

Impact Fee Study A Proposal

Henry County, Ga

Including:

Library
Parks and Recreation
Fire Protection
Sheriff's Office
Police Protection
Animal Control
Emergency E911
Greenspace
Transportation

February 20, 2020

ROSS Associates

urban planning & plan implementation

In association with

Hatley Plans LLC



Request for Taxpayer Identification Number and Certification

► Go to www.irs.gov/FormW9 for instructions and the latest information.

Give Form to the
requester. Do not
send to the IRS.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.
William F. Ross

2 Business name/disregarded entity name, if different from above
Ross Associates

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

☒ Individual/sole proprietor or single-member LLC

☐ C Corporation

☐ S Corporation

☐ Partnership

☐ Trust/estate

☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ► _____

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) ► _____

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from FATCA reporting code (if any) _____

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.
211 Colonial Homes Dr. STE 2307

6 City, state, and ZIP code
Atlanta, GA 30309

7 List account number(s) here (optional)

Requester's name and address (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

413 - 68 - 9452

or

Employer identification number

____ - ____ - ____ - ____ - ____ - ____

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here Signature of U.S. person ► [Signature] Date ► 1/17/2020

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See *What is backup withholding*, later.

Request for Taxpayer Identification Number and Certification

Give Form to the
requester. Do not
send to the IRS.

► Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type.
See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.

Paige Hatley

2 Business name/disregarded entity name, if different from above

Hatley Plans LLC

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Exempt payee code (if any) _____

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(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.

3175 Madison Ave. NE

6 City, state, and ZIP code

Atlanta, Ga 30319

Requester's name and address (optional)

7 List account number(s) here (optional)

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8 2 - 1 4 4 3 0 4 7

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Sign
Here

Signature of
U.S. person ►

Paige Hatley

Date ► 2-18-20

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- Form 1099-A (acquisition or abandonment of secured property)

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Henry County
Purchasing Department
140 Henry Parkway, McDonough, GA 30253
Phone: 770-288-6027 Fax: 770-288-6047
Website: henrycounty-ga.com/purchasing

REQUEST FOR PROPOSAL

Sealed Envelope shall be marked with the following information:

RFP # 20-35
Consulting Services for an Impact Fee Study
Opening: 3:00 PM, February 20, 2020

SCHEDULE OF EVENTS FOR RFP # 20-35

Pre-Proposal Conference and Site Visit	None
Deadline for requests for clarifications and questions. Any possible exceptions to the bid specifications and/or terms and conditions should be addressed during this phase. These requests will be answered in an addendum and must be emailed to: purchasing@co.henry.ga.us	3:00 PM February 6, 2020
*Deadline for first addendum, if required, posted on the Henry County website: henrycounty-ga.com/purchasing	3:00 PM February 13, 2020
Sealed proposals will be accepted until the opening date and time. Any late submittals received will not be considered. Submittals are to be delivered to Henry County Purchasing Department, 140 Henry Parkway, McDonough, GA 30253.	3:00 PM February 20, 2020
THIS FORM MUST BE SIGNED AND SUBMITTED TO BE CONSIDERED FOR AWARD	
COMPANY NAME: <u>Ross Associates (aka ROSS+associates)</u>	DATE: <u>2/17/2020</u>
MAILING ADDRESS: <u>211 Colonial Homes Drive, STE 2307</u>	PHONE: <u>404-626-7690</u>
CITY: <u>Atlanta</u>	FAX: <u>N/A</u>
STATE: <u>Georgia</u> ZIP: <u>30309</u>	SSN OR FEDERAL TAX ID: <u>413-68-9452</u>
EMAIL: <u>w.ross@planross.com</u>	TITLE OF AUTHORIZED REPRESENTATIVE: <u>President</u>
PRINTED NAME: <u>William F. Ross</u>	AUTHORIZED SIGNATURE: 

**The posting of additional addenda may be required and it is the responsibility of the Proposer to ensure that they review the County's website for any additional addenda, and that they submit acknowledgement of all applicable addenda (on the included form) with their solicitation. Proposers should not expect to be individually notified by Henry County.*



Henry County
Purchasing Department
140 Henry Parkway, McDonough, GA 30253
Phone: 770-288-6027 Fax: 770-288-6047

Website: *henrycounty-ga.com/purchasing*

ADDENDUM #1
Issued February 7, 2020

RFP # 20-35
Consulting Services for an Impact Fee Study
OPENING: 3:00 PM, February 20, 2020

The following items take precedence over referenced portions of the documents for the above-named project and in executing a contract, will become a part thereof. Where any item in the documents is supplemented hereby, the original requirements will remain in effect. All supplemental conditions will be considered as added thereto. Where any original item is amended, voided or superseded hereby, the provisions of such items not so specifically amended, voided or superseded will remain in effect.

Questions and Answers:

1. **Question:** What software does the County currently use for impact fee application
Answer: CentralSquare on an AS400 mainframe.

2. **Question:** The RFP scope of services references updating Parks, Public Safety and Road impact fees. The County's website (<https://www.co.henry.ga.us/Departments/A-C/Building-Plan-Review-Department>) under the "Residential" tab lists the following impact fees. Is it the intent of this RFP to update each of these fees?
 - a. Library
 - b. Parks & Rec
 - c. Fire Protection
 - d. Sheriff's Office
 - e. Police Protection
 - f. Animal Control
 - g. Emergency 911
 - h. Green Space**Answer:** Yes. The intent is to update the fees and add a transportation impact fee.

This Addendum #1 must be signed and attached to proposal to acknowledge receipt of Addendum.
Failure to acknowledge any addenda will result in a non-responsive bid.

Ross Associates

Company's Name

2/17/20

Date

William F. Ross

Authorized Representative's Name

[Signature]

Authorized Representative's Signature

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Executive Summary

ROSS+associates is a sole proprietorship of William F. Ross. Social Security number 413-68-9452.

Contact information:

William F. Ross
211 Colonial Homes Drive, NE, Suite 2307, Atlanta, GA 30309
Telephone 404-626-7690

Brief History

ROSS+associates will be the prime contractual entity and have full responsibility for the performance of all aspects of the contract. In this regard, ROSS+associates will partner with and be assisted by Hatley Plans LLC.

Hatley Plans LLC is a Limited Liability Corporation operating as a sole proprietorship of Paige Hatley. EIN 82-1443047.

William F. Ross and Paige Hatley both and severally certify that we have carefully examined the instructions of this proposal and the terms and specifications applicable to and made a part of this proposal. We further certify that the prices shown on the Proposal Price Submittal Form is in accordance with the conditions, terms and specifications of the proposal and that any exception taken thereto may disqualify the proposal.

William Ross's experience with impact fees extends from his advice and assistance with the crafting of the Georgia Development Impact Fee Act (adopted in 1990) and has continued through his private consultancy to this day. Overall, ROSS+associates has prepared the vast majority of impact fee programs adopted by cities and counties in Georgia, as well as several water and sewer impact fee studies for both city systems and authorities.

In addition, William Ross gained direct experience as a public employee, serving 10 years culminating as Assistant Director for the Fulton County Department of Planning and Administration, and as the Director of the Gwinnett County Department of Development during the years that it was the fastest growing county in the US.

As a consultant, Mr. Ross has led teams and directed studies covering all aspects of planning for cities and counties in Georgia, ranging from Comprehensive Plans to zoning and unified development codes to population and development forecasting to economic development studies

Paige Hatley, while with a previous employer and now as Hatley Plans LLC, has assisted ROSS+associates with all of the impact fee programs the firm has undertaken since 2014, as well as collaborations on several Comprehensive Plans, zoning and unified development codes.

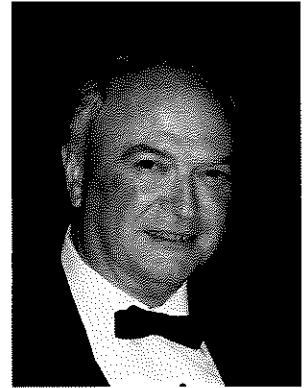
Qualifications

Resumes

ROSS+associates has been engaged in urban and regional planning, impact fees and fiscal impact studies, and development codes and ordinances for well over 45 years. While Hatley Plans was formed in 2018, Paige Hatley, AICP, personally has been involved as a professional planner in a wide variety of planning projects as a public employee or consultant since 1997.

William F. Ross

President, ROSS+associates



William F. (Bill) Ross has over forty-five years of planning experience in government and private consulting and carries unique credentials in the areas of land development regulation, comprehensive planning, socio-economic forecasting, and infrastructure financing. Since the early 1970's, Mr. Ross has been involved in various aspects of planning as an urban planning consultant and as a government official.

Mr. Ross has directed preparation of **impact fee programs** for a wide variety of cities and counties in Georgia. Under Mr. Ross' hands-on participation, about two-thirds of all impact fee programs adopted in Georgia were prepared by ROSS+associates.

On a broader view of **Infrastructure financing**, Mr. Ross has addressed key policy and implementation issues related to long range financial planning in several projects, including the creation of Community Improvement Districts (CIDs) for downtown Atlanta, the Cherokee County Technology Ridge and the Central Perimeter Area; creation of Georgia's second Transportation Management Association; and the land use/regulatory aspects of a Tax Allocation District (TAD) for Bulloch County.

In the area of **land development regulation**, Mr. Ross has prepared zoning ordinances, unified land development codes and sign ordinances in a number of cities and counties. Recent experience has focused on the preparation of unified development codes (UDCs), which combine zoning, signage, subdivision, erosion, flood protection and other requirements relating to the entire land development process into a single ordinance. Clients in Georgia have ranged from very rural areas such as Crisp and Lumpkin Counties, to high growth suburbanizing areas such as Hall County, to mature urban areas such as Columbus/Muscogee County. In all cases, the goal is to make regulations effective, both in being easy for the average citizen or developer to understand and for the public official to interpret and enforce.

As a planning consultant, Mr. Ross has prepared **Comprehensive Plans** and Updates in a number of cities and counties, particularly in Georgia. In Macon-Bibb County, Mr. Ross prepared the demographic and economic development calculations and Land Use Plan Update in coordination with a new Transportation Plan for the region. More recently, the firm headed up a multi-disciplined team to update the Joint Comprehensive Plan for Cherokee County and its cities of Ball Ground, Waleska and Woodstock, including detailed forecasts, an extensive market study and a fiscal analysis of the impact of new growth on the County. Recent Comprehensive Plans or updates prepared under Mr. Ross' direction include the cities of Cartersville, Chamblee, Suwanee and Woodstock, as well as Douglas County, Oconee County and Jackson County, and forecasts for the Gainesville-Hall County Master Transportation Plan.

As a government official, Mr. Ross was with Fulton County, Georgia, for ten years, heading up all planning and zoning activities, and directed the Development Department in Gwinnett County for two years. While at Fulton County, Mr. Ross created the County's first Comprehensive Plan and implemented their neighborhood planning program. Mr. Ross also administered the rezoning and plan review process and extensively amended the County's various land

development regulations. In Gwinnett County, then the fastest growing urban county in America, Mr. Ross reorganized the plan review, permitting and inspections process in a system issuing 10,000 building permits in new construction a year. While there, the County's zoning, subdivision and other development-related ordinances were revamped and combined into a Land Development Code (Georgia's first UDC) with his direct participation and in coordination with a task force of private engineers, developers and builders.

In addition, Mr. Ross has used his extensive experience to make presentations regarding comprehensive planning, land development regulation and infrastructure financing at many **conferences**. Sessions at Georgia Planning Association and Georgia Association of Zoning Administrators conferences since 2000 alone include:

- Zoning 201—What We're Telling Our Clients (with Paige Hatley) - Georgia Bar Association
- Planning and Zoning 201 (with Paige Hatley) - GAZA Summer Conference, 2019
- Overlay Districts (with Paige Hatley) - GAZA Winter Conference, 2019
- Training Appointed Board Members, Variances Session: DCA and GPA 2018
- Impact Fees—Georgia's Most Ignored Law? - GPA 2018
- Appointed Boards: Making Sound Decisions - CPI and GPA 2017
- Signs - Is Your Code Legal? (with Paige Hatley) - GAZA Winter Conference, 2016
- Your Signs are Showing (with Paige Hatley) - GAZA 2015
- Zoning for Economic Development - GAZA 2012
- Setting Fees (How to and Why) - GAZA 2011
- Funding Strategies for Plan Implementation - GPA 2010
- Zoning Administration - GAZA 2010
- Marriage of Comp Plans and Ordinances - GAZA 2009
- Regulating Signs in the Digital Age - GAZA 2009 and GPA 2009
- The Hybrid Code - GPA 2008
- Do the Right Thing ... Ethical Decision-making in the Planning Process - GPA 2008
- The Zoning Clinic - GPA 2008
- Urban Zoning - GAZA 2007
- Form-Based Codes - GAZA 2007
- Development Strategies - GAZA 2006
- Signs - GAZA 2006
- Getting What You Want ... Linking the Comprehensive Plan to Development Regs - GPA 2005
- Show Me the Money ... Strategies for Funding Capital Improvements - GPA 2005
- Annexation: Threading the Needle Five Ways - GPA 2005
- Hardships, Heartaches ... Variances and Other "Relief" - GAZA 2004
- Signs - GAZA 2003
- Subdivision Plat Reviews - GAZA 2002
- Goes Without Saying ... New Rules for Signs in Georgia - GPA 2002
- Design Concept Development Districts - GPA 2002
- Considerations in Choosing Land Use Controls - GPA 2002
- Impact Fees and Development Agreements - GAZA 2001
- Impact Fees ... The Planning Connection - GPA 2001
- Making Conservation Subdivisions Real - GPA 2001
- Linking the Smart Growth Vision to Reality - GAZA 2000

Mr. Ross also has provided training programs for public officials in several cities regarding their roles and decision-making.

Employment History	<p>President, ROSS+associates, 2001–Present</p> <p>President, Georgia Zoning Institute, Inc. 1995–Present</p> <p>Principal, Cooper-Ross sv, Atlanta & Birmingham, 1992–2001</p> <p>President, WFR Associates, Atlanta, Georgia, 1988–2001</p> <p>Vice-President, Post Properties, Inc., Atlanta, Georgia, 1987–88</p> <p>Director of Development, Gwinnett County, Georgia, 1985–87</p> <p>Deputy Director, Planning & Administration, Fulton County, GA, 1975–1985</p> <p>Planning Consultant, Adley Associates, Inc., 1970–75</p>
Education/Honors	<p>Georgia State University, B.S. in Urban Life with Honors (1970):</p> <p>Dean's Key for Scholastic Achievement</p> <p>Blue Key Honor Fraternity</p> <p>University of Georgia, Carl Vinson Institute of Government:</p> <p>Certificate of Public Management (1987).</p>
Professional Affiliations	<p>Founding President, Georgia Planning Memorial Foundation, 2008–2015</p> <p>Vice-President, Georgia Planning Memorial Foundation, 2015 to present</p> <p>President, Georgia Planning Association, 1993–1997</p> <p>Editor, GPA Newsletter, 2005–2012</p> <p>Chairman, GPA Nominations Committee, 1998, 2000 and 2002</p> <p>Chairman, GPA Public Relations Committee, 1991–1993</p> <p>Director (At-Large), GPA Board of Directors, 1989–1991</p> <p>Chairman, GPA Bylaws and Organization Committee, 1990</p> <p>Chairman, Local Programs Committee, APA National Conf. 1989</p> <p>Charter Member, American Planning Association</p> <p>Member, APA Planning Officials' Advisory Committee, 1995–2000</p> <p>Member, APA National Planning Awards Jury, 1998</p> <p>Associate Member, Georgia Association of Zoning Administrators</p> <p>Planning Advisory Committee, Ga. Dept. of Community Affairs, 1993–1997</p> <p>Growth Strategies Reassessment Task Force, Georgia DCA, 1998</p> <p>Developments of Regional Impact Task Force, Georgia DCA, 1999–2000</p> <p>Lecturer:</p> <p>Georgia State University Real Estate and Urban Affairs Program</p> <p>Institute for Continuing Legal Education (ICLE)</p> <p>County Commissioner's Training Program: Planning and Zoning ACCG</p> <p>Elected Officials Training Program: Planning and Zoning (GMA)</p> <p>Community Planning Institute (GPA)</p>
Projects	<p>Projects under Mr. Ross' direction include well over 100 assignments in Georgia under the following categories:</p> <ul style="list-style-type: none"> ▪ Impact Fee Analyses, Programs and Ordinances ▪ Zoning and Unified Land Development Codes, Sign Ordinances ▪ Comprehensive Plans, Land Use Plans, Community Work Programs ▪ Farm Land Conservation and Protection, TDR program ▪ Economic Development Plans, Market Analyses ▪ Socio-Economic Forecasts and Economic Analyses ▪ Community Improvement Districts (CIDs), TADs ▪ Expert Testimony in Lawsuits

Paige Hatley, AICP

President, Hatley Plans LLC



Paige Hatley has over 20 years of experience working with local governments, having served as a land use and transportation planner for the Metropolitan Government of Nashville-Davidson County, Tennessee, an economic development specialist for Duluth, Georgia, and as a planning consultant for cities and counties in Georgia.

In recent years, Ms. Hatley has partnered with ROSS+associates to prepare, update, maintain, and implement state-compliant **impact fee programs** for Georgia cities and counties, including Alpharetta, Canton, Dawson County, McDonough, Milton, Rockdale County, Sandy Springs, Walton County and Glynn County.

Ms Hatley's consulting experience includes dozens of **comprehensive plans** for communities in Georgia and as well as the preparation of **unified development codes (UDCs)**, **zoning ordinances**, and **zoning audits** for both counties and cities. She has worked with the following Georgia communities to assess, update, and/or prepare land use and development regulations (asterisks indicate projects undertaken since the formation of Hatley Plans LLC): Burke County, Catoosa County, Dawson County*, Gordon County, City of Canton, City of Duluth, City of Flowery Branch*, City of Fort Oglethorpe*, City of Jonesboro, and City of Newnan.

As a consultant, Ms. Hatley has often been in the position of administering land use regulations. She has provided **on-call planning assistance** for several cities and counties, including on-site services to augment local planning staff. Typical responsibilities include review of zoning, variance and annexation requests as well as sign permits, processing and review of Developments of Regional Impact, coordination of plan reviews, and project review meetings with developers and applicable local departments.

Ms. Hatley's varied experience as a community planner includes preparing **historic district design guidelines**, **environmental planning**, and **hazard mitigation planning** (including preparation of the *Best Practices Guidebook: Community Disaster Resilience* on behalf of the Georgia Department of Community Affairs and supplemental code provisions to DCA's *Model Land Use Management Code* that address natural hazards mitigation).

As a local government planner in Nashville, Ms. Hatley authored the City's Historic Preservation Plan. To implement the plan, Ms. Hatley integrated historic resources into the development review process, using GIS to flag resources when zoning and subdivision applications were submitted for review. She also contributed to a variety of planning projects, ranging from zoning and subdivision regulation text amendments, to the preparation of corridor studies and other transportation planning documents.

Ms. Hatley continued to focus on historic preservation within the broader context of planning and economic development in her role as **Downtown Manager** for Duluth, Georgia. Ms. Hatley implemented and administered Duluth's Main Street Program and Façade Grant Program. She

also administered the design review process for local commercial and residential historic districts, providing technical expertise and support to two architectural review boards as well as the Downtown Development Authority (DDA).

■ **Education**

Master of Community Planning, Auburn University, 1997

Bachelor of Arts, History, College of William and Mary, 1994

■ **Professional Certifications/Registration(s)**

Certified Planner (AICP) #023658

■ **Memberships**

American Institute of Certified Planners

American Planning Association

Georgia Association of Zoning Administrators

Georgia Planning Association

■ **Presentations**

Planning and Zoning 201. Georgia Association of Zoning Administrators Summer 2019 Conference.

Overlay Districts. Georgia Association of Zoning Administrators Winter 2019 Conference.

Signs - Is Your Code Legal? Georgia Association of Zoning Administrators Winter 2016 Conference.

Mobile Vending in Georgia. Georgia Association of Zoning Administrators Summer 2015 Conference.

Your Signs are Showing. Georgia Planning Association Fall 2015 Conference.

Principles for Integrating Planning for Hazard Mitigation and Land Use Planning. Georgia Department of Community Affairs 2013 Community Planning Institute.

Subdivisions, Platting and Development Regulations. Georgia Association of Zoning Administrators Summer 2012 Conference.

■ **Awards**

2010 Outstanding Planning Document for the Columbus (GA) Historic District Design Guidelines, awarded by the Georgia Chapter of the American Planning Association.

2007 Outstanding Educational Tool for the Calhoun (GA) Historic District Design Guidelines, awarded by the Georgia Chapter of the American Planning Association.

Commitments

ROSS+associates and Hatley Plans are currently engaged in the following projects:

Rockdale County impact fee program amendment (new Methodology Report, new CIE, amendments to the Impact Fee Ordinance, installation of a computerized impact fee assessment and reporting program, procedures and administration manuals). Adoption of the new CIE and full implementation is upcoming.

Walton County impact fee program amendment (new Methodology Report, new CIE, amendments to the Impact Fee Ordinance, installation of an updated computerized impact fee assessment and reporting program, procedures and administration manuals). Adoption of the new CIE and full implementation scheduled for 2020.

Walton County Annual Impact Fee Update report for FY 2019 underway, to be adopted in June 2020.

Glynn County new impact fee program (Methodology Report, CIE, creation of an Impact Fee Ordinance, installation of a computerized impact fee assessment and reporting program, procedures and administration manuals). Adoption of the new CIE and full implementation scheduled for late 2020

City of McDonough amended impact fee program - all elements completed but awaiting ordinance adoption. Also - Annual Update Report transmittal public hearing upcoming. All services expected to be completed in 2020.

Thomas County Annual Impact Fee Update report for FY 2019 underway, to be adopted in June 2020.

Fort Oglethorpe Unified Development Ordinance underway and expected to be adopted in 2020.

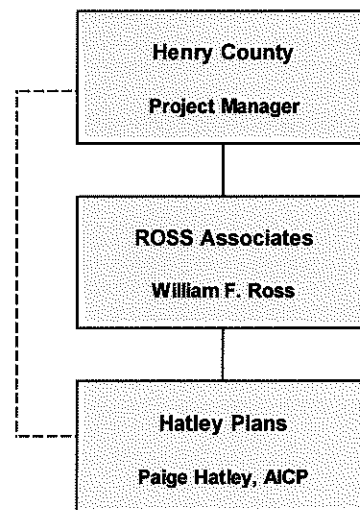
Edgefield County, South Carolina, Land Development Ordinance underway (through subcontracts with Robert & Company) and expected to be adopted in 2020.

Organization

ROSS+associates will lead the provision of all services and will be assisted by Hatley Plans in data gathering and the preparation of the Methodology Report and the CIE. In addition, Hatley Plans will oversee installation of the computerized program and will be assisted by ROSS+associates in preparation of the manuals and staff training. ROSS+associates will draft the update of the Impact Fee Ordinance and coordinate with the County Attorney as needed.

Mr. Ross and Ms. Hatley will attend and make appropriate presentations to the Board of Commissioners at all public hearings.

It is expected that the County's Project Director will have direct access to both William Ross and Paige Hatley for communications and project direction.



Experience

Similar Projects

Over the past 5 years we have continued to provide services to cities and counties similar to or identical to those required by this Request for Proposal. The similarity of each project to Henry County is evident:

creating, amending, updating and implementing impact fee programs across the state, followed by continuing assistance and advice to all clients on a pro bono basis.

- **Impact Fee Overhaul, Alpharetta, Georgia**

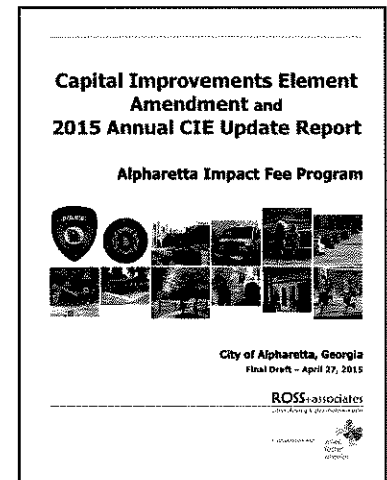
The City of Alpharetta was the first local government to adopt impact fees in Georgia. Since the original adoption in the 1990s, no changes to the program or the original impact fee amounts had been adopted in the ensuing 20+ years. ROSS+associates undertook a complete rewrite of the City's impact fee program, including a totally revised schedule of capital improvements consistent with the City's CIP and Council initiatives, new fee calculations, an amended Capital Improvements Element (including an annual update report), and a consolidated and revised Impact Fee Ordinance. Adding to its distinction as the first impact fee community in the state, the adopted fees set a new precedent in scope and amount among all impact fee jurisdictions.

Unique among impact fee consultants, ROSS+associates maintains a pro bono relationship with all of its clients, past and present, to answer impact fee questions and offer guidance as day-to-day issues arise.

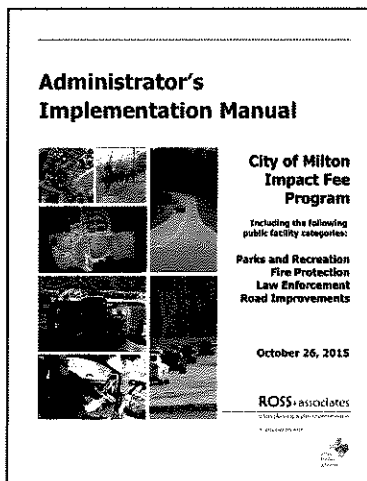
Contract: \$67,800

Status: Adopted and implemented in 2015.

Client contact: Tom Harris, Finance Director. Tel. 678-297-6094



- **Impact Fee Program, Milton, Georgia**



Not long after becoming a newly incorporated city, the City of Milton adopted impact fees for the first time in 2015. Ross+associates provided the full range of services in establishing the impact fee program, including the creation of an Advisory Committee, preparation of a report assessing the potential for adoption of fees in each public facility category under the state law, working closely with all affected departments in identifying potentially eligible projects and establishing cost estimates, completing state review of the City's Capital Improvements Element, preparation of an Impact Fee Ordinance for review by the City Attorney, and enabling implementation through installation of a computerized fee assessment and records-keeping program along with an Implementation Manual for handling all elements of administering the program, from handling appeals to filing annual update reports.

Contract: \$63,100

Status: Adopted and implemented in 2015.

Client contact: Michele McIntosh-Ross, Senior Planner. Tel. 678-242-2538

- **Impact Fee Program Replacement, Sandy Springs, Georgia**

Sandy Springs adopted its first impact fee program in 2008 soon after it had been created as the first new city in Fulton County. As a result of continuing growth and increasing demands for new public facilities, the City had undertaken a complete review and rewrite of its program. To be consistent with the timeframe of ARC's regional projections, population, housing and employment forecasts were

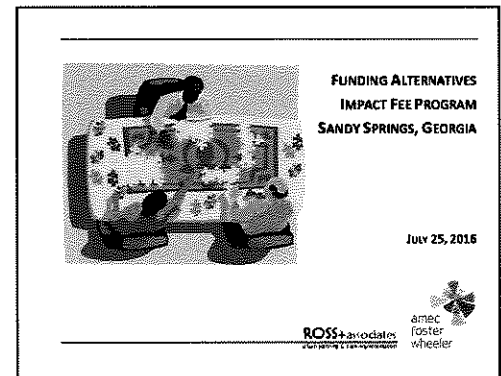
prepared to 2040, and reflected the findings an exhaustive Market Study done by RCLCO for the City's Comprehensive Plan update. The City had adopted many new plans since the initial impact fee program was created, including a Bicycle, Pedestrian and Trails Plan, a Comprehensive Transportation Plan, and a sweeping Parks and Recreation plan. The many new facilities included in these plans, among others, and the extension to the 2040 horizon, resulted in notable increases in the maximum impact fees that could be assessed.

Studies such as an Impact Fee Methodology Report (containing all fee calculations) and a Capital Improvements Element can be very complicated. As a result, we commonly boil the essentials down in Briefing Papers for elected officials, advisory committees and the general public.

Contract: \$77,900

Status: Adopted and implemented in 2016.

Client contact: Jim Tolbert, Assistant City Manager. Tel: 770-206-1418



- **Impact Fee Program, Spalding County, Georgia**

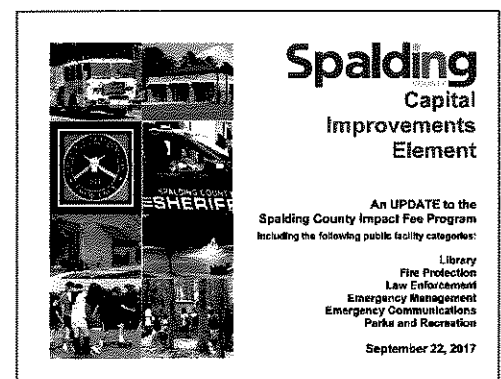
Preparation of an impact fee study, ordinance and implementation program was initially completed for Spalding County in 2005. Public facility categories under consideration included Parks and Recreation, Libraries, Sheriff's Office and Jail, Fire Protection, E911 Communications and Emergency Management.

Most recently, in 2017 we updated the County's CIE in parallel with preparation of the latest update to the Comprehensive Plan.

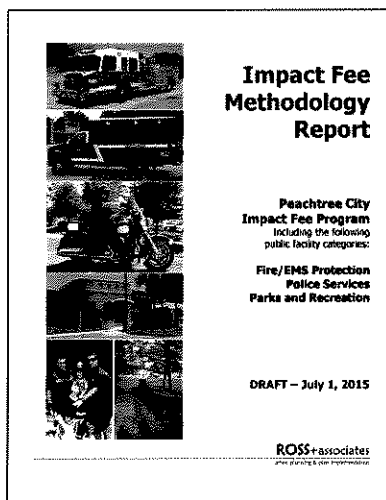
Contract: \$45,000

Status: Adopted and implemented in 2017.

Client contact: William Wilson, County Manager. Tel: 770-467-4233



- **Impact Fee Program, Peachtree City, Georgia**



Peachtree City, Georgia's premier planned community, adopted its impact fee system in 2009 for the specific purpose of extending the high quality-of-life standards of the community to future residents and businesses as well. Emphasis was placed on public safety—police, fire protection and emergency medical services—and on the city's extensive parks and recreation facilities.

As the city's many villages have built out, new areas and development have continued to emerge needing service from the public facilities provided through the impact fee system. In particular, the city has sought to expand its extensive (and famous) trail and cart path system throughout the community in pace with new development, while continuing to emphasize police, fire and EMS services to this affluent community.

As with all of the impact fee programs we create, the Capital Improvements Element (which goes to the State for review and is adopted as an

amendment to the Comprehensive Plan) is backed up by a Methodology Report that includes all of the background data, socioeconomic forecasts, tax base and tax credit projections, and impact fee calculation details and methodology. This document provides elected officials, staff and citizens alike with a full and complete description of exactly how the fees were determined and the facilities upon which they are planned to be spent.

Contract: \$21,200

Status: Adopted and implemented in 2017.

Client contact: David Rast, currently Community Development Dir., Fayetteville. Tel: 770-719-4156

- **Impact Fee Program, City of Fayetteville, Georgia**

ROSS+associates has had a long relationship with the City of Fayetteville, which includes the creation of the City's impact fee program. Development impact fees have been implemented in Fayetteville based on an analysis of potential fees for road improvements, fire services and recreation facilities. Our services included intensive working sessions with an Impact Fee Advisory Committee, working sessions with the City Council, and preparation of an Impact Fee Ordinance meeting all requirements of the Georgia Development Impact Fee Act. Over the years, as Comprehensive Plan Updates have been developed, we have revised and updated the impact fee program many times, reflecting changes in capital project planning.

Since preparing the initial CIE and Impact Fee Program in 1998, the firm has assisted with annual update reports to DCA each year, has prepared several program amendments to keep the program current, and consults with the city's program administrators on a continuing basis (at no cost).

A new CIE was completed in 2017, updating all planned facility improvements and costs, and the schedule of impact fees.

We have also prepared a study that resulted in the simplification of the City's impact fee schedule, reducing the number of land use categories from 68 to 29, while remaining revenue-neutral. In addition, we prepared a Sewer Connection Fee Study that was adopted and the fee structure changed.

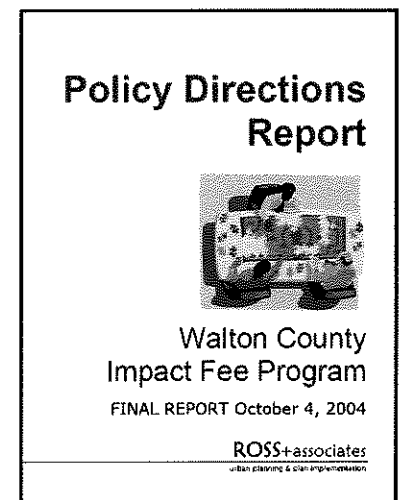
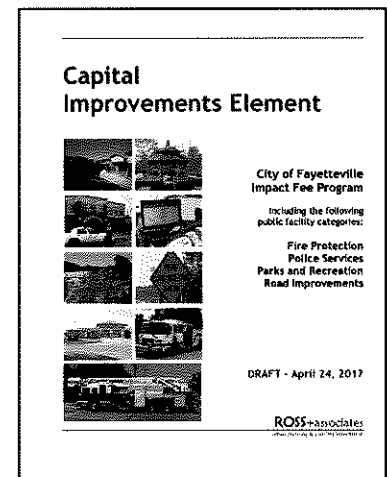
Contract: \$55,900

Status: Adopted and implemented in 2017; updated in 2018.

Client contact: Brian Wismer, now Economic Development Director. Tel: 770-719-4175

- **Impact Fee Program, Walton County, Georgia**

The impact fee program developed and implemented for Walton County covered a wide range of facility categories, including the County Library System, fire protection, the Sheriff's department and jail, emergency communications, emergency medical services, and parks and recreation. As a first step, the County closely examined key policies for adoption that would guide creation of an impact fee program, providing direction to the study effort. Intrinsic to implementation of the fee assessment and recordkeeping procedures was



an assessment comparing utilization of the countywide network, maintained by the County's information services consultant, and installation of a stand-alone computer-based system within the Planning & Development Department.

Contract (current): \$68,100

Status: Adopted and implemented in 2005; an update of the entire program was commenced in 2019.

Client contact: Charna Parker, Assistant Director of Planning & Development. Tel: 770-267-1320

Other impact fee projects undertaken within the past 5 years that have similar descriptions as those above and involving the same or dramatically similar services that will be required to amend, update and expand Henry County's impact fee program:

- **Impact Fee Program Amendment, Thomas County, Georgia**
Contract: \$85,000
Status: Adopted and implemented in 2016.
Client contact: Mike Stephenson, County Manager. Tel: 229-225-4100
- **Impact Fee Program Replacement, Dawson County, Georgia**
Contract: \$48,800
Status: Adopted and implemented in 2018.
Client contact: Billy Thurman, County Commission Chairman. Tel: 706-525-9255
- **New Impact Fee Program, Flemington, Georgia**
Contract: \$35,450
Status: Adopted and implemented in 2018.
Client contact: Mayor Paul Hawkins. Tel: 912-877-3223
- **New Impact Fee Program, Long County, Georgia**
Contract: \$40,550
Status: Adopted and implemented in 2019.
Client contact: Robert Parker, County Commission Chairman. Tel: 912-977-0305
- **Impact Fee Overhaul, City of Canton, Georgia**
Contract: \$50,300
Status: Adopted and implemented in 2019.
Client contact: Ken Patton, Planning Director. Tel: 770-704-1522
- **Impact Fee Overhaul, City of McDonough, Georgia**
Contract: \$45,895
Status: Awaiting adoption and implementation in 2020.
Client contact: Mike Clark, Finance Director. Tel: 678-782-6208

- **Impact Fee Program Amendment, Rockdale County, Georgia**

Contract: \$53,350

Status: Adoption and implementation underway, scheduled for early 2020.

Client contact: Kc Krzic, Community Development Director. Tel: 770-278-7135

- **New Impact Fee Program, Glynn County, Georgia**

Contract: \$76,450

Status: Adoption and implementation underway, scheduled for late 2020.

Client contact: Pamela Thompson, Director of Community Development. Tel: 912-554-7428

Abilities and Expertise

Bill Ross has been deeply involved with impact fee programs and funding from the very beginning, stretching back to preparation of the Georgia Development Impact Act enacted in 1990. Altogether, Bill has prepared the vast majority of impact fee programs adopted in Georgia, assisting 43 cities, counties and water & sewer authorities with a total of more than 127 assignments, ranging from adoption of initial impact fee programs, to DCA mandated annual update reports, to utility rate analyses related to impact fee charges, to amendments to impact fee programs to capture changing times and broadened futures.

In addition, Bill has often been called upon to make presentations at statewide planning conferences and local planning training sessions regarding impact fees and public facility financing.

Since 2014, Bill has partnered with Paige Hatley on almost every impact fee program and assignment that ROSS+associates has undertaken, assuring back-up availability, timely production and workload relief as impact fees continue to gain traction in the state.

Importantly, the only court challenges to impact fee programs in Georgia were filed in the early years against two of our clients—Cherokee County (the first countywide impact fee program in the state) and Newton County. Both cases were decided 100% in favor of our clients, and put to rest developer and home builder opposition to the program. No other consultant can claim that their impact fee programs have been “endorsed” by the Georgia courts and held to be legal under Georgia’s unique impact fee law.

References

City of Alpharetta Impact Fee Program (Amended CIE 2015)

Eric Graves, P.E., Senior Engineer, Development Services ... egraves@alpharetta.ga.us ... 678-297-6220

Tom Harris, Finance Director ... tharris@alpharetta.ga.us ... 678-297-6094

2 Park Plaza
Alpharetta, GA 30009

City of Milton Impact Fee Program (New Program 2015 plus Annual Update Reports)

Michele McIntosh-Ross, Senior Planner ... Michele.McIntosh-Ross@cityofmiltonga.us ... 678-242-2538

Bernadette Harvill, Director of Finance ... Bernadette.Harvill@cityofmiltonga.us ... 678-242-2510

Department of Community Development
13000 Deerfield Parkway
Milton, GA 30004

City of Sandy Springs Impact Fee Program (Amended CIE 2016)

Jim Tolbert, FACIP, Assistant City Manager ... jtolbert@sandyspringsga.gov ... 770-206-1418

7840 Roswell Street
Sandy Springs, GA 30350

City of McDonough Impact Fee Program (Amended CIE 2018 plus Annual Updates)

Mike Clark, Director of Finance ... MClark@mcdonoughga.org ... 678-782-6208

Rodney Heard, Community Development Director ... RHeard@mcdonoughga.org ... 678-782-6241

136 Keys Ferry Street
McDonough, GA 30253

Rockdale County Impact Fee Program (CIE Amendment underway 2019-2020 plus Annual Update Reports)

Kc Krzic, Community Development Director ... KC.Krzic@RockdaleCountyGA.gov ... 770-278-7135

PO Box 289
Conyers, GA 30012

Walton County Impact Fee Program (CIE Amendment underway 2020 plus Annual Update Report)

Charna Parker, Assistant Director of Planning & Development ... cparker@walton.ga.us ... 770-267-1320

303 S Hammond Drive
Monroe, GA 30655

Glynn County Impact Fee Program (CIE Amendment underway 2020)

Pamela Thompson, Director of Community Development ... pkthompson@glynncounty-ga.gov
... 912-554-7428

1725 Reynolds Street, STE 200
Brunswick, GA 31520

Georgia Impact Fee Clients: Programs and Services

Over the years ROSS+associates has provided impact fee services to a wide range of client cities, counties and authorities. We are particularly proud of the many repeat “customers” we serve and, as previously stated, we are the only consultant that has prepared impact fee programs in Georgia that “sticks with” our clients to answer questions or solve issues on a pro bono basis.

Acworth, GA	Impact Fee Program	2001
	Impact Fee Program Amendment	2006
Alpharetta, GA	Impact Fee Program Overhaul	2015
Barnesville, GA	Water & Sewer Impact Fees	2005
Barrow County, GA	Impact Fee Program CIE	2008
Bryan County, GA	Impact Fee Program	2009
Camden County, GA	Impact Fee Program	2008
	First Annual Update	2010
Canton, GA	Review of Existing Impact Fee Program	2008
	Impact Fee Program Amendment	2010
	Impact Fee Program Amendment	2019
Carrollton, GA	Impact Fee Assessment	2006
Cartersville, GA	Impact Fee Program	2007
	Annual Update	2008-2010
Catoosa County, GA	Impact Fee Program	2005
Cherokee County, GA	Impact Fee Program	2000
	First Annual Update	2001
	Annual Updates	2002-04
	Impact Fee Program Amendment	2004
	Impact Fee Program Amendment	2013
Coweta County, GA	Impact Fee Program: Parks & Public Safety	2006
	Impact Fee Program: Roads & Sewer	2007
	First Annual Update	2007
	Impact Fee Program Amendment	2010
Dawson County, GA	Impact Fee Program	2006
	Annual Updates	2007-2009
	Impact Fee Program Amendment	2009
	Impact Fee Program Amendment	2017
Effingham County, GA	Assistance with Legal Issues	2006
	Assistance with Legal Issues	2010
Ellijay-Gilmer Co Water & Sewer Authority	Water & Sewer Impact Fees	2004

Fayetteville, GA	Impact Fee Program	1998
	First Annual Update	1999
	Impact Fee Program Amendment	2000
	Analysis: County Jail Fee	2000
	Annual Updates	2001-07
	Impact Fee Program Amendment	2007
	Annual Updates	2007-17
	Sewer Connection Fee Study	2012
	Impact Fee Program Amendment	2017
	Impact Fee Program Amendment Update	2018
Flemington, GA	Impact Fee Program	2018
Fulton County, GA	Impact Fee Program Amendment	2002
Hall County, GA	Impact Fee Program	2003
	Impact Fee Program Amendment	2004
	Impact Fee Program Update	2005
	Impact Fee Program Update	2009
Hampton, GA	Water & Sewer Impact Fees	1993
	Impact Fee Program Amendment	2001
	Impact Fee Program: Police & Parks	2006
	Impact Fee Program Amendment	2008
	Annual Update	2010
Henry County, GA	Impact Fee Program	1998
	Impact Fee Program Amendment	2000
	Impact Fee Program Amendment	2003
Henry County Water & Sewerage Authority	Water & Sewer Impact Fees	1992
	Impact Fee Program Amendment	1998
	Impact Fee Program Amendment	2002
	Impact Fee Program Amendment	2004
	Connection Fees Update	2008
Jasper County, GA	Impact Fee Program	2007
	First Annual Update	2008
Jefferson, GA	Impact Fee Program	2005
Jones County, GA	Impact Fee Program	2009
	First Annual Update	2010
Kennesaw, GA	Impact Fee Program Amendment	2010
LaGrange, GA	Impact Fee Program Draft	2010
Lee County, GA	Impact Fee Program	2006
	First Annual Update	2007
	Impact Fee Program Amendment	2007
	Annual Updates	2009-2010
Locust Grove, GA	Water & Sewer Impact Fees	1994
	Impact Fee Program: Parks, Public Safety, Roads	2005
Loganville, GA	Water & Sewer Impact Fees	2004
Long County, GA	Impact Fee Program	2019

Lumpkin County, GA	Impact Fee Assessment	2008
Madison, GA	Impact Fee Program	2009
	First Annual Update	2010
McDonough, GA	Water & Sewer Impact Fees	1997
	Impact Fee Program: Parks & Public Safety	2003
	Impact Fee Program: Roads	2006
	Annual Update Report: FY 2016 and 2017	2018
	Annual Update FY 2018	2018
	Annual Update FY 2019	2019
	Impact Fee Program Amendment	Underway
Milton, GA	Impact Fee Program	2015
	First Annual Update	2016
	Second Annual Update	2017
	Third Annual Update	2018
	Fourth Annual Update	2019
Newton County, GA	Impact Fee Program	2003
	Impact Fee Program Amendment	2005
	Annual Update	2006
Peachtree City, GA	Impact Fee Program Amendment	2009
	Impact Fee Program Amendment	2017
Pike County, GA	Impact Fee Program	2006
	First Annual Update	2008
Rockdale County, GA	Impact Fee Program	2005
	Annual Update	2006
	Annual Update Review	2008
	Impact Fee Program Amendment	2010
	Annual Updates	2010-16
	Annual Update FY 2017	2018
	Annual Update FY 2018	2019
Roswell, GA	Impact Fee Program Amendment	2000
	Annual Update	2001
	Annual Update Reviews	2002-2008
Sandy Springs, GA	Impact Fee Program Amendment	2016
Senoia, GA	Impact Fee Program	2003
	First Annual Update	2004
	Impact Fee Program Amendment & Update	2006
Spalding County, GA	Impact Fee Program	2005
	Impact Fee Program Amendment	2007
	Impact Fee Program Amendment	2017
St. Marys, GA	Water & Sewer Impact Fees	2001
Stockbridge, GA	Water & Sewer Impact Fees	1992
	Impact Fee Program Amendment	1998

Thomas County, GA	Impact Fee Program	2007
	Annual CIE Updates	2008-19
	Impact Fee Program Amendments	2014 & 2016
Troup County, GA	Impact Fee Program	2009
	Annual Update	2010
Walton County, GA	Impact Fee Program	2005
	Annual Updates:	2006-08
	Annual Update	2010
	Impact Fee Program Amendment	Underway
Woodstock, GA	Impact Fee Program	2008
Zebulon, GA	Water & Sewer Impact Fees	2006

Other Work Performed for Public Entities

The following table provides a listing of all past and on-going work performed for public entities over the past many years (other than impact fee programs and reports), and includes contact names and telephone numbers for those familiar with the work if they are still with the entity (or otherwise if their current location is known). All of the projects were accomplished under the direction of William F. Ross, along with subcontractors brought in on a case-by-case basis.

<i>Client/Job</i>	<i>Contact</i>	<i>Phone #</i>
Comprehensive Plans, Land Use Plans, Short-Term Work Programs		
Acworth, GA, Livable Centers Initiative	Brian Bulthuis, City Manager	770-974-3112
Atlanta, GA - Stewart Ave. Revitalization Plan	Tom Walsh, Tunnell-Spangler	404-872-4714
Bulloch County, GA, I-16/US 301 Master Re-development Plan	Tom Couch, County Manager	912-764-6245
Camden County, GA, Master Land Use Plan	John Peterson, Planning Director	912-510-4315
Canton, GA, Comprehensive Plan	Ken Patton, Director of Community Development	770-704-1522
Carroll County, GA, Natural and Agricultural Resources Preservation Study	Kevin Jackson, County Commissioner	770-838-1259
Cartersville, GA, Comprehensive Plan	Randy Mannino, Planning Director	770-382-5600
Chamblee, GA	Kathy Brannon, City Clerk	770-986-5010
Cherokee County, Ball Ground and Waleska	Jeff Watkins, Planning Director	678-493-6107
Columbia County Comprehensive Plan 2016	Andrew Strickland, Planning Director	706-312-7268
Douglas County, GA, Comprehensive Plan	Eric Linton, County Manager	770-920-7244

<i>Client/Job</i>	<i>Contact</i>	<i>Phone #</i>
Dunwoody, GA, Capital Improvements Element and Implementation Strategy	Mike Tuller, Former Planning Director	770-712-7782
Etowah Water & Sewer Authority	Brooke Anderson, Executive Director	706-344-9514
Fulton County, GA, Hartsfield Impact Study -- Land Use element	Dr. James Faison, Fulton Co Environment & Community Dev.	404-730-8000
Ga DOT, State Route 316 Land Use Impact	Jay Pease, PBS&J	770-933-0280
Gainesville-Hall County, GA, Joint Comprehensive Plan	Randy Knighton, County Administrator	770-531-6809
Gainesville-Hall County, GA, MTP 2040	Srikanth Yamala, Planning Director	770-531-6809
Hall County Comprehensive Plan 2017	Srikanth Yamala, Planning Director	770-531-6809
Henry County, Stockbridge, Locust Grove & Hampton, GA, Joint Comprehensive Plan	Jim Risher, Former County Administrator	770-957-5340
Lilburn, GA, Livable Centers Initiative	Joddie Gray, UrbanTrans Inc.	404-745-9400
Jackson County, GA, Land Use Plan Update	Dan Schultz, former County Planning	770-986-5010
Lumpkin County Future Land Use Update	Kathy Duck, CAG Chair	800-241-7951
Oconee County, Bishop, Bogart, North High Shoals and Watkinsville, GA, Joint Comprehensive Plan	Wayne Provost, Director of Long-Range and Strategic Planning	706-769-2921
Rome-Floyd County, GA	Tom Sills, former Planning Director	770-854-6026
Roswell, GA Comprehensive Plan	Jerry Weitz, former Planning Director	770-751-1203
Spalding County Comprehensive Plan 2017	William Wilson, County Manager	770-467-4233
Suwanee, GA Comprehensive Plan, Affordable Housing Study, Mixed-Use Development Assessment	Marty Allen, City Manager	770-945-8996
Woodstock, GA, Comprehensive Plan Update	Richard McLeod, Former Planning Director	678-297-6072

Zoning and Unified Land Development Codes

Athens-Clarke County, GA	Al Crace, former Manager	706-367-6335
Banks County, GA	Jenni Gailey, County Clerk	706-677-6200
Barrow County, GA	Keith Lee, County Manager	770-307-3506
Bulloch County, GA - Design Standards and PUD rewrite	Tom Couch, County Manager	912-764-6245
Camden County, GA	John Peterson, Planning Director	912-510-4315
Chamblee, GA - Sign Ordinance	Kathy Brannon, City Clerk	770-986-5010

<i>Client/Job</i>	<i>Contact</i>	<i>Phone #</i>
Columbus, GA	Rick Jones, Director of Planning	706-653-4116
Crisp County, GA	Connie Youngblood, Planning Director	912-276-2672
Dalton-Whitfield County - Review of Unified Zoning Ordinance	Barnett Chitwood, Northwest Georgia Regional Commission	706-272-2300
Douglas County, GA	Eric Linton, County Manager	770-920-7244
Douglasville, GA - Sign Ordinance	Susan Littlefield, Asst. City Attorney	770-920-3000
Douglasville, GA - Zoning & Development Codes	Michelle Wright, Planning Director	770-920-3000
Duluth, GA - Unified Development Code	James Riker, City Manager	770-476-1790
East Point, GA	Chuck Taylor, former Assistant Planning Director	770-467-4254
Gainesville, GA	Kip Padgett, City Manager	770-531-6570
Hawkinsville, GA	Nicky Cabero, City Manager	912-892-3240
Jackson County, GA	B.R. White, former Planning Director	706-769-3916
Lee's Summit, Missouri	Steve Chinn, Stinson, Mag & Fizzell, PC	816-691-3183
Lumpkin County (Land Use Code)	Steve Gooch, Commissioner	706-864-3742
Morgan County, GA	Chuck Jarrell, Director of Planning and Development	770-467-4254
Newnan, GA	Tracy Dunnavant, Planning Director	770-254-2354
Oconee County, GA	Wayne Provost, Strategic Planning Dir	706-769-2921
Powder Springs, GA	Pam Conner, City Manager	770-439-2500
Sheffield, Alabama	Linda Wright, Admin. Assistant	256-383-0250
Walton County, GA	Charna Parker, Asst. Planning Director	770-267-1354

Sign Regulations and Ordinances

Duluth, GA	James Riker, City Manager	770-476-1790
Newnan, GA	Tracy Dunnavant, Planning Director	770-254-2354
Pooler, GA	Robert Byrd, City Manager	912-748-7261
Richmond Hill, GA	Chris Lovell, City Manager	912-756-3345

Expert Testimony, Lawsuits

Newton County Homebuilders v. Newton County (<i>Impact Fees</i>)	Andy Davis, Attorney	706-291-8853
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Client/Job	Contact	Phone #
Bo-Rome v. Rome, GA	Andy Davis, Attorney	706-291-8853
Save Etowah Terrace v. Rome, GA	Andy Davis, Attorney	706-291-8853
Davis Concrete v. Acworth, GA	Frank Jenkins, Attorney	770-387-1373
GMHA v. Spalding County, GA	Frank Jenkins, Attorney	770-387-1373
Columbus Quarry v. Harris County, GA	Frank Jenkins, Attorney	770-387-1373
HBAMA v. Cherokee County, GA (<i>Impact Fees</i>)	Frank Jenkins, Attorney	770-387-1373
Tusk v. McDonough, GA	Frank Jenkins, Attorney	770-387-1373
Vulcan v. Bartow County, GA	Frank Jenkins, Attorney	770-387-1373
Dahlonega, GA - Fieldale Rezoning	J. Douglas Parks, City Attorney	706-864-4184
Dahlonega, GA - Jim Parks Rezoning and Variances	J. Douglas Parks, City Attorney	706-864-4184
Graham v. Roswell, GA	Mike Sullivan, City Attorney	404-658-9070
Lifestyle Communities v. Roswell	Regina Reid, Attorney	770-932-3552
Pinnacle Properties v. Roswell	Regina Reid, Attorney	770-932-3552
McLaughlin v. Cherokee County, GA	Robert Wright, Attorney	404-614-7514
Nix v. Gainesville, GA	Robert Wright, Attorney	404-614-7514
Southlake Property v. Morrow	Laurel Henderson, Attorney	770-478-5555
Williams, et al. v City of Pooler, GA (<i>Impact Fees</i>)	Patrick O'Connor, Attorney	912-236-3311

Training City and County Officials

Carl Vinson Institute of Government (UGA)	Crissy Marlowe	706-542-2736
Columbus Consolidated Government	Rick Jones	706-225-3936
City of Dunwoody	Eric Linton	678-382-6700
Georgia Ass'n of Zoning Administrators	Pauletta Rogers	706-542-9501
Georgia Planning Association	Richard Osborne	770-608-4758
Three Rivers Regional Commission	Lanier Boatwright, Executive Director	678-692-0510
Northwest Georgia Regional Commission	David Howerin, Planning Director	706-295-6485
Middle Georgia Regional Commission	Ralph Nix, Executive Director	478-751-6160
North Georgia RDC (now NW RC)	Barnett Chitwood, Planning Director	706-272-2300

Understanding and Approach of the Project

Scope of Services

Our services will include advice and assistance to the County in general on impact fee matters, the preparation of an Impact Fee Methodology Report (including all impact fee calculations), a completely amended Capital Improvements Element, the preparation of a revised fee schedule, and an update of the Impact Fee Ordinance as to new state law requirements. We will install our computer-based impact fee assessment and reporting program or, at the County's option, work with the IT folks to integrate all of its operations into the county system. This will also involve preparation of an Operations Manual for the Building permitting staff and an Administrator's Manual for dealing with such procedures as appeals, individual assessments, refunds, developer agreements, etc.

The results of our proposed services will be the completion of an updated impact fee program and fee schedule for the County meeting all legal and administrative requirements. In addition, the amended CIE will conform to DCA requirements for inclusion in the County's Comprehensive Plan.

When all is said and done, we will then stand ready to answer questions or provide advice on a pro bono basis.

Our assistance will include the following items:

Task 1: Impact Fee Study Initiation

- a. Review of and revisions to unfinished public facilities projects carried over from the current impact fee program, if any, with specific attention to possible changes to such projects (including any applicable updates to the projects' estimated costs) in any or all of the County's following public facility categories:
 - Library,
 - Parks and Recreation,
 - Fire Protection,
 - Sheriff's Office,
 - Police Protection,
 - Animal Control,
 - Emergency 911,
 - Green Space, and
 - Transportation.
- b. Gather data on planned or future projects, their cost estimates and start dates for impact fee eligible projects, determined in conjunction with County departmental estimates.

Budgeted capital projects, adopted Capital Improvement Plan project listings and departmental service plans/projections will be key inputs for the impact fee eligible project listing. All current cost estimates will be converted to Net Present Value (NPV) using average annual inflation rates (the CPI

and Engineering News Record's BCI and CCI for building and other construction projects), discounted by the County's current investment interest rate.

Deliverables:

- Policy directions meeting with all affected departments regarding planned projects.

Task 2: Impact Fee Methodology Report

The preparation of a completely new Impact Fee Methodology Report addressing the County's impact fee eligible public facility categories listed above, including new impact fee calculations, which will reflect the following:

Forecasts

- a. Population, dwelling unit and employment forecasts to 2040.

Depending on the type and quality of data available, this step may include preparation of trend analyses against historic annual population data for various time frames, prepared as 1st, 2nd and 3rd order regressions; a comparative analysis with ARC and State projections; and/or a "percentage-share" calculation based on Woods & Poole forecasts. Household and dwelling unit estimates may be based on historic Census data, and employment forecasts will focus on growth in development that would be impact fee eligible. Forecasts in County plans or studies will be consulted, as well as the Comprehensive Plan 2040 Update. The results will be presented in a Technical Appendix containing all pertinent calculations.

- b. Tax digest or SPLOST revenue forecasts.

These will be needed to calculate credits for new development taxes attributable to impact fee projects, and will reflect average new house sales prices and per-employee nonresidential property values or new growth's share of future SPLOST collections, as applicable. The calculation of a credit against impact fees is needed to avoid potential situations of double taxation.

- c. Inflation factors.

Inflation factors to be used in Net Present Value calculations of future expenditures will be established, including the Engineering News Record's Atlanta area Building Construction Index for new buildings, ENR's Construction Index for other construction projects such as recreation facilities, and the CPI for non-construction items such as vehicles and library collection materials.

Level of Service (LOS) Standards.

- a. Current level of service.

Current LOS will be calculated individually for each public facility category based on the floor area of existing facilities, the existing number of eligible vehicles, eligible equipment and inventory serving the county at the present time.

- b. Future level of service.

For all public facility categories, we will take into consideration planned improvements already approved or proposed, and extension of the current LOS to serve the future day-night population or dwelling units, as applicable. In some cases (such as fire services) we may focus on preparing a plan for 2040 and "backing that down" to current service levels.

c. **Determination of the LOS standards to use.**

Following close scrutiny by each County department, the current, future or other LOS standards recommended will be a function of County policies and the most advantageous impact fee calculations themselves.

Funding Mechanisms

Funding from the General Fund and from other sources (such as SPLOST, bonds or short-term financing vehicles) will be considered to the extent that credits will have to be given to new growth to avoid double taxation issues.

Maximum Impact Fees

The maximum potential impact fee for each land use category is calculated to set the ceiling on fees that can be charged under the state law. The actual fees to be charged will be decided by the County Commission as part of the Impact Fee Ordinance review/revision process.

Deliverables:

- Methodology Report containing all forecasts, credit data and NPV components, impact fee calculations for each public facility category, a maximum fee schedule by land use category for each public facility category, a summary regarding the financial implications of the impact fee program, and comparisons between the current fees allowed and the maximum new fee calculations. Pertinent Technical Appendices will be attached.
- Briefing Paper summarizing the Methodology Report for public and County Commission presentation.
- Attendance at one County Commission work session to review the proposed Methodology Report, which then will be finalized reflecting County Commission comments.

Task 3: Capital Improvements Element

- a. A new (amended) Capital Improvements Element (CIE) based on the finalized Methodology Report will be prepared. The CIE document will be drawn from those portions of the Methodology Report (with supplemental text added) that are required to be included by the Georgia Department of Community Affairs.
- b. Impact fee projects will be summarized in the CIE, and included in a Community Work Program format that can be incorporated into the full CWP in the Comprehensive Plan.

Deliverables:

- Fully amended Capital Improvements Element containing all data required by the Georgia Department of Community Affairs. Pertinent Technical Appendices will be included.
- Briefing Paper summarizing the Capital Improvements Element for public and County Commission presentation.
- Attendance at the transmittal public hearing before the County Commission regarding transmittal of the amended CIE to the Atlanta Regional Commission and DCA.
- Review of comments from DCA on the new CIE (if any) and appropriate responses.

Task 4: Adoption of the Impact Fee Program

Adoption will involve the following:

a. Ordinance Review.

Preparation of a review of the County's Impact Fee Ordinance and recommendations to assure conformance to the latest Georgia Development Impact Fee Law amendments and issues raised by County staff.

b. Commission Briefing.

Preparation of briefing materials as needed for discussions with the County Commission members regarding appropriate levels of impact fees to be charged.

c. Fee Schedule for Adoption. Preparation of a new impact fee schedule as an amendment to the County's Impact Fee Ordinance.

Deliverables:

- Attendance at one County Commission workshop or individual briefings to discuss the draft Impact Fee Ordinance and fee schedule.
- Attendance at the second reading of the County Commission to adopt the Impact Fee Ordinance revisions, the new impact fee schedule, and the amended CIE.
- Delivery of the final adopted version of the CIE, to be forwarded to ARC by County staff.

Task 5: Impact Fee Implementation

Administrator's Procedures Manual.

Preparation of a Procedures Manual documenting all current staff administrative procedures for such items as: assessing and collecting impact fees, maintaining financial records, handling appeals, preparing individual assessments, making refunds, and preparing Annual Update reports required by the state.

Impact Fee Computer Program.

We will meet with County staff for training and for implementing a system for administering the impact fees that complies with the Georgia Development Impact Fee Act. Our services will include installation of a computerized fee assessment and collection program based on the latest version of Microsoft Access and tailored to Henry County, and assistance to accounting staff in setting up the procedures necessary to maintain internal accounts and prepare an annual financial report to DCA. We will also consult with the County's IT Department to assure compatibility between the two systems, or requirements to integrate all of the impact fee program capabilities into the main frame program.

A written Operations Manual for building permitting staff will provide step-by-step instructions for using the computer-based collections, accounting and reporting functions.

Deliverables:

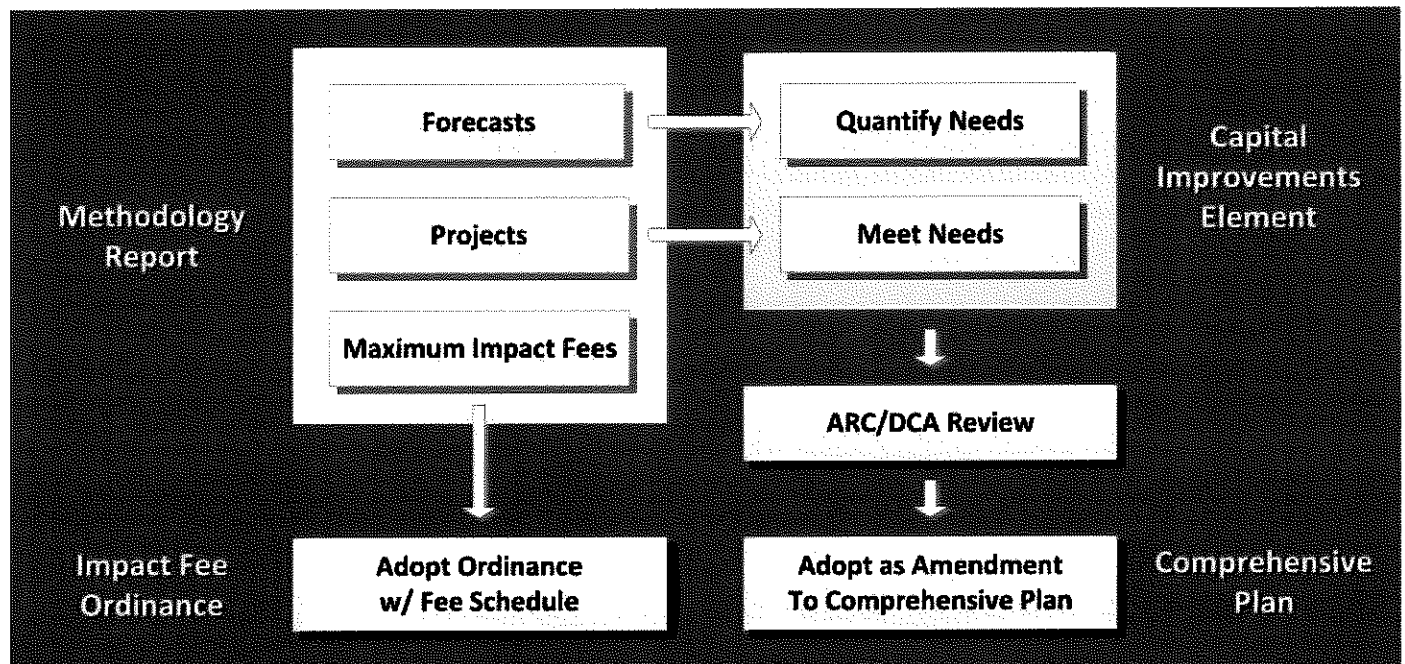
- Administrator's Procedures Manual covering all administrative processes (appeals, individual assessments, maintenance of records, refund procedures, annual reporting, etc.)
- Software installation of impact fee assessment and collection program, and consultation with County IT staff regarding integration with the County's computer system and software.

- Operations Manual detailing all operations of the computerized assessment program.
- Training sessions for County staff.

Task 6: Continuing Services

Following adoption and implementation of the updated Impact Fee Program, ROSS+associates will stand ready to answer questions, provide explanations and otherwise provide continuing advice to the County as questions or issues arise for a period of one year at no cost to the County. This assistance will be advisory in nature and delivered by telephone or email as appropriate to the inquiry. As with all past clients, we stand ready to continue to respond to questions in the future without regard to time frames or limitations.

Graphically, the following illustrates the flow of work and interrelated products that encapsulate the development and adoption of the impact fee program:

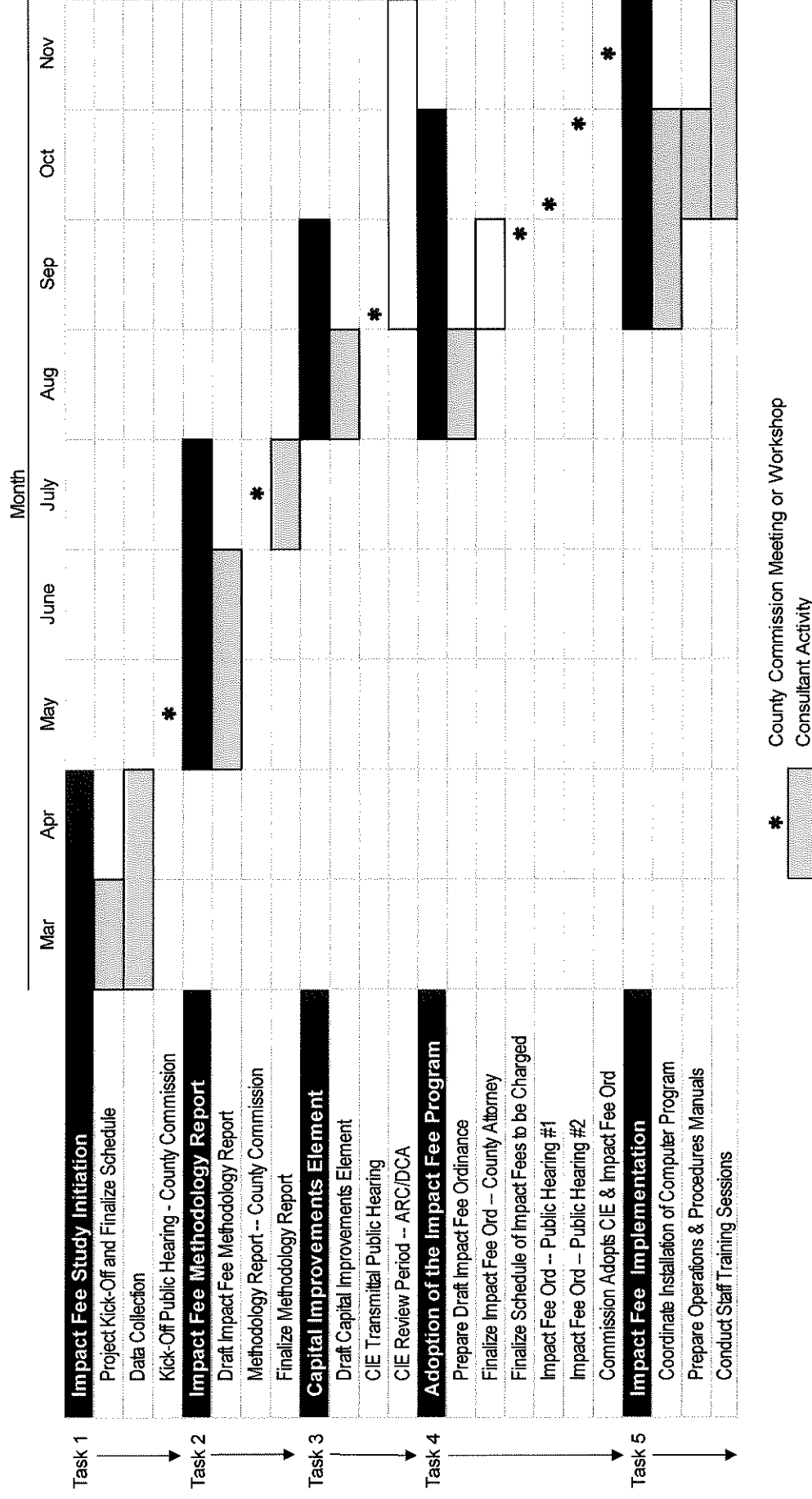


Schedule

The following schedule assumes starting the project in March and includes at least 7 meetings with the County Commission. We plan to be able to adopt the CIE and the Ordinance at the same meeting, after which the impact fee program can start as early as the next day.

Schedule of Key Events

Henry County Impact Fee Program



Documents and Forms Required by the County

All forms required by the Request for Proposal are attached for both ROSS+associates and, for those appropriate, Hatley Plans LLC.

In addition, the W-9s, Solicitation Form, Addendum #1 and the Submittal Checklist are located where required.

The Cost Proposal is submitted in a separate sealed envelope.

BID AUTHORIZATION AFFIDAVIT

STATE OF GEORGIA
COUNTY OF HENRY

BEFORE ME, the undersigned authority a Notary Public in and for the State of GEORGIA, on this day personally appeared William F. Ross who, after having first been duly sworn, upon oath did depose and say; that the forgoing bid submitted by Ross+associates hereafter called "Bidder" is duly authorized agent of said company and that the person signing said bid has been duly authorized to execute the same. Bidder affirms that they are duly authorized to execute this Agreement, that this company, corporation, firm, partnership or individual has not prepared this bid in collusion with any other Bidder, and that the contents of this bid as to prices, terms or conditions of said bid have not been communicated by the undersigned nor by any employee or agent to any other person engaged in this type of business prior to the official opening of this bid.

The undersigned certifies that the bid prices contained in this bid have been carefully checked and are submitted as correct and final and if bid is accepted, agrees to furnish the articles and/or services listed and offered in this document at the prices and terms stated, subject to the conditions and specifications of this Request for Bid.

Bidder Information:

Ross+associates
(Company)

[Signature]
(Signature)

211 COLONIAL HOMES DR.
(Address)

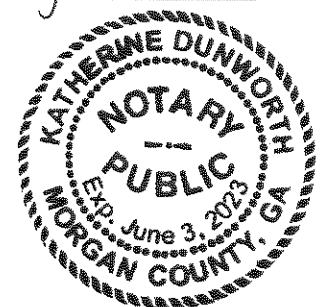
William F. Ross
(Printed Name)

ATLANTA, GA 30309
(City, State, Zip)

President
(Title)

SWORN TO AND SUBSCRIBED BEFORE ME THIS 17 day of February 2020

[Signature]
Notary Public in and for the State of Georgia



(Seal)

(FAILURE TO SIGN THIS SECTION SHALL DISQUALIFY YOUR RESPONSE)

BID AUTHORIZATION AFFIDAVIT

STATE OF GEORGIA
COUNTY OF HENRY

BEFORE ME, the undersigned authority a Notary Public in and for the State of Georgia, on this day personally appeared Paige Hatley who, after having first been duly sworn, upon oath did depose and say, that the forgoing bid submitted by Hatley Plans LLC hereafter called "Bidder" is duly authorized agent of said company and that the person signing said bid has been duly authorized to execute the same. Bidder affirms that they are duly authorized to execute this Agreement, that this company, corporation, firm, partnership or individual has not prepared this bid in collusion with any other Bidder, and that the contents of this bid as to prices, terms or conditions of said bid have not been communicated by the undersigned nor by any employee or agent to any other person engaged in this type of business prior to the official opening of this bid.

The undersigned certifies that the bid prices contained in this bid have been carefully checked and are submitted as correct and final and if bid is accepted, agrees to furnish the articles and/or services listed and offered in this document at the prices and terms stated, subject to the conditions and specifications of this Request for Bid.

Bidder Information:

Hatley Plans LLC
(Company)

3175 Madison Ave. NE
(Address)

Brookhaven, GA 30319
(City, State, Zip)

Paige Hatley
(Signature)

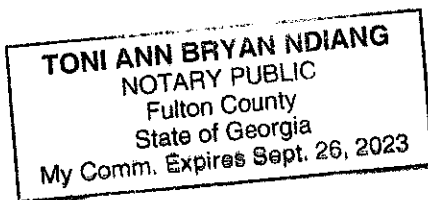
Paige Hatley
(Printed Name)

President
(Title)

SWORN TO AND SUBSCRIBED BEFORE ME THIS 18 day of February 2020

Toni Ann Bryan-Ndang

Notary Public in and for the State of Georgia



(Seal)

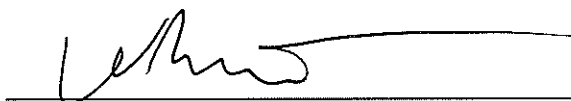
(FAILURE TO SIGN THIS SECTION SHALL DISQUALIFY YOUR RESPONSE)

NON-CONFLICT OF INTEREST

By submitting an offer in response to this solicitation, the Firm represents that in the preparation and submission of this proposal, said Firm did not either directly or indirectly, enter into any combination or arrangement with any person, Proposer, Corporation or enter into any agreement, participate in any collusion, or otherwise take any action in the restraint of free, competitive bidding in violation of the Sherman Act (15 U.S.C. Section I or Section 59.1-9.1 through 59.1-9.17 or Sections 59.1 – 68.6 through 59.68.8). Collusion and fraud in proposal preparation shall be reported to the State of Georgia Attorney General and the United States Justice Department.

William F. Ross (Officer of Firm) certifies that to the best of our knowledge, no circumstances exist which shall cause a conflict of interest in performing services for Henry County, and that no company or person other than bona fide employees working solely for our firm has been employed or retained to solicit or secure an agreement resulting from this request for proposal.

Signature:



Print Name:

William F. Ross

Title:

President

Firm Address:

211 Colonial Homes Drive, Atlanta, Ga 30309

NON-CONFLICT OF INTEREST

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Paige Hatley (Officer of Firm) certifies that to the best of our knowledge, no circumstances exist which shall cause a conflict of interest in performing services for Henry County, and that no company or person other than bona fide employees working solely for our firm has been employed or retained to solicit or secure an agreement resulting from this request for proposal.

Signature:

Paige Hatley

Print Name:

Paige Hatley

Title:

President

Firm Address:

3175 Madison Ave. Brookhaven GA 30319

**GEORGIA SECURITY AND IMMIGRATION COMPLIANCE ACT
AFFIDAVIT AND AGREEMENT**

By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services on behalf of the Henry County Board of Commissioners has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned contractor will continue to use the federal work authorization program throughout the contract period and the undersigned contractor will contract for the physical performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the contractor with the information required by O.C.G.A. § 13-10-91(b). Contractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

268899

Federal Work Authorization/ E-Verify User Identification Number

10/29/2008

Date of Authorization

Ross Associates

Name of Contractor

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on FEB. 17, 2020 in MARIETTA (city), GA (state).

[Signature]
Signature of Authorized Officer or Agent

William F. Ross, President

Printed Name and Title of Authorized Officer or Agent

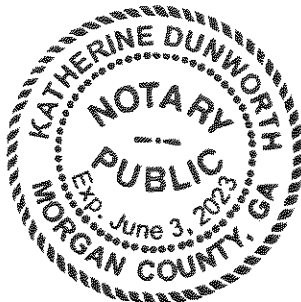
SUBSCRIBED AND SWORN BEFORE ME

ON THIS THE 17 DAY OF February, 2020.

[Signature]
NOTARY PUBLIC

My Commission Expires:

June 3, 2023



**GEORGIA SECURITY AND IMMIGRATION COMPLIANCE ACT
AFFIDAVIT AND AGREEMENT**

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1469056
Federal Work Authorization/ E-Verify User Identification Number

11/12/2019
Date of Authorization

Hatley Plans LLC
Name of Contractor

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on 02, 18, 2020 in ATL (city), GA (state).

Paige Hatley
Signature of Authorized Officer or Agent

Paige Hatley
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME
ON THIS THE 18 DAY OF February, 2020.

Toni-Ann Bryan Ndiang
NOTARY PUBLIC

My Commission Expires:

09/26/2023

TONI ANN BRYAN NDIANG
NOTARY PUBLIC
Fulton County
State of Georgia
My Comm. Expires Sept. 26, 2023

SUPPLIER INCLUSION PROGRAM

Small, local, veteran-owned, Disadvantaged Business Enterprise (DBE), and female-owned business enterprises are encouraged to participate in the solicitation process. In order to give recognition to these type of business classification, please check all which apply:

☒ **Small Business**

Small businesses are defined by size standards and can be found in Title 13 of the Code of Federal Regulations (CFR), Part 121, and are broken down by the different categories of business enterprises.

☐ **Local Vendor**

Local vendors, as defined in the Henry First Initiative, must operate and maintain a regular place of business within the geographical boundaries of Henry County, must have a current occupational tax certificate, must have paid all real and personal taxes owed the County and must certify its compliance with the Georgia Security and Immigration Act.

☐ **Veteran-Owned Business**

A veteran-owned business is a business in which a veteran owns a minimum of 51% of the business and also holds the highest position at the company and is active in the daily management and strategic direction of the company. Title 38 of the Code of Federal Regulations defines a veteran as "a person who served in the active military, naval, or air service and who was discharged or released under conditions other than dishonorable." This definition explains that any individual that completed a service for any branch of armed forces classifies as a veteran as long as they were not dishonorably discharged.

☐ **DBE Business**

DBE businesses, as defined by the Georgia Department of Administrative Services, shall be certified by the Georgia Department of Transportation and shall consist of five (5) minority groups:

- ☐ Asian American
- ☐ Native American
- ☐ African American
- ☐ Hispanic/Latino
- ☐ Pacific Islander.

☐ **Female Owned Business**

A female-owned business is a business in which a female owns a minimum of 51% of the business and also holds the highest position at the company and is active in the daily management and strategic direction of the company.

☐ **None of the Above Applies**

Ross Associates

Company's Name

2/17/2020

Date

William F. Ross

Authorized Representative's Name (Print or Type)

[Signature]

Authorized Representative's Signature

SUPPLIER INCLUSION PROGRAM

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A veteran-owned business is a business in which a veteran owns a minimum of 51% of the business and also holds the highest position at the company and is active in the daily management and strategic direction of the company. Title 38 of the Code of Federal Regulations defines a veteran as "a person who served in the active military, naval, or air service and who was discharged or released under conditions other than dishonorable." This definition explains that any individual that completed a service for any branch of armed forces classifies as a veteran as long as they were not dishonorably discharged.

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- ☐ Native American
- ☐ African American
- ☐ Hispanic/Latino
- ☐ Pacific Islander.

☒ **Female Owned Business**

A female-owned business is a business in which a female owns a minimum of 51% of the business and also holds the highest position at the company and is active in the daily management and strategic direction of the company.

☐ **None of the Above Applies**

Hatley Plans LLC

Company's Name

Paige Hatley

Authorized Representative's Name (Print or Type)

2-18-20

Date

Paige Hatley

Authorized Representative's Signature

RFP # 20-35
Consulting Services for an Impact Fee Study
Opening: 3:00 PM, February 20, 2020

CHECKLIST FOR RFP DOCUMENTS

Failure to include all required documents will result in proposal being removed for consideration for award.

DOCUMENTATION DESCRIPTION

Please check

Any Required Documents cited in RFP Specifications
W-9

☒
☒

Forms:

Solicitation Form (Page 1 of this Document)

☒

Addendum Cover Sheet(s) (If applicable.)

☒

Bid Authorization Affidavit

☒

Non-Conflict of Interest

☒

Georgia Security & Immigration Compliance Act Affidavit & Agreement

☒

Supplier Inclusion Program

☒

Cost Proposal (*Submit in a separate sealed envelope marked as "Cost Proposal."*)

☒

RFP Documents Submittal Checklist/Addenda Acknowledgement (this page)

☒

ADDENDA ACKNOWLEDGEMENT

Failure to acknowledge any addenda will result in a non-responsive bid.

The vendor has examined and carefully studied the Request for Proposals and the following Addenda, receipt of all of which is hereby acknowledged:

Addendum No.	<u>1</u>	<u>2/7/2020</u>
		Dated
Addendum No.	<u> </u>	<u> </u>
		Dated
Addendum No.	<u> </u>	<u> </u>
		Dated
Addendum No.	<u> </u>	<u> </u>
		Dated

This affirms that all documents are included with the proposer's RFP package.

Ross Associates

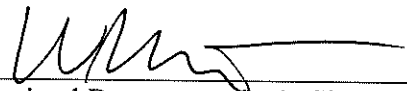
Company's Name

2/17/2020

Date

William F. Ross

Authorized Representative's Name
(Print or Type)



Authorized Representative's Signature