and North Salt Lake to reference a few. In addition to his financial advisory practice, Mr. Burningham has been instrumental in facilitating, coordinating and structuring a number of significant economic development projects, including: Procter & Gamble (Box Elder County), Hammons Hotel and Convention Center (Pleasant Grove), REAL Salt Lake Soccer Stadium (Sandy City), the new municipal airport in St. George, and the Dixie Center (St. George/Washington County). These projects have involved significant coordination of local economic development tools, participation by state agencies and cooperation with the Governor's Office of Economic Development (GOED).

Mr. Burningham graduated magna cum laude with a Bachelor's degree in Finance with emphasis in international business relations from the University of Utah. Mr. Burningham is licensed as securities' General Principal and Registered Representative by the National Association of Securities Dealers (NASD) and recognized by the Financial Industry Regulatory Authority (FINRA).

CODY DEETER, VICE PRESIDENT

Mr. Deeter will provide technical assistance as needed. He will help facilitate the schedule and project timeline to ensure the completion of all scheduled tasks. He will also review all work products to ensure compliance with the legislative mandate and case law for the purpose of preparing the City for success in an impact fee challenge.

Mr. Deeter specializes in providing the breadth of services offered by LYRB to Utah local governments including: capital facility finance plans; user rate fee/impact fee structuring; debt structuring and marketing; investment advice services; economic development services; SID/SAA administration service; RDA administration services; and general financial/budgetary advice. Mr. Deeter will serve as project coordinator for this study.



FRED PHILPOT, SENIOR ANALYST

Mr. Philpot will devote approximately 60 hours to this project. He will collect and analyze all existing and new information related to the completion of the impact fee studies. He will coordinate efforts directly with Mr. Burningham and will attend all scheduled meetings.

Mr. Philpot has been involved in projects regarding user rates, Impact fee facilities plans, impact fee analyses, feasibility studies, redevelopment and blight studies, and comprehensive general planning. He will be assisting the project team by conducting level of service analysis, cost allocation and scenario analysis.

Mr. Philpot has recently completed impact fees for Wasatch County, Lindon City, and Lehi City. His work on these projects involved capital facility planning for emergency services (police, fire, EMS), water services, and parks and recreation. Mr. Philpot has also recently conducted a water and sewer rate analysis for Coalville City, Storm Drain Rate Analysis for South Jordan City, impact fees for Tooele City and Eagle Mountain City, and is currently completing storm user rates for Tooele City.

Mr. Philpot holds a Bachelor's Degree in Political Science from Utah State University and a Master of Public Administration from Brigham Young University.



JOEL THOMPSON, ANALYST

Mr. Thompson will devote approximately 88 hours to this project. He will assist Mr. Philpot in performing the analysis for the Impact Fees

Mr. Thompson has been involved in projects regarding impact fee analyses, cost-benefit analysis, RDA administration, and economic development market studies. He is currently completing water, waste water, storm water, and pressurized irrigation fee studies for Springville City. Mr. Thompson is a fairly new addition to the LYRB team and brings with him over two years of local government experience working in management, finance, and economic development, as well as experience working in the real estate management and development community. He understands both the local government and real estate community perspectives and helps ensure the products delivered will best meet the needs of the municipal clients we serve.

Mr. Thompson graduated with a Master's degree in Public Administration with an emphasis in Local Government from the Romney Institute of Public Management at the Brigham Young University Marriott School of Business. He also received a Graduate Certificate in Real Estate Development from Portland State University Toulon School of Urban Studies and Planning.

In addition to the individuals mentioned above, Lewis Young has a production team that will be assisting in the analysis and production of the report. The production team is made up of six qualified individuals, many of which hold a Bachelor of Science Degree in Finance or Business Management, or a Masters of Public Administration.