



Impact and Mobility Fee Update

RFP 21-989
August 4, 2021



**Tindale
X Oliver**

GREAT INSIGHTS. GREATER OUTCOMES.



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An aerial photograph of a campus with several buildings and parking lots. A red circle highlights a specific building in the center. The image is overlaid with large, semi-transparent colored shapes: a blue shape on the left, a light blue shape in the middle, and a red shape on the right.

3.1

Letter of Interest

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Letter of Interest

August 4, 2021

Mr. Theodore White
Alachua County Procurement Department
12 SE 1st Street, 3rd Floor
Gainesville, Florida 32601

Dear Mr. White:

Tindale-Oliver & Associates, Inc., dba Tindale Oliver, is pleased to submit this proposal as an expression of interest in the Alachua County Impact and Mobility Fee Update project. Our team of professionals has extensive experience and knowledge in preparing impact fee studies for all program areas specified in your RFP, as well as several other public infrastructure areas.

Located in north central Florida, Alachua County has a population of approximately 270,000 within an area of 969 square miles. The County has been experiencing continuing growth, and population is projected to increase by 45,000 persons by 2045. To address infrastructure costs associated with new growth, Alachua County adopted fire protection, parks and transportation impact fees, which were last updated in 2004 and 2007. In 2011, the County implemented a multi-modal transportation mitigation fee to be used for developments that are subject to transportation concurrency review.

At this time, the County is interested in updating its impact and mitigation fee studies and develop a single mobility funding source for unincorporated county and requested proposals for a technical study. Tindale Oliver has prepared multiple impact fee studies in all of these areas and has an in-depth understanding of the methodology and data that should be used.

In terms of philosophy and general approach, Tindale Oliver differentiates itself in the following three categories, and we have prepared this proposal based on these differentiators:

- > Institutional Knowledge
- > Insight
- > Outcomes

Institutional Knowledge and Insight

Throughout our history, Tindale Oliver has earned a national reputation as a leader in impact/mobility fee studies and, more importantly, in their acceptance and implementation. We are a national firm that has successfully completed more than 350 impact fee studies throughout Florida and the United States. We are currently working with multiple communities on their impact fee programs throughout Florida, and we continuously and closely follow recent and potential legislative changes. As such, we have a strong understanding of conditions and legal requirements relevant to each jurisdiction.

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SUBCONSULTANT

White & Smith, LLC
Charleston, SC
Optional Legal Services



It is important to note that no impact fee study conducted by Tindale Oliver has ever been successfully challenged in any court system. Tindale Oliver is unique in that most of our principals and senior professional staff are experienced in impact fees. **The founders and subsequent leaders of the firm come from public sector backgrounds and have operated multiple departments, with experience that translates into a practical understanding of issues that government officials face in planning, designing, financing and implementing capital projects.** In addition, the Tindale Oliver Team includes engineers, economists, planners, and GIS specialists. This substantial experience ensures the dedication of resources that will result in a project that is completed on time and supported by reliable and accurate information.

Included in our proposal is a map presenting numerous Florida jurisdictions served by Tindale Oliver for impact/mobility fee studies, as well as several references. We encourage you to contact our clients. Tindale Oliver not only has significant Florida experience, but we have been **involved in impact fees since our inception and have addressed issues related to impact fees, growth management, and economic development goals through various economic and demographic cycles.** Studies developed by Tindale Oliver not only calculate impact fee rates, but also document cost of growth that can be used during pre-negotiations with large developments, even during sporadic growth cycles. The institutional knowledge gained from our experience cannot be matched by any other firm in the industry.

Insight and Outcomes

Our proposal describes an exceptional insight that has produced especially effective outcomes for our clients over the past 32 years. Our approach and the related project descriptions included herein provide examples of insight offered and effective outcomes achieved through Tindale Oliver's work for several of our clients to help them reach their growth management and economic development goals. With our dedicated Public Finance Group, we are able to meet most desired time frames while still providing high-quality products.

The County has requested professional services related to the update of its impact fee program. Our approach and the related projects included in this proposal indicate our unique insight in performing these services and the effective outcomes that have provided significant results for our clients. In addition, given recent restrictions due to COVID-19, Tindale Oliver started offering multiple virtual meeting options to its clients to ensure that the projects remain on schedule. We have had much success conducting different types of meetings using various platforms, including staff meetings/presentations, public open houses, various Advisory/Stakeholder Committee presentations, and Board presentations/adoption hearings.

In conclusion, we would like to emphasize the personal commitment of our team to perform a study of the highest quality within the County's desired time frame. The study will **address your objectives and focus on impact/mobility fee strategies that result in accurate and equitable impact fee programs that fulfill all the legal requirements.** We look forward to the opportunity to provide our services to Alachua County.

Sincerely,

Steven A. Tindale, P.E., FAICP
President

Nilgün Kamp, AICP
Director of Public Finance



3.2

Project Understanding and Approach

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BACKGROUND/UNDERSTANDING

Located in north central Florida, Alachua County has a population of approximately 270,000 within an area of 969 square miles. The County has been experiencing continuing growth as shown in Figure 1 on the next page, and population is projected to increase by 45,000 persons by 2045. The number of residential permits issued for new units has also increased over the past several years, indicating the continuing population growth.

As shown in Figure 2, after a decline during the great recession, the County's tax base per capita started to increase in 2014 at an average annual rate of approximately 5.5%. This allowed the County to reduce its property tax millage for the past five years. Approximately 75% of the County's tax base comprise of residential properties. As the distribution of residential and non-residential tax base becomes more balanced, the County's ability to absorb economic fluctuations will improve.

To diversify funding sources and address infrastructure cost due to new growth, Alachua County implemented impact fees in three service areas:

- > Fire Protection
- > Parks
- > Transportation

The fees are collected in unincorporated county only. Technical studies for fire protection and parks impact fees have not been updated since 2004. The transportation impact fee was last updated in 2007. In 2011, the County also adopted a multi-modal transportation mitigation fee to be used in the case of certain developments. Developments with a valid final Certificate of Level of Service Compliance (CLSC) at the adoption of the multi-modal transportation mitigation program, or otherwise exempt from transportation concurrency, continued to pay the transportation impact fee or pay the multi-modal transportation mitigation fee if lower. Those that are subject to transportation concurrency review and mitigation pay the multi-modal transportation mitigation fee instead.

Given the time lapsed since the technical studies, Alachua County is interested in a technical study that would update impact fee variables and move the County into a single mobility funding source for all unincorporated area.

The Tindale Oliver Team includes planners, engineers, economists, and GIS specialists, and has in-depth experience in impact/multi-modal/mobility fee studies, alternative funding and planning studies. We understand the different

methodologies available to the County and have published articles about options. In addition, Tindale Oliver staff have prepared Long Range Transportation Plans (LRTPs), Transit Development Plans (TDPs), and School, Parks, and Fire Master Plans, and we understand the relationship between impact fees, master plans, and economic development and growth management goals.

We are a Florida-based firm and, through our ongoing impact fee work for multiple Florida jurisdictions, have a strong understanding of current issues Florida jurisdictions are facing in relation to their impact fee programs. We continuously and closely track legal changes and will incorporate all legal requirements in the impact fee calculations, including the requirements of HB 337 that was signed into law in 2021.

In addition, our impact/mobility fee studies include methodologies to assist local governments with their economic development and growth management goals. For example, Alachua County's current transportation impact fee and multi-modal transportation mitigation fee vary by area and by type of development. Tindale Oliver has developed Economic Growth strategies for impact fees, which allow local governments to provide impact fee variations to targeted land uses and/or targeted geographic areas. This approach will allow us to develop the variations the County targets.

PROJECT APPROACH

This scope of services to prepare an impact fee study is organized into five major tasks: project organization/background review/data collection, technical analysis to develop fees for the three service areas and document results in a technical report, and final deliverables. The work plan for each of the five major tasks is presented in the remainder of this section.

Scope of Services

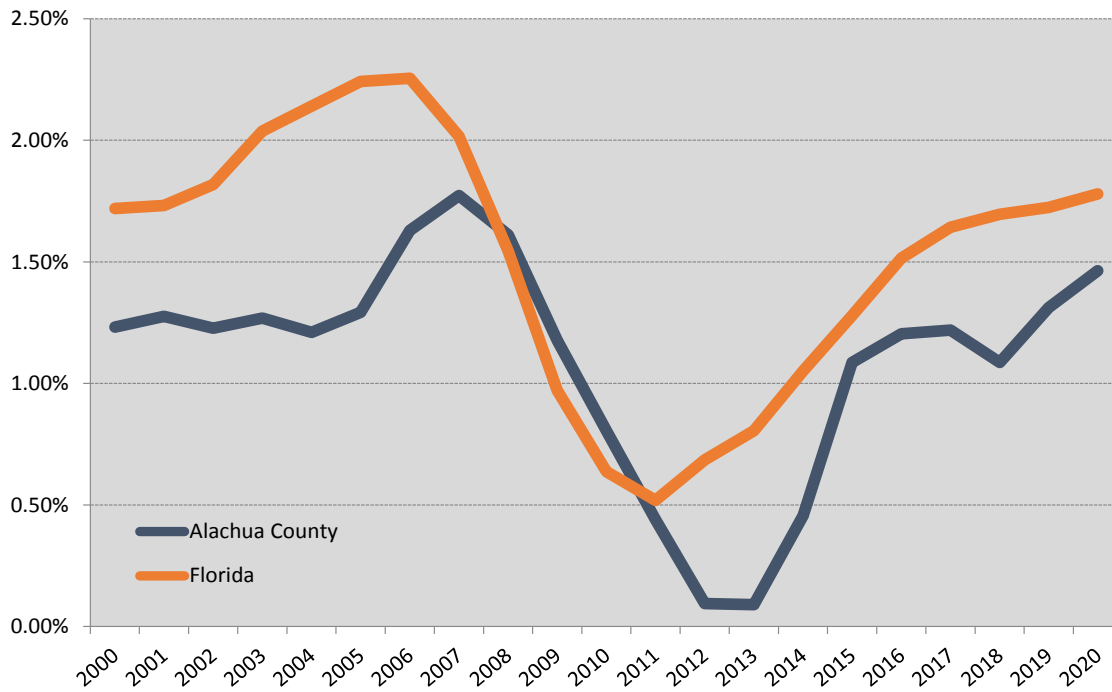
TASK 1: Project Organization, Data Collection and Analysis

Upon receipt of the Notice to Proceed, Tindale Oliver, in coordination with Alachua County, will collect specific studies, data, previous current policies and procedures, and other related information necessary to complete the study. Some data items that will be collected include:

- > Capital asset inventories for each service area.
- > Actual costs of construction and right-of-way acquisitions for roadway projects completed over the past five years, as well as ongoing projects.
- > Recent construction project costs, recent bids, and land purchases/appraisals for each service area.

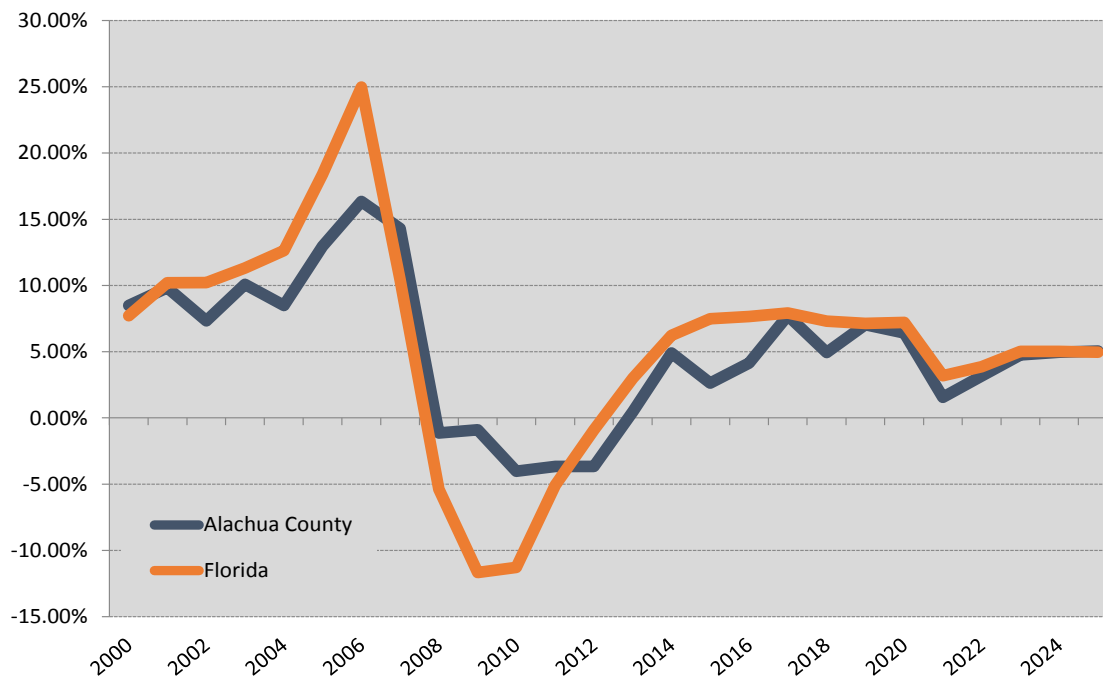


Figure 1: Annual Population Growth Rate (3-Year Average)



Source: Bureau of Economic & Business Research (BEBR)

Figure 2: Taxable Value Per Capita Growth Rate



Source: Florida Property Valuations and Tax Databook



- > Non-impact fee funding sources and levels used for each infrastructure included in the study.

Tindale Oliver will facilitate a kick-off meeting with key County staff to review the data needs and data items received; identify and discuss major technical, legal, and policy issues; coordinate staff/Tindale Oliver responsibilities; and refine the project schedule as necessary. Some of the technical and policy issues that will be discussed include the following:

- > Role of impact fees in funding infrastructure in Alachua County and level of flexibility needed to meet the County's goals.
- > Roadway-based transportation impact fee, multi-modal and mobility fee concepts.
- > Coordination of mobility fees with transportation concurrency programs.
- > Consumption-based vs. needs-based methodologies.
- > Alternative funding available for each service area.
- > Establishment of needs in terms of future projects.
- > Recent legislative changes and the likely impact on Alachua County's impact fee program.
- > Any administrative or implementation related issues/concerns.

At the conclusion of the task, Tindale Oliver will prepare a memorandum summarizing the organizational framework for the project and listing additional data that needs to be provided by the County. The Project Organization Memorandum will be delivered to the County's project manager within two weeks of the organizational meeting.

TASK 2: Fire Protection Impact Fee

Alachua County Fire Rescue Department provides a full range of emergency and non-emergency life safety services. Fire protection/suppression services are provided in unincorporated county and the Cities of Alachua, Archer, Hawthorne and Waldo.

The Department is the sole provider of Advanced Life Support, Emergency Medical Service (EMS) Transport Services, and ALS non-transport first responder services throughout the county.

The Department responds to over 42,000 incidents out of 13 stations. It also operates out of two additional stations through agency partnerships. Prior to the pandemic, the Fire Rescue Department had been experiencing increase in its call volume and placed two additional 24-hour rescue units in service as demand continued to increase.

Fire apparatus response LOS standard in the suburban area is the arrival of first fire unit within 6 minutes for 80 percent of the calls. The Department met this standard 48 percent of the time in FY 2020 due to travel distances and unit availability. The rural LOS standard is arrival of first unit within 12 minutes for 80 percent of the calls. This standard was met 75 percent of the time in FY 2020.

The Department's primary revenue sources are the fire assessment and transport revenues as well as subsidy from the General Fund. The fire protection impact fee generates a more limited amount of revenue.

This task will address the update of the fire protection impact fee, which will reflect the capital costs of providing fire rescue infrastructure in Alachua County. This work effort includes the review of the inventory of existing facilities; preparation of a demand component; a review of the construction, land, vehicle, equipment, and other related costs; and credits. In addition, the implementation of fee zones and the option to replace the fee with an assessment will be evaluated.

Subtask 2.1 – Inventory of Existing and Planned Facilities

The County will provide an inventory of the existing as well as planned fire protection facilities including, stations and other buildings, land, vehicles, and equipment.

A summary of capital asset inventory will be incorporated into the technical report.

Subtask 2.2 – Future Growth Projections and Level of Service Analysis

Tindale Oliver will work with County staff to develop future growth projections and alternate growth rate assumptions. The County's current, achieved level of service (LOS) will be calculated and compared to the adopted LOS standards (if any). This will determine the appropriate LOS that can be used in the impact fee calculations. In addition, a comparison of achieved LOS and adopted LOS standards to those in other Florida counties will also be provided.

Subtask 2.3 – Cost Component

The cost component will be calculated to reflect the current cost of adding fire protection capital facility capacity in Alachua County. Cost elements reviewed will include design and engineering inspection, construction, land purchase, vehicle/equipment purchase, and other related costs. Tindale Oliver will review the Capital Improvement Programs, the Capital Improvement Element of the Comprehensive Plan, the Capital Improvement Plan and Fire/EMS Services Master Plan, annual budgets/reports, recent bids, recently-completed local



projects (past five years), recent land purchases or appraisals, and other relevant documents to identify capital service facility system improvement costs that may be considered in the calculation of the cost component of the impact fee formula for the County. **This information will be compared to and/or supplemented with Tindale Oliver's cost databases that include information from other Florida jurisdictions.**

Subtask 2.4 – Alternative Funding Options and Credit Component

To determine most beneficial funding options for the County, fire facility/capital needs included in the Capital Improvements Plan will be evaluated. It is our understanding that the Department is working with the City of Alachua and other agencies to construct a new fire station in the Hague area. Other capital projects include relocation of Engine 80 and improvements to the training facility.

Alachua County currently has a MSBU fire assessment in place that is budgeted to generate approximately \$25 million in FY 2022 for the Department. In addition, the County collects ambulance transport fees, which generated approximately \$14 million in 2019. The other major funding source for the Department is General Fund. Impact fees generate less than \$500,000 per year.

This task will review the Fire Department's needs to determine needs associated with new capital facilities vs. operations, maintenance, and renovation/replacement projects.

Historical and projected capital improvement funding sources and expenditures for land, construction, design and engineering inspection and other related costs will be used to develop the credit component of the impact fee. These may include MSBU fire assessment, General Fund/ad valorem tax, and other non-impact fee funding. Debt service for any bond proceeds used for capacity expansion projects will be reviewed and documented as appropriate. These calculations will reflect any recent and/or anticipated changes in how the capital assets are funded.

This task will develop the credit component of the impact fee equation and alternative funding recommendation as appropriate. Results of this task will be documented in the technical report.

Subtask 2.5 – Demand Component

Tindale Oliver typically uses functional population for fire protection impact fees. Functional population measures the benefit to each land use based on the presence of people at that land use throughout the day. In other words, land uses

are charged for the availability of these services based on full-time equivalent persons present at each land use throughout the day. We have also used, and are very familiar with, an incident-based approach for fire/EMS fees, and will discuss both approaches with the County.

The County's current fee schedule includes a combined rate for all development. There is an opportunity to refine this fee schedule to develop a more equitable schedule, if desired.

As part of this task, implementation of fee zones will be evaluated based on variation in needs, geographic or man-made barriers within the service area, and other considerations.

Subtask 2.6 – Fee Schedule and Technical Report

Based on the analysis conducted in Tasks 1 and 2.1 through 2.5, Tindale Oliver will develop an updated fire protection impact fee schedule and prepare a draft technical report, which will be submitted to the County for review. The technical report will document all information, estimates, projections, and data analysis, as well as any assumptions made and methodologies employed to complete these tasks and will address fee strategies. In addition, the report will include full fee schedules as well as abbreviated fee schedule tables for inclusion in the ordinance and calculated fees will be compared to fees charged by other counties in the region.

Tindale Oliver will address the County's comments and prepare an updated draft technical report for further public review and to support the fee adoption process. Final study documents will be developed for presentations and recommendation/approval from the Public, the Alachua County Fire Rescue Department, and the Board of County Commissioners (BCC). Following fee adoption process, the report will be finalized to address any final changes. An ADA accessible electronic file in .pdf format will also be provided.

Subtask 2.7—Meetings & Presentations

In addition to the kick-off meeting previously discussed, Tindale Oliver will be available for the following meetings:

- > One meeting/presentation to the Fire Rescue Department and the Growth Management Department.
- > Two meetings/presentations to the BCC.

For all presentations, Tindale Oliver will lead the meetings and prepare agendas and user-friendly, easy-to-follow materials in PowerPoint and provide drafts to County staff for review prior to the each meeting/presentation. Lead time for these materials will be determined by County staff.



In addition to these formal meetings, Tindale Oliver will be in close contact with the County's Project Manager to ensure that the County is aware of the study's progress.

TASK 3: Park System Impact Fee

This task will address the update of the parks impact fee, including a review of park land and recreational facility inventory, update of cost, credit and demand components.

Subtask 3.1 – Inventory of Existing and Planned Facilities

The County will provide an inventory of the park land and recreational facilities, such as baseball/softball fields, tennis courts, playgrounds, etc. by type of park. Active park land versus conservation/open space land will be identified.

A summary of capital asset inventory will be incorporated into the technical report.

Subtask 3.2 – Future Growth Projections and Level of Service Analysis

Tindale Oliver will document the County's current, achieved level of service (LOS) and adopted LOS standard in the Comprehensive Plan, as available. This along with growth projections for the Alachua County Parks and Conservation Lands service area will determine the appropriate LOS that can be used in the parks impact fee calculations. In addition, a comparison of achieved LOS and adopted LOS standards to those in other Florida counties will also be provided.

Subtask 3.3 – Cost Component

The cost component will be calculated to reflect the current cost of adding parks capacity in Alachua County. Cost elements reviewed will include design and engineering inspection, construction, land purchase, and other related costs. Tindale Oliver will review the Capital Improvement Programs, the Capital Improvement Element of the Comprehensive Plan, the Capital Improvement Plan and Recreational Facilities Master Plan, annual budgets/reports, recent bids, recently-completed local projects (past five years), recent land purchases or appraisals, and other relevant documents to identify capital service facility system improvement costs that may be considered in the calculation of the cost component of the impact fee formula for the County. **This information will be compared to and/or supplemented with Tindale Oliver's cost databases that include information from other Florida jurisdictions.**

Subtask 3.4 – Alternative Funding Options and Credit Component

Tindale Oliver will review historical and projected capital

improvement funding sources and expenditures for land, construction, design and engineering inspection and other related costs in Alachua County. These may include Wild Spaces Public Places one-half cent surtax, ad valorem tax, grants, and other non-impact fee funding. Debt service for any bond proceeds used for capacity expansion projects will be reviewed and documented as appropriate. These calculations will reflect any recent and/or anticipated changes in how the capital assets are funded.

As part of this task, Tindale Oliver will evaluate the option to replace the fee with assessment or user fees.

Information from this task will be used to prepare the credit component of the impact fee formula and will be documented in the technical report.

Subtask 3.4 – Demand Component

Parks & recreation impact fees typically are charged to residential land uses only, and demand is measured in terms of population per housing unit. This information will be obtained from the American Community Survey.

Currently, the County charges the same fee for all residential development. As part of this task, refinement of residential categories included in the County's impact fee schedule will be discussed with the County.

As part of this task, implementation of fee zones will be evaluated based on service areas by park type, geographic or man-made barriers within the service area, and other considerations.

This work effort will be documented in the technical report.

Subtask 3.6 – Fee Schedule and Technical Report

Based on the analysis conducted in Tasks 1 and 3.1 through 3.5, Tindale Oliver will update the parks impact fee schedule and prepare a draft technical report, which will be submitted to the County for review. The technical report will document all information, estimates, projections, and data analysis, as well as any assumptions made and methodologies employed to complete these tasks and will address fee strategies. In addition, the report will include full fee schedules as well as abbreviated fee schedule tables for inclusion in the ordinance and calculated fees will be compared to fees charged by other counties in the region.

Tindale Oliver will address the County's comments and prepare an updated draft technical report for further public review and to support the fee adoption process. Final study documents will be developed for presentations and



recommendation/approval from the Public, the Alachua County Parks & Open Space Office, and the BCC. Following fee adoption process, the report will be finalized and an ADA accessible electronic file in .pdf format will be provided.

Subtask 3.7—Meetings & Presentations

In addition to the kick-off meeting previously discussed, Tindale Oliver will be available for the following meetings:

- > One meeting/presentation to the Parks & Open Space Office and the Growth Management Department.
- > One meeting/presentation to the Recreation and Open Space Advisory Committee.
- > Two meetings/presentations to the BCC.

For all presentations, Tindale Oliver will lead the meetings and prepare agendas and user-friendly, easy-to-follow materials in PowerPoint and provide drafts to County staff for review prior to the each meeting/presentation. Lead time for these materials will be determined by County staff.

In addition to these formal meetings, Tindale Oliver will be in close contact with the County's Project Manager to ensure that the County is aware of the study's progress.

TASK 4: Multi-modal Transportation Mitigation Fee

This task will update the County's transportation and multi-modal transportation mitigation fees and develop a single multi-modal or mobility fee. The County's current adopted multi-modal mitigation impact fee is developed using a needs-based approach while the transportation impact fee uses a consumption-based approach. This study will calculate fees under both approaches. The following tasks will be completed as part of this update.

Subtask 4.1 – Inventory of Existing and Planned Facilities

The County will provide an inventory of the existing as well as planned roadway and multi-modal transportation facility inventory within unincorporated county. The roadway inventory will include the classification, number of lanes, location, design characteristics, daily volume, and other similar characteristics.

A summary of capital asset inventory will be incorporated into the technical report.

Subtask 4.2 – Future Growth Projections and Level of Service Analysis

Tindale Oliver will work with the County staff to develop future growth projections and alternate growth rate

assumptions. The County's current, achieved level of service (LOS) will be calculated in unincorporated county as well as within subareas of the unincorporated county and compared to the adopted LOS standard. This will determine the appropriate LOS that can be used in the fee calculations.

Subtask 4.3 – Cost Component

The cost component will be calculated to reflect the current cost of adding transportation capacity in unincorporated Alachua County. Cost elements reviewed will include design and engineering inspection, construction, right-of-way, and other related costs. Tindale Oliver will review the Capital Improvement Programs, Long Range Transportation Plan, annual budgets/reports, recent bids, recently-completed local projects (past five years), recent right-of-way purchases or appraisals, and other relevant documents to identify capital service facility system improvement costs that may be considered in the calculation of the cost component of the impact fee formula for the County. **This information will be compared to and/or supplemented with Tindale Oliver's cost databases that include information from other Florida jurisdictions.**

The resulting cost estimates will be applied to the projects in the Comprehensive Plan that are used as the basis for the multi-modal transportation mitigation fee. Use of projects in the Comprehensive Plan will establish the "needs-based" approach that will be verified or revised using the "consumption-based" approach.

Subtask 4.4 – Credit Component

Tindale Oliver will review historical and projected capital improvement funding sources and expenditures for land, construction, design and engineering inspection and other related costs in Alachua County. These may include fuel tax, ad valorem tax, grants, and other non-impact fee funding. Debt service for any bond proceeds used for capacity expansion projects will be reviewed and documented as appropriate. These calculations will reflect any recent and/or anticipated changes in how the capital assets are funded.

This information will be used to prepare the credit component of the impact fee formula and will be documented in the technical report.

Subtask 4.5 – Demand Component

Tindale Oliver will calculate the demand component for multi-modal transportation mitigation fee, which is measured in terms of person miles of travel (PMT). Tindale Oliver has an extensive database that includes trip characteristics studies



for more than 40 land uses. This database has been used in previous transportation impact fee and mobility fee studies throughout Florida. In addition, the demand component will be updated based on secondary data sources such as the latest ITE Trip Generation Handbook (10th Edition), FDOT General Level of Service tables and any alternative studies that may have been conducted in Alachua County.

The most recent travel demand model will be used to determine travel on limited access facilities within Alachua County and to identify any adjustment needed to the trip length data to reflect average trip length in Alachua County for different land uses.

As part of this task, land uses included in the fee schedule will be reviewed with the County and any necessary adjustments will be made to reflect recent permitting trends.

In addition, current fee zones will be reviewed and implementation of new fee zones will be evaluated based on achieved LOS, land use characteristics, development trends, and other considerations.

Subtask 4.6 – Fee Schedules and Technical Report

Based on the analysis conducted in Tasks 1 and 4.1 through 4.5, Tindale Oliver will update the multi-modal transportation mitigation fee schedule and prepare a draft technical report, which will be submitted to the County for review. The technical report will document all information, estimates, projections, and data analysis, as well as any assumptions made and methodologies employed to complete these tasks and will address fee strategies. In addition, the report will include full fee schedules as well as abbreviated fee schedule tables for inclusion in the ordinance and calculated fees will be compared to fees charged by other counties in the region.

Tindale Oliver will address the County's comments and prepare an updated draft technical report for further public review and to support the fee adoption process. Final study documents will be developed for presentations and recommendation/approval from the Public, the Alachua County Public Works Department, Alachua County Growth Management Department and the BCC. Following fee adoption process, the report will be finalized and an ADA accessible electronic file in .pdf format will be provided.

Subtask 4.7—Meetings & Presentations

In addition to the kick-off meeting previously discussed, Tindale Oliver will be available for the following meetings:

- > One meeting/presentation to the Public Works Department and the Growth Management Department.

- > One meeting/presentation to the Builders' Association of North Central Florida.
- > Two meetings/presentations to the BCC.

For all presentations, Tindale Oliver will lead the meetings and prepare agendas and user-friendly, easy-to-follow materials in PowerPoint and provide drafts to County staff for review prior to the each meeting/presentation.

In addition to these formal meetings, Tindale Oliver will be in close contact with the County's Project Manager to ensure that the County is aware of the study's progress.

TASK 5: Final Deliverables

At the conclusion of the study, the following deliverables will be submitted:

- > Final reports for all adopted fees, including the documentation included in the previous reports in Adobe Acrobat portable document format and compliant with ADA accessible standard.
- > Templates for annual reports for all adopted fees with all information required by Florida Statutes, in Microsoft Word.
- > All presentations given by Tindale Oliver in PowerPoint as well as Adobe Acrobat portable document format.

As noted, in addition to the project meetings outlined previously, the Tindale Oliver Team will be in contact with County staff on a regular basis through phone conferences regarding any questions about data, the progress of the study, and other related issues.

PROJECT SCHEDULE

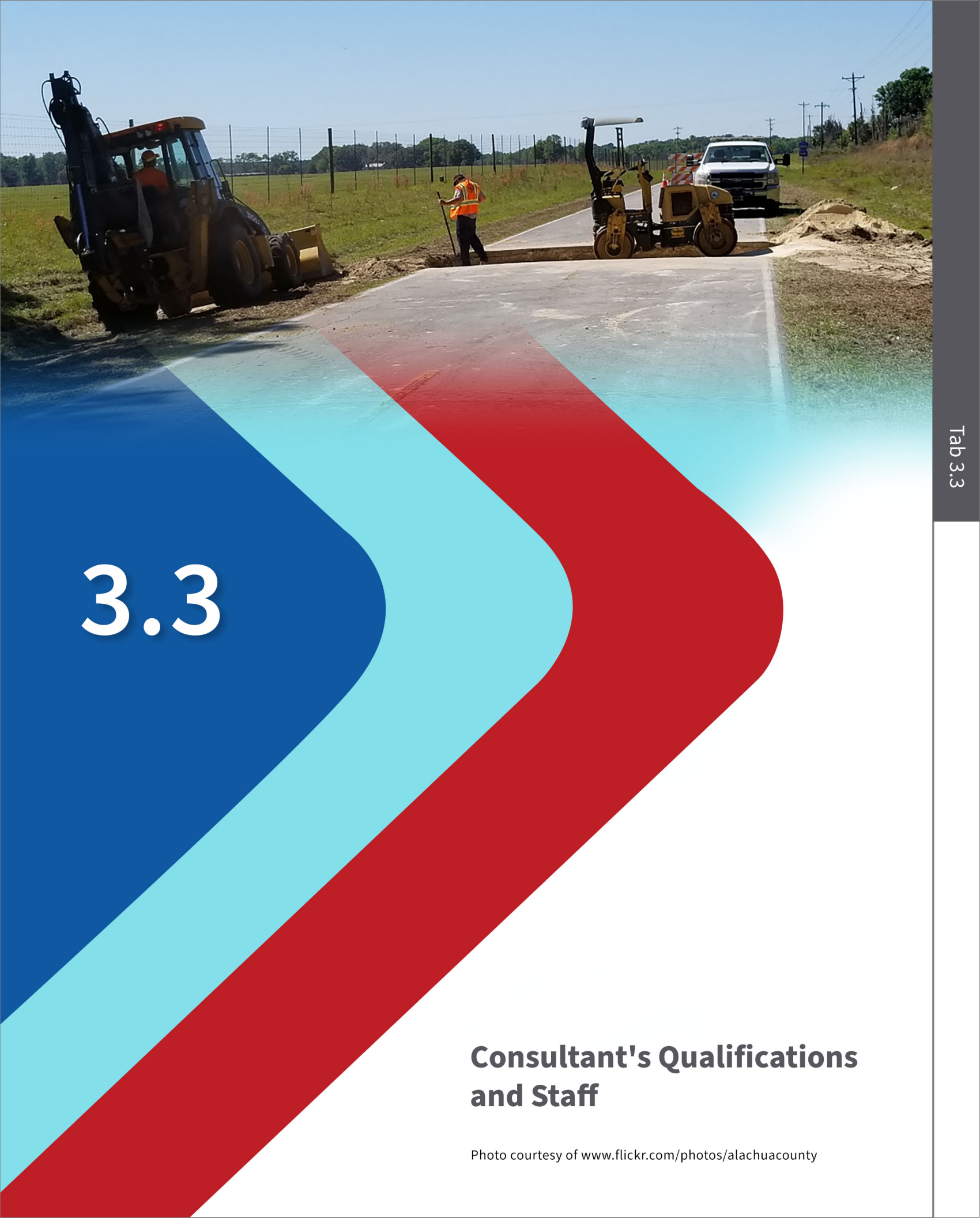
Tindale Oliver's proposed project timeline is provided in the table on the next page. Upon receipt of the contract, this schedule will be reviewed with the County's Project Manager and, if needed, will be modified to better accommodate the County's needs.

As discussed subsequently in **Tab 3.3** and **Tab 3.5** of our proposal response, given the availability of our proposed staff and based on a review of our current workload and upcoming potential work, with a dedicated Public Finance Group and other staff experienced in public finance-related analyses Tindale Oliver has the necessary resources to meet the time frame desired by Alachua County and still provide a high-quality product.



**Alachua County Impact and Mobility Fee Update
Tindale Oliver Proposed Project Timeline**

Task Description	Schedule
Receipt of Signed Contract	August 31, 2021
Submittal of the Data Needs Memo	September 6, 2021
Kick-off Meeting	Week of September 12, 2021
Receipt of All Requested Data	October 6, 2021
Technical Analysis	October, 2021 - May, 2022
Submittal of Draft Technical Report	March 25, 2022
Draft Report Review Meetings	Week of April 4, 2022
Submittal of Revised Technical Report	Two weeks after receipt of all comments
Public Meetings	May/June, 2022
Submittal of Final Technical Report	Two weeks after receipt of all comments



3.3

Consultant's Qualifications and Staff

Photo courtesy of www.flickr.com/photos/alachuacounty



TEAM OVERVIEW

Tindale Oliver



Tindale-Oliver & Associates, Inc. (dba Tindale Oliver) is an "S" corporation founded in the state of Florida 32 years ago in February 1989. Since its establishment, Tindale Oliver has provided industry-leading public finance, community planning, multimodal transportation and transit solutions to public sector clients throughout the U.S. By combining creativity and insight with technical expertise and national and regional knowledge, the firm delivers quality, innovative finance and infrastructure planning and engineering services that have led to a national reputation for exceptional client service and insightful, actionable solutions to issues that government officials face in planning, designing, financing, and implementing projects and policies.

Headquartered in Tampa, Florida, its 75 staff include professional engineers, certified planners, LEED and GIS professionals, and ADA accessibility inspectors, as well as numerous planners, economists, GIS analysts, and graphics specialists. Tindale Oliver has supported clients in 22 states, the District of Columbia, and Puerto Rico.

Tindale Oliver has successfully provided services on numerous similar projects in various locations throughout the State of Florida.

Public Finance & Infrastructure Experience

Tindale Oliver's Public Finance & Infrastructure Planning Team specializes in impact fee and mobility fee studies, user fees, assessments, alternative funding studies as well as infrastructure plans. We are very familiar with various methodologies used to prepare fees and know how to apply each methodology correctly to ensure that the fee payer is not overcharged and that the fees are technically defensible.

Differentiating Features

The following paragraphs provide a summary of the Tindale Oliver Team's unique qualifications, experience, and innovations upon which we will draw in preparing the impact fee study for Alachua County.

Impact Fee Methodology – Tindale Oliver principals have published articles on technical approach to developing impact fee programs. These articles discussed and compared various methodologies available, such as consumption based and improvements based methodologies, set the standard for impact fee studies and have been used by many agencies across the US to develop impact fee programs, including work by other consultants.

Trip Characteristics Studies for Impact Fees – Tindale Oliver has extensive experience in conducting trip characteristics studies for impact fees. Our trip characteristics database includes 345 studies on 40 different land uses. Data from these studies include trip generation, trip length, and percent new trips for each land use. This information has been used in the development or update of impact fees and the creation of land use plan category trip characteristics for communities in Florida and other states. All of the firm's principals have managed, supervised, and/or conducted trip characteristic studies.

ITE Trip Length Subcommittee – Steve Tindale was the chair of the ITE Trip Length Subcommittee that developed trip length data for more than 30 land uses. He participated on the panel that introduced this information at the 67th Annual Meeting of the ITE.

Fire/EMS Impact Fee Methodologies – Tindale Oliver staff are very knowledgeable about different methodologies used to calculate fire/EMS impact fees and have used fire-flow, call-based, and functional population-based approaches in our impact fee work. We have worked with incident data through impact fee and fire assessment fee studies and are very familiar with National Fire Incident Reporting System (NFIRS) and National Fire Protection Association (NFPA) standards and ISO requirements and ratings that tend to influence decisions on the timing and location of capital assets.

Economic Growth Impact Fee Methodology – Tindale Oliver developed a methodology that allows impact/mobility fees to be sensitive to the growth rate of the jurisdiction or variation in the growth rate in subareas within a jurisdiction. We have directly tied the rate of growth in the impact fee equation and are now using this concept in our current impact fee studies. The methodology has been applied in impact fee studies completed for and adopted by the City of Albuquerque, NM, the City of Orlando, FL, and the Florida counties of Indian River, Pasco, and Marion.

Comparative Databases – Tindale Oliver has compiled a cost database that includes unit costs for several infrastructure program areas, including fees that will be evaluated as part of this study. This database supplements local information, which tends to have a small sample size and serves as a quality-control mechanism to determine whether the local costs are out of the range of what other jurisdictions experience. Similarly, our revenue credit database compares non-impact fee funding levels between jurisdictions and serves as a quality-control tool to ensure that the data used for impact fee calculations are accurate.

Economic and Demographic Analysis – Tindale Oliver maintains a database of demographic and economic



characteristics of multiple counties and cities, historical trends, current rank of each jurisdiction in terms of each variable and the variation in this rank over time. Some of the variables included in the database are population (current, historical, projected), growth rates (rates and absolute growth), tax base distribution, permitting levels, employment, wages, income, taxable revenue per capita (property, fuel, sales, etc.), among others. This database and information enable Tindale Oliver to provide a perspective to each jurisdiction about their historical, current, and future conditions to make informed policy decisions.

Public Involvement/Presentations – Principals of Tindale Oliver have prepared and made more than 700 presentations on fees during the last 30 years. Our staff are qualified to prepare materials for impact fee adoption hearings, respond to questions from citizens and technical committees, and develop strategies that result in the successful implementation of new and updated ordinances. We also have worked very closely with fee evaluation and review committees and have been successful in building consensus among people with different opinions on a variety of fee-related topics.

Given recent concerns due to COVID-19, Tindale Oliver currently offers multiple virtual meeting options to its clients to ensure that the projects remain on schedule. Examples of these options include GoToMeeting, GoToWebinar, MSTeams, and Zoom. Depending on the scope of the meeting and number of participants, certain platforms perform better than others. We have had much success conducting different types of meetings using these platforms, including staff meetings/presentations, public open houses, various Advisory/Stakeholder Committee presentations, and Board/Council presentations/adoption hearings.

Infrastructure Planning/Master Plans – Tindale Oliver has prepared Parks Master Plans, Fire Station Master Plans, Long Range Transportation Plans, Transit Development Plans, traffic impact analyses, School Master Plans, and other planning documents for local governments. We understand the relationship between fees, master plans, and economic development and growth management goals. With this experience, we address differential needs and funding on a countywide versus subarea basis, and this combination of providing infrastructure planning and funding services is one of the unique capabilities Tindale Oliver offers.

Expert Testimony – Steve Tindale has provided expert testimony and research on impact fee-related matters in several cases. Testimony has included a discussion that a development's impact fees did not constitute "adequate provision" to mitigate all traffic impacts associated with an

overpass, demonstration that a developer's traffic study was flawed and incomplete, and parking testimony in an eminent domain case concerning the use of land for a parking garage. His testimony in these cases was key to winning an across-the-board victory for government clients in each of these cases.

Nationally Recognized – Nilgün Kamp is a member of the Growth and Infrastructure Consortium (GIC) (formerly National Impact Fee Roundtable), serving on the Board of Directors. She, Steve Tindale and Tyson Smith routinely make presentations and moderate sessions at annual GIC meetings.

Institutional Knowledge, Insight, and Outcomes – Our knowledge and insight, as described in this section, provide our clients with informative outcomes relevant to their specific needs.

Tindale Oliver Documents and 508 Expertise - Tindale Oliver has prepared ADA-compliant PDFs for our public sector clients and follows the principles and associated guidelines in the Web Content Accessibility Guidelines (WCAG) 2.0 Level AA. Our in-house expert has extensive experience in preparing accessible documents, ranging from complex technical documents to graphically-intensive executive summaries.

In summary, Tindale Oliver specializes in the development of impact fees and other funding methods and their successful implementation, as evidenced in our previous work for many jurisdictions throughout Florida.

White & Smith, LLC



White & Smith attorneys are unique in that both Mark White and Tyson Smith have advanced planning degrees in addition to their law degrees. W&S specializes in impact fee legal requirements and ordinance preparation and has extensive experience related to impact fees. The firm also provides high quality plan implementation and urban planning strategies and tools for public and private sector clients. W&S has consistently demonstrated the ability to work with staff, development community, citizen groups and governing bodies to develop strategies and alternatives, and to achieve consensus. This involves preparing and leading committee workshops, charrettes, public meetings, and private focus groups.

W&S can provide legal services for Alachua County under a separate contract, if needed. Tindale Oliver has worked together with W&S on several projects in the State of Florida.

PROJECT MANAGEMENT TEAM

Key management staff for the Alachua County Impact and Mobility Fee Update are indicated in the following paragraphs.



The Principal-in-Charge and Project Manager will not be changed without the express permission of the County.

Steve Tindale, P.E., FAICP will serve as the **Principal-in-Charge** for this project. He will provide the overall direction of the study, review analysis and reports, and attend meetings and presentations. He will also serve as the **alternate contact** for Tindale Oliver Team. For over 50 years, Steve's primary work activities have involved public finance studies and their implementation. He also has written papers on public finance methodologies and introduced new concepts. As the Public Works Director for the City of Tampa, he was responsible for several departments and has an in-depth understanding of operating budgets and capital infrastructure programs.

Nilgün Kamp, AICP will serve as the **Project Manager** for this project. Nilgün has 28 years of public finance experience and has managed over 330 impact fee and infrastructure planning studies. With a graduate degree in economics, she offers significant experience with annual budgets, capital improvement programs, and project expenditures to develop or update the demand, cost, and revenue components for assessments, user and impact fees. Nilgün will be responsible for the day-to-day management of the study and will serve as the **key contact** for the Tindale Oliver Team.

In addition to this management team, Tindale Oliver staff includes individuals with extensive database and analytical skills. This type of capability is highly important for impact/mobility fee studies in terms of being able to extract the necessary data, test the accuracy of the data, and conduct a high-quality and accurate analysis that is explained clearly to the community through the use of easy-to-follow graphs, charts, and tables.

An organizational chart and detailed resumes for all staff proposed for this project are included in Tab 3.4 - Ability of Consultant's Professional Personnel.

RELEVANT PROJECT EXPERIENCE

A map illustrating our Florida impact fee experience and the public agencies for which we have performed similar services is shown on the next page, followed by summaries for relevant projects to further highlight our past performance in terms of work quality, schedule adherence, and cost control. These projects demonstrate our ability to perform work relevant to the RFP's scope of services and represent the kind of effort and support that Alachua County can expect from our team.

WORKLOAD AND AVAILABILITY

Tindale Oliver Team members have availability to dedicate the necessary time to complete this project. Our Project Manager and Public Finance staff recently completed several projects, and others will be in the final stages by the time this project conducts its kickoff meeting. Given the availability of this level of staffing and based on a review of our current workload and upcoming potential work, we can meet the desired time frames and provide a high-quality product.



Tindale Oliver Florida Impact Fee Experience

CITIES AND TOWNS

City of Alachua
City of Apopka*
 City of Bartow*
City of Brooksville
 City of Casselberry
City of Clearwater
 City of Clermont
 City of Daytona Beach Shores
 City of DeBary
 City of Deland*
 City of Deltona*
 City of Eustis
 City of Fruitland Park
 City of Ft. Pierce
 City of Haines City
City of Hallandale Beach
City of Hollywood
 City of Inverness
 City of Kissimmee*
 City of Lakeland*
City of Lake City*
 City of Largo
 City of Lauderdale Lakes
 City of Mount Dora
 City of North Port*
City of Ocala*
City of Orlando
 City of Oviedo*
 City of Palm Bay
 City of Palm Beach Gardens
 City of Palm Coast
 City of Panama City
 City of Parkland
 City of Plant City*
 City of Sanibel
 City of Sarasota*
 City of St. Cloud*
 City of St. Pete Beach*
 City of Tallahassee
 City of Tampa*
 City of Tamarac
 City of Tavares
 Town of Horseshoe Beach
Town of Pembroke Park
 Village of Palm Springs
 Village of Royal Palm Beach

COUNTIES

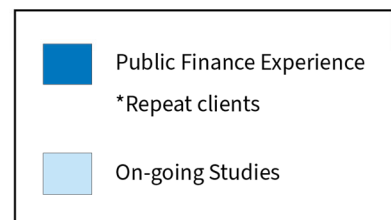
Brevard County*
Charlotte County*
 Citrus County*
 Clay County
Collier County*
 Columbia County*
 DeSoto County
Flagler County*
Hardee County
 Highlands County
 Hillsborough County*
Hernando County*
 Indian River County*
Lake County*
 Leon County
Manatee County
 Marion County*
Martin County
 Orange County*
 Osceola County*
Palm Beach County*
 Pasco County*
 Pinellas County
 Polk County*
 Sarasota County
 Seminole County
 St. Lucie County
 Sumter County*
 Volusia County*

FIRE DISTRICTS

North Collier Fire District*
 Greater Collier Fire District

SCHOOL DISTRICTS

Broward County Schools
 Hernando County Schools*
Hillsborough County Schools*
 Lake County Schools*
 Orange County Schools*
 Osceola County Schools*
 Sarasota County Schools
Seminole County Schools*
 Volusia County Schools*



Impact Fee Studies

Orange County, Florida

Orange County has historically implemented impact fees to address the infrastructure costs associated with new growth. In 2005, to address cost and land value increases, the County retained Tindale Oliver to update several fee areas, including fire rescue and schools. In addition, the County retained Tindale Oliver to develop a new parks and recreation facilities impact fee program for the County. In 2011, the County retained Tindale Oliver to update its transportation and parks impact fees. In 2016, Tindale Oliver was retained again to update the **parks, fire rescue** and law enforcement impact fees; in 2017, to update the **transportation impact fee**, and in 2018, the school impact fee once again. In addition, Tindale Oliver provided services related to review of alternative impact fee studies.

Knowledge

- > High growth county, ranking 2nd out of 67 Florida counties in terms of absolute growth that will be added by 2045, and 7th in terms annual population growth rate
- > 2nd highest in terms of sales tax per capita due to high level of tourism activity
- > High level of seasonal residents/visitors impacting service levels.

Insights

- > Develop demand component based on fire alarms/emergency calls received as well as functional population as potential options to the County.
- > Recommendations on how to treat County's large inventory of undevelopable habitat land in the parks and recreation impact fee analysis.
- > Develop a multimodal transportation impact fee for the County's Alternative Mobility Area (AMA) and a roadway-based fee for the rest of the unincorporated county.
- > Developed transportation impact fees using three different methodologies: consumption-based, improvements-based, and asset value based.
- > Introduced fee variations among rural, suburban, and urban areas for the transportation impact fee.
- > Presented multiple school impact fee methodologies for the School Impact Fee Advisory Committee and worked with the Committee to determine the final methodology.

Outcomes

- > Successfully completed multiple meetings with stakeholders, elected officials, and the public.
- > All studies were successfully adopted.



Tindale Oliver was retained by Orange County to update several fee areas including fire rescue, parks, transportation and others.



Tindale Oliver developed a new park and recreation facilities impact fee program for the County in 2005 and updated the parks and recreation facility impact fee in 2011.

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Impact Fee Studies

Collier County, Florida

Collier County has had a significant population growth for many decades, during which land values and construction costs increased rapidly. Tindale Oliver has been contracted by Collier County repeatedly since 1992 to develop or update impact fees in nine program areas and currently is updating several of the County's impact fees.

Knowledge

- > Impact fee studies for **transportation, fire rescue**, EMS, law enforcement, schools, **parks**, library, government buildings, and correctional facilities program areas have allowed Tindale Oliver to become very knowledgeable about overall assets and demographic changes within Collier County for almost three decades.
- > Localized indexing methods developed by Tindale Oliver used for several years to reflect annual changes in costs in Collier County.
- > Administrative manual preparation and updating used to assist County staff in management of comprehensive impact fee program.
- > Since 2000, Collier County averaged annual population growth of 2.2%, is projected to grow at approximately 1.4% annually through 2040.

Insights

- > High growth rates required additional infrastructure.
- > Significant increase in land values and construction costs normal for County during periods of high growth.
- > Concerns about high impact fees from development community needed to be continuously addressed during fee update process.
- > Collier County has one of highest income-per-person metrics and most productive tax base in Florida.

Outcomes

- > Prepared studies that reflect accurate cost estimates and presented findings with a high level of "transparency" to successfully gain public support.
- > Introduced annual indexing in 2003 that would allow County to keep up with localized cost increases between updates.
- > County has raised and used over \$1 billion in impact fees to build high-quality infrastructure, developing community in which growth pays for growth and creates quality community experience.



Since 1992, Tindale Oliver developed or updated impact fees for Collier County in nine program areas.

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Comprehensive Impact Fee Study

Indian River County, Florida

In 1998, Tindale Oliver updated the Fair Share Roadway Impact Fee Ordinance for Indian River County (IRC). IRC retained Tindale Oliver again in 2004 to evaluate and develop studies for nine impact fee program areas, including **roads**, law enforcement, correctional facilities, schools, **fire & EMS**, libraries, public buildings, **parks**, and solid waste impact fee programs. In 2014, Tindale Oliver was retained to update the County's impact fee program. As part of this study, the County also adopted Tindale Oliver's Affordable Growth Strategy with a reduced fee schedule for non-residential development. Tindale Oliver was contracted again in 2019, and is currently updating the County's impact fee program.

Knowledge

- > Since 2000, the County has averaged annual population growth of 1.6%. Looking forward, Indian River is projected to grow at approximately 1.1% annually through 2040.
- > The County has used both property and sales tax initiatives to fund capital needs created by growth.
- > The County has a history of managing growth and balancing who pays for growth and the quality of service provided to its citizens.

Insights

- > County needed to update impact fee variables per requirements of recent State legislation.
- > County was very interested economic development goals of supporting job-generating land uses while still having the necessary funding to provide high-quality service.
- > The County coordinated the school impact fee program with the County School Board to ensure proper implementation and management of the program.

Outcomes

- > Updated all impact fee variables to meet new state legislation using most recent and localized data, supplemented by statewide cost databases when needed.
- > Prepared Affordable Growth calculations to address goal of providing incentives to non-residential land uses while still maintaining level of service.
- > Assisted in update of Impact Fee Ordinance and recommended wording for appropriate changes to County's Comprehensive Plan.
- > County has adopted new fee schedule using Tindale Oliver's Affordable Growth Strategy.



Tindale Oliver developed and updated the County's impact fee program in eight program areas.

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Impact Fee Update Study

Palm Beach County, Florida

With a population of 1.3 million, Palm Beach County is the third largest county in Florida. The County implemented its **roadway** impact fee in 1979, which was followed by the adoption of impact fees for six additional program areas, including schools, libraries, **fire/EMS**, law enforcement, **parks**, and public buildings. To comply with the legal requirements and reflect the most recent data, the County retained Tindale Oliver to update these fees in 2014, and then again in 2021.

Knowledge

- > Large population with several cities.
- > Variation in service areas by program area .
- > Interest in new approaches that reflect the full cost of providing infrastructure.

Insights

- > Large fluctuations in infrastructure costs over the past several years.
- > Fluctuations in available funding.
- > Changes in demand and service areas.

Outcomes

- > Evaluation of long-term trends in all cost-demand components.
- > Evaluation of available historical and projected funding to determine available non-impact fee funding in the future.
- > Development of multiple scenarios as needed to address changing demographics, development patterns, and policies.
- > Development of student generation rates by residential category and by size of home.
- > Adoption of updated Impact Fee Schedules.



Tindale Oliver was retained to update impact fees for six program areas, including schools and parks.



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Martin County Mobility Fee Study

Martin County Metropolitan Planning Organization

As a consultant to the Martin County Metropolitan Planning Organization (MPO), Tindale Oliver developed and evaluated alternatives for a countywide Mobility Plan and Fee, and alternative revenues that will adequately fund capital transportation improvements including roadways, sidewalks, bike lanes, greenways and trails, shared use pathways, pedestrian/bicycle bridges and public transit improvements and/or operation costs, and other transportation expenditures. The Mobility Fee is expected to replace the current roadway impact fees and transportation concurrency requirements used by the incorporated and unincorporated areas of the County. Implementation of a countywide mobility fee would be accomplished thru interlocal agreements between the County and all local governments to adopt comprehensive growth management plan amendments and possible zoning code revisions.



Knowledge

- > Project team members each have significant experience in developing unique concurrency processes and Mobility Plans, impact/mobility fee programs that align with the City/County's land use and multi-modal policies.
- > Tindale Oliver staff have an in-depth knowledge and understanding of existing state legislative requirements regarding growth management and transportation planning processes and procedures

Insights

- > Located in the Treasure Coast region, Martin County has a population of approximately 155,000 within 750 square miles. Between 2000 and 2007, the countywide population growth rate averaged 1.85% per year, which decreased to 0.4% per year during the economic downturn. Over the past four years, the county started to experience a higher growth rate, with an average of 1.16% per year.
- > These growth levels suggest a need for additional transportation infrastructure along with an infrastructure that services multi modes. Primary local funds used for transportation in Martin County include fuel taxes, impact fees and ad-valorem taxes (municipal service taxing unit).

Outcomes

- > Tindale Oliver Public Finance staff know how to present information in a manner that is easily understandable to the public, having made more than 700 public presentations on impact fees and their implementation
- > The Mobility Fee is expected to replace the current roadway impact fees and transportation concurrency requirements used by the incorporated and unincorporated areas of the County.
- > The study also provided Best Practices that have been implemented throughout the state of Florida with and evaluation of the outcomes of these practices.
- > It is anticipated that implementation of a countywide mobility fee would require interlocal agreements between the County and all local governments to adopt comprehensive growth management plan amendments and possible zoning code revisions.

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Mobility Fee Study and Concurrency Management

Hillsborough County, Florida

In response to recent legislation related to development review and concurrency management, Hillsborough County recently adopted a mobility fee as a replacement to the County's road impact fees originally implemented in 1987. As part of its growth management and economic development goals, the County is interested in encouraging development in the urban area and incentivizing job-creating land uses. Tindale Oliver calculated a mobility fee that captured the capital cost of roads, transit, and bicycle/pedestrian facilities needed to support new growth, and incorporated variations in the fee structure to reflect mobility and quality of service goals in different subareas of the county. The study incorporated results of an extensive public involvement process with over 20 stakeholder/public meetings.

Knowledge

- > 4th largest county in the state in terms of population
- > 3rd fastest growth in population
- > Ranked 3rd in wages per job
- > Interest in tax base diversification and economic development while being selective in providing incentives
- > Unsustainable growth patterns
- > Critical need to respond to HB 7207

Insight

- > Ability to offer varying mobility and quality of service goals for different areas of the County
- > Interest in recognizing efficient development patterns and design
- > Interest in adopting a more diverse revenue stream
- > Interest in integrating fees with the economic development objectives
- > Desire to protect rural areas while critical need to respond to HB 7207

Outcomes

- > Development of a mobility fee that responds to HB 7207 requirements
- > Adoption of a significantly higher fee through a transition period of 5 years with estimated revenues of \$900 million over the next 30 years, which would fund a considerable portion of the County's Community Transportation Plan
- > Commitment of future property tax revenue increases for transportation capital and operations
- > Adoption of a fee structure that is higher outside the Urban Service Area
- > Assisted with innovative, predictable development-friendly fee structure
- > Modifications to the Land Development Code and development review process in coordination with Mobility Fee adoption



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Multimodal Transportation Impact Fee Study

City of Orlando, Florida

In August 2009, the City of Orlando selected Tindale Oliver to update its transportation impact fee program. **The City's primary objective for updating their program was to transition the impact fee calculation from a "road-based" fee to a multimodal transportation fee, incorporating vehicular, transit, bicycle and pedestrian modes of travel.** The City also wanted to recognize the benefits and support specific developments in specific areas of the city through reduced fees for these developments. Tindale Oliver was retained in 2021 again to update the multimodal fee.

Knowledge

- > Orlando's population of 250,415 experienced an annual growth rate of 2.3% since 2000.
- > City has a downtown core and a large track of suburban land acquired during major annexation over four decades.
- > Orange County previously adopted mobility districts surrounding the City limits.
- > City had a formal Impact Fee Committee that historically had been used to guide it and make recommendations moving forward with impact fees. Committee was used to guide this study.
- > City had clearly identified its major activity centers and priority mixed-use corridors supported by significant transit operations.

Insights

- > City was very interested innovative approaches used by other jurisdictions to calculate multimodal transportation impact fees.
- > The Impact Fee Committee provided critical recommendations to the City Commission.
- > City was concerned about the transportation funding gap between needs arising from existing residents and future growth.

Outcomes

- > Adopted a fee that would maintain existing level of service standards due to current slow rate of growth.
- > Adopted a Multi Modal fee that provided flexibility of use of revenues on all modes of transportation.
- > Reduced impact fees for specific uses in specific priority areas based on interest in sustainable development, support of future transit corridors, and economic goals.
- > The Impact Fee Committee made specific recommendations to the City Commission that were adopted.



Orlando wanted to transition its impact fee calculation to a multimodal transportation fee, incorporating vehicle, transit, bicycle, and pedestrian modes of travel.

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3.4

Ability of Consultant's Professional Personnel

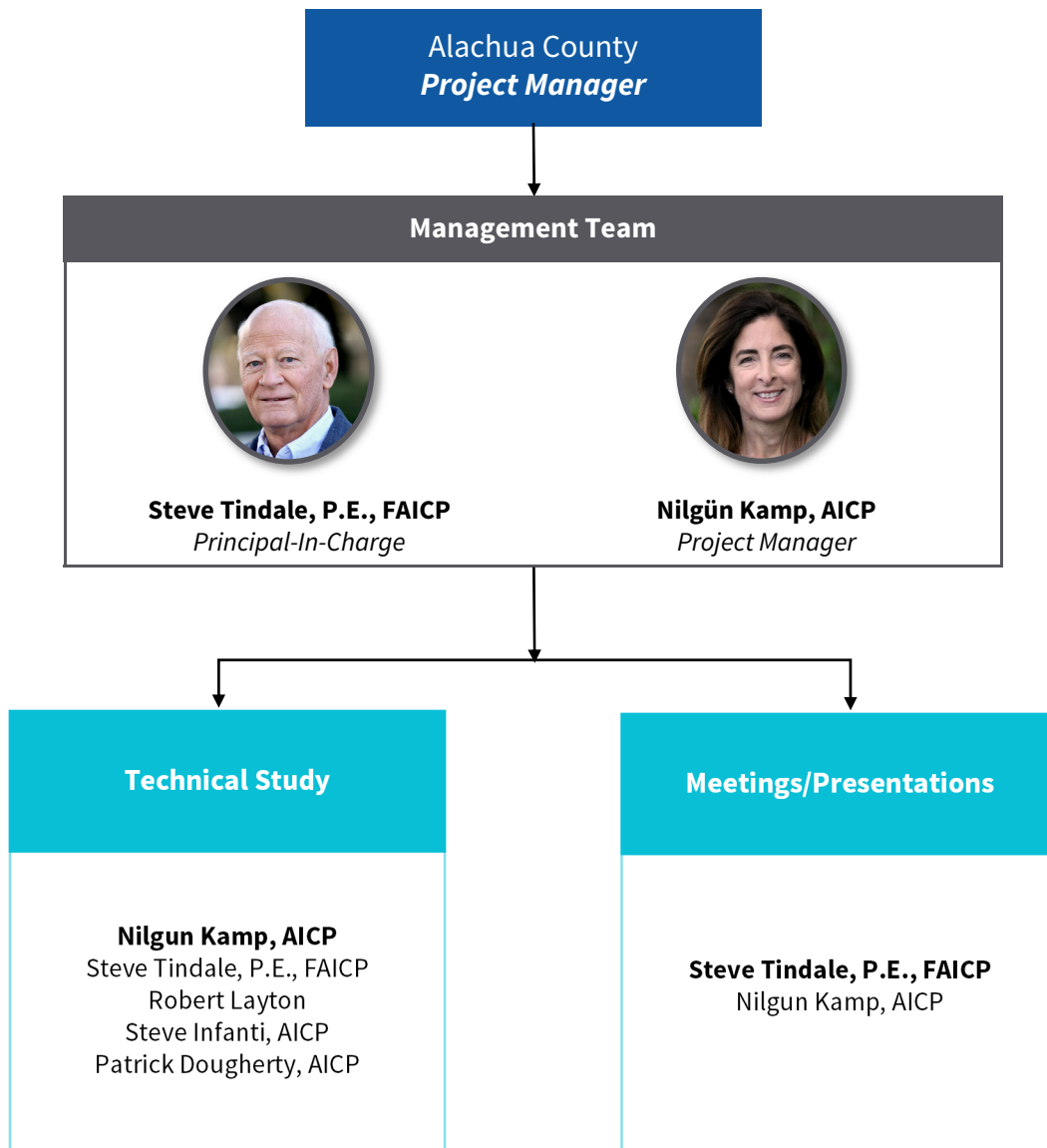
Photo courtesy of www.facebook.com/visitgainesvilleflorida/photos

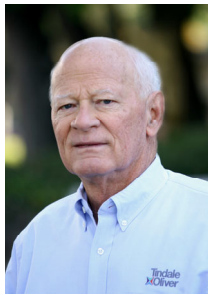


TEAM ORGANIZATION CHART AND RESUMES

Our team organization chart is below, followed by detailed resumes for the key personnel proposed for this project. These resumes provide additional information on the education, professional certifications and affiliations, experience, roles, and pertinent skill sets for all Tindale Oliver Team key staff.

Alachua County Impact and Mobility Fee Update Tindale Oliver Team Organization Chart





Office Location

Tampa, FL

Education

- > MS, Business Administration/Management, University of South Florida (1976)
- > BS, Engineering, University of South Florida (1970)

Years of Experience

52

Years with Tindale Oliver

32

Certifications

- > Florida P.E. #16434 (1977)
- > AICP #014432 (1999)

Professional Affiliations

- > College of Fellows, American Institute of Certified Planners (AICP)
- > American Planning Association (APA)
- > American Public Works Association (APWA)
- > Institute of Transportation Engineers (ITE)
- > Urban Traffic Engineers Council (UTEC)

Steven A. Tindale, P.E., FAICP

Principal/President and Chief Executive Officer

Role: *Principal-in-Charge*

Steve's primary work activities over the last 52 years have involved public funding studies and implementation of related ordinances. He has been involved in the development of impact fees, assessments, and user fees for a variety of infrastructure types, including transportation, fire/EMS, schools, parks and recreation, law enforcement, libraries, solid waste, government buildings, and stormwater. Prior to this, he was the Public Works Director for the City of Tampa. At this capacity, he worked with several departments, addressing operating and capital budgets and balancing revenues with the level of service provided. His involvement includes studies for the Cities of Oviedo, Tampa, Lakeland, Orlando, and Palm Beach Gardens, as well as Collier, Hillsborough, Orange, Brevard, Broward, Palm Beach, Marion, Hernando and Charlotte counties. Steve introduced the concepts of "marginal costs" and "value added" to impact fee analysis. This was accomplished through the use of extensive database and spreadsheet analysis allowing sophisticated calculations to be made for complete systems and system improvements.

Furthermore, in 1991, Steve was awarded "Most Outstanding Paper" from the Planning Council of the Institute of Transportation Engineers for a paper entitled "Impact Fees—Issues, Concepts, and Approaches." He presented a paper entitled "Smart Growth" at the Impact Fee Symposium in Atlanta and regularly speaks at the Growth & Infrastructure Consortium (GIC, formerly known as National Impact Fee Roundtable).

Impact Fee Studies

Transportation/Mobility

- > Palm Beach County (2014, 2021)
- > St. Lucie County (2016, 2021)
- > City of Orlando (2012, 2021)
- > City of Brooksville (2021)
- > City of Hollywood (2020)
- > Flagler County (2020)
- > Manatee County (2020)
- > Martin County (2020)
- > Hernando County (2013, 2019)
- > Indian River County (2004, 2013, 2019)
- > Hillsborough County (2016, 2019)
- > City of Apopka (2019)
- > City of Lakeland (1991, 2008, 2014, 2019)
- > City of Tampa (2007, 2014, 2018)
- > Sumter County (2008, 2014, 2018)
- > Collier County (2005, 2008, 2010, 2013, 2018)
- > City of Mount Dora (2018)
- > City of Tamarac (2018)
- > City of Oviedo (2005, 2013, 2018)
- > City of Hallandale Beach (2018)
- > Orange County (2013, 2017)
- > City of Bozeman, MT (2007, 2017)
- > City of Sarasota (2016)
- > City of St. Cloud (2003, 2006, 2016)
- > City of Palm Beach Gardens (2016)
- > Village of Royal Palm Beach (2016)
- > Marion County (2014)
- > Brevard County (1990, 1999, 2014)
- > Charlotte County (1997, 2013)
- > Pasco County (2001, 2006, 2013)
- > Osceola County (2011)
- > City of North Port (2011)
- > City of Haines City (2009)
- > Leon County (2008)
- > Panama City (2008)
- > City of Helena, MT (2007, 2009)
- > Lewis & Clark County, MT (2007, 2009)
- > Highlands County (2006)
- > City of Deltona (2006)
- > City of Ft. Pierce (2006)

- > Polk County (2005, 2009)
- > City of Palm Coast (2004)
- > City of Kissimmee (2003, 2006)
- > Pasco County (2001, 2006, 2013)
- > City of Casselberry (2013)
- > Lake County (2001, 2007)
- > Pinellas County (1990)
- > City of Plant City (1989, 2001, 2002)

Fire/EMS

- > Palm Beach County (2014, 2021)
- > City of Brooksville (2021)
- > Hardee County (2021)
- > City of Ocala (2018, 2020, 2021)
- > Hernando County (2015, 2021)
- > Lake County (2007, 2011, 2013, 2015, 2016, 2017, 2018, 2019, 2020, 2021)
- > Seminole County (2020)
- > City of Hollywood (2013, 2020)
- > Charlotte County (2020)
- > Martin County (2020)
- > City of Lakeland (2006, 2009, 2014, 2019)
- > City of Lake City (2008, 2009, 2014, 2015, 2017, 2019)
- > Indian River County (2004, 2013, 2019)
- > City of Mount Dora (2019)
- > City of Lauderdale Lakes (2018)
- > City of Oviedo (2005, 2013, 2018)
- > North Collier Fire District (2004, 2015, 2017, 2019)
- > City of Bartow (2010, 2015, 2016, 2017, 2018, 2019)
- > City of Hallandale Beach (2018)
- > City of Bozeman, MT (2018)
- > Collier County (2005, 2010, 2014, 2018)
- > Columbia County (2013, 2017)
- > Orange County (2005, 2013, 2017)
- > City of Palm Beach Gardens (2016)
- > Greater Naples Fire District (2004, 2015)
- > Brevard County (2014)
- > City of Casselberry (2013)
- > City of Palm Bay (2011)
- > City of North Port (2011)
- > City of Palm Bay (2011)
- > City of Helena, MT (2007, 2009)
- > Sumter County (2009)
- > Volusia County (2008)
- > Panama City (2007-2008)

- > St. Lucie County (2007)
- > City of St. Pete Beach (2006, 2007)
- > City of Tavares (2006)
- > City of Plant City (1999, 2006)

Parks and Recreation

- > Palm Beach County (2014, 2021)
- > City of Brooksville (2021)
- > Lake County (2021)
- > Hernando County (2020)
- > Flagler County (2020)
- > Village of Palm Springs (2020)
- > City of Hollywood (2020)
- > Martin County (2020)
- > Manatee County (2020)
- > Indian River County (2013, 2019)
- > City of Lakeland (2006, 2009, 2014, 2019)
- > Collier County (2009, 2013, 2018)
- > City of Mount Dora (2018)
- > City of Tamarac (2018)
- > City of Oviedo (2005, 2013, 2018)
- > City of Hallandale Beach (2018)
- > Orange County (2012, 2017)
- > Town of Wake Forest, NC (2017)
- > City of Palm Beach Gardens (2016)
- > City of Largo (2016)
- > Charlotte County (2013)
- > City of Casselberry (2013)
- > City of North Port (2011)
- > Panama City (2008)
- > City of St. Pete Beach (2006, 2007)
- > City of Ft. Pierce (2006)
- > City of Tavares (2006)
- > City of Deland (2004)
- > City of Plant City (1989, 2002)
- > Brevard County (1999)



Office Location
Tampa, FL

Education

- > MA, Economics, University of South Florida (1995)
- > MA, International Relations & Pacific Studies, University of California San Diego (1992)
- > BA, Economics, University of California San Diego (1990)

Years of Experience
28

Years with Tindale Oliver
18

Certifications
AICP #019238 (2004)

Professional Affiliations

- > American Planning Association (APA)
- > American Institute of Certified Planners (AICP)
- > Women's Transportation Seminar Board Member, Tampa Bay Chapter
- > Growth and Infrastructure Consortium, Board of Directors

A. Nilgün Kamp, AICP
Principal/Director of Public Finance
Role: Project Manager

Nilgün has been involved in public infrastructure financing for more than 28 years, serving as project manager for 300+ impact fee, assessment, and user fee development and implementation studies for transportation, fire, EMS, schools, law enforcement, correctional facilities, government buildings, solid waste, libraries, and parks & recreation facilities.

Nilgün's experience also includes demographic and travel behavior analysis, demographic and population projections for funding studies, travel behavior analysis, economic and fiscal impact studies, demand components, demand analysis, and other related assessment and impact fee support activities. She is regularly invited to make presentations at the industry conferences.

Impact Fee Studies

Transportation/Mobility

- > Palm Beach County (2014, 2021)
- > St. Lucie County (2016, 2021)
- > City of Orlando (2012, 2021)
- > City of Brooksville (2021)
- > City of Hollywood (2020)
- > Flagler County (2020)
- > Manatee County (2020)
- > Martin County (2020)
- > Hernando County (2013, 2019)
- > Indian River County (2004, 2013, 2019)
- > Hillsborough County (2016, 2019)
- > City of Apopka (2019)
- > Sumter County (2008, 2014, 2018)
- > Collier County (2005, 2008, 2010, 2013, 2018)
- > City of Mount Dora (2018)
- > City of Tamarac (2018)
- > City of Oviedo (2005, 2013, 2018)
- > City of Hallandale Beach (2018)
- > Orange County (2013, 2017)
- > City of Bozeman, MT (2007, 2017)
- > City of Sarasota (2016)
- > City of St. Cloud (2003, 2006, 2016)
- > City of Palm Beach Gardens (2016)
- > Village of Royal Palm Beach (2016)
- > City of Tampa (2007, 2014)
- > Marion County (2014)

- > Brevard County (2014)
- > City of Lakeland (2008, 2014)
- > Charlotte County (2013)
- > Osceola County (2011)
- > City of North Port (2011)
- > City of Haines City (2009)
- > Leon County (2008)
- > Panama City (2008)
- > City of Helena, MT (2007, 2009)
- > Lewis & Clark County, MT (2007, 2009)
- > Highlands County (2006)
- > City of Deltona (2006)
- > City of Ft. Pierce (2006)
- > Polk County (2005, 2009)
- > City of Palm Coast (2004)
- > City of Kissimmee (2003, 2006)
- > Pasco County (2006)
- > Lake County (2007)

Fire/EMS

- > Palm Beach County (2014, 2021)
- > City of Ocala (2018, 2021)
- > City of Brooksville (2021)
- > Hardee County (2021)
- > Hernando County (2015, 2020)
- > Seminole County (2020)
- > City of Hollywood (2013, 2020)
- > Charlotte County (2020)
- > Lake County (2007, 2011, 2013, 2015, 2016, 2018, 2019, 2020)

- > Martin County (2020)
- > City of Lakeland (2006, 2009, 2014, 2019)
- > Indian River County (2004, 2013, 2019)
- > Manatee County (2019)
- > City of Mount Dora (2019)
- > North Collier Fire District (2004, 2015, 2017, 2019)
- > City of Lake City (2008, 2009, 2014, 2015, 2017, 2019)
- > City of Bartow (2010, 2015, 2016, 2017, 2018, 2019)
- > City of Lauderdale Lakes (2018)
- > City of Oviedo (2005, 2013, 2018)
- > City of Hallandale Beach (2018)
- > City of Bozeman, MT (2018)
- > Collier County (2005, 2010, 2014, 2018)
- > Columbia County (2013, 2017)
- > Orange County (2005, 2013, 2017)
- > City of Palm Beach Gardens (2016)
- > City of Clermont (2015)
- > Greater Naples Fire District (2004, 2015)
- > Brevard County (2014)
- > City of Casselberry (2013)
- > City of North Port (2011)
- > City of Palm Bay (2011)
- > City of Helena, MT (2007, 2009)
- > Sumter County (2009)
- > Lewis & Clark County, MT (2007, 2009)
- > Volusia County (2008)
- > Panama City (2007-2008)
- > St. Lucie County (2007)
- > City of St. Pete Beach (2006, 2007)
- > City of Tavares (2006)
- > Highlands County (2006)
- > Citrus County (2006)
- > City of Plant City (2006)
- > City of Deltona (2005)

Parks and Recreation

- > Palm Beach County (2014, 2021)
- > City of Brooksville (2021)
- > City of Hollywood (2020)
- > Village of Palm Springs (2020)
- > Hernando County (2020)
- > Martin County (2020)
- > Flagler County (2020)
- > Manatee County (2020)
- > Indian River County (2004, 2013, 2019)
- > Collier County (2009, 2013, 2018)
- > City of Mount Dora (2018)
- > City of Tamarac (2018)
- > City of Hallandale Beach (2018)
- > City of Oviedo (2005, 2013, 2018)
- > Town of Wake Forest, NC (2017)
- > Orange County (2004, 2012, 2017)
- > Village of Royal Palm Beach (2017)
- > City of Largo (2016)
- > Brevard County (2014)
- > City of Casselberry (2013)
- > City of North Port (2011)
- > Volusia County (2008)
- > Panama City (2008)
- > Lake County (2007)
- > City of Kissimmee (2007)
- > City of St. Pete Beach (2006, 2007)
- > City of Ft. Pierce (2006)
- > City of Tavares (2006)
- > City of Apopka (2006)
- > City of DeBary (2006)
- > Highlands County (2006)
- > City of Helena, MT (2007, 2009)
- > Lewis & Clark County, MT (2007, 2009)
- > City of Deltona (2005)

**Office Location**

Tampa, FL

Education

BA, Economics/Business
Administration, University of
Florida (2007)

Years of Experience

13

Years with Tindale Oliver

13

Professional Affiliations

American Planning Association
(APA)

Robert Layton

Project Manager

Role: Project Planner

Robert's primary experience is in public finance studies, including impact and mobility fee studies for fire, EMS, schools, law enforcement, correctional facilities, government buildings, transportation, solid waste, libraries, and parks & recreation facilities. His background in economics enables him to work effectively with economic/demographic variables, capital improvement programs, expenditure and revenue figures, and other financial material. He also has an extensive experience with property appraiser databases and has been involved in the preparation of administrative manuals for several jurisdictions.

Impact Fee Studies**Transportation/Mobility**

- > City of Hollywood (2020)
- > Manatee County (2020)
- > Martin County (2020)
- > Hernando County (2013, 2020)
- > Hillsborough County (2016, 2019)
- > City of Apopka (2019)
- > Indian River County (2013, 2019)
- > Sumter County (2008, 2014, 2018)
- > Collier County (2008, 2010, 2013, 2018)
- > City of Tamarac (2018)
- > City of Mount Dora (2018)
- > City of Hallandale Beach (2018)
- > City of Bozeman, MT (2017, 2018)
- > Clay County (2017)
- > Orange County (2013, 2017)
- > City of Sarasota (2016)
- > City of St. Cloud (2016)
- > St. Lucie County (2016)
- > City of Palm Beach Gardens (2016)
- > Palm Beach County (2015)
- > City of Tampa (2009, 2014)
- > Pasco County (2014)
- > Brevard County (2014)

- > Marion County (2014)
- > Osceola County (2011, 2014)
- > City of Lakeland (2014)
- > Charlotte County (2013)
- > City of Oviedo (2013)
- > City of Casselberry (2013)
- > City of Orlando (2012)
- > City of North Port (2011)
- > City of Haines City (2009)
- > City of Helena (MT) (2007, 2009)
- > Polk County (2009)
- > Lewis & Clark County (MT) (2007, 2009)
- > Leon County (2008)
- > Panama City (2008)

Fire/EMS

- > City of Mount Dora (2018)
- > City of Bozeman, MT (2017)
- > City of Lakeland (2013)
- > Collier County (2013)

Parks and Recreation

- > City of Tamarac (2018)
- > City of Mount Dora (2018)
- > Collier County (2013)

**Office Location**

Tampa, FL

Education

- > Graduate Certificate, GIS Applications Specialist, Sault College, ON (2000)
- > BA, Geography, Laurentian University (1994)

Years of Experience

18

Years with Tindale Oliver

7

Certifications

- > AICP #022648 (2008)

Professional Affiliations

- > American Planning Association, American Institute of Certified Planners
- > Florida Statewide Modeling Taskforce
- > Tampa Bay Transportation Applications Group

Steve Infanti, AICP

Assistant Project Manager/ Senior Planner

Role: Planning Support

Steve is a certified planning professional with experience in transportation planning and GIS applications, including travel demand modeling using Cube Voyager models and mapping, geodatabase design and geospatial analysis using ESRI ArcGIS. He has conducted numerous traffic impact studies, general traffic analysis, freight corridor screenings, crash data analysis and other similar projects.

Impact Fee Studies

- > City of Hollywood Impact Fee Study (2020)
- > Martin County Mobility Plan & Fee Study (2020)
- > Manatee County Mobility Plan & Fee Study (2020)
- > Flagler County Impact Fee Study (2020)
- > Hernando County Transportation Impact Fee Update (2013, 2019)
- > Collier County (2010, 2013, 2018)
- > Orange County Transportation Impact Fee (2013, 2017)
- > Apopka Transportation Impact Fee Study (2019)
- > City of Sarasota Citywide Mobility Plan (2015)
- > Pasco County Mobility Fee Update (2015)
- > City of Tampa Transportation Impact Fee Update Study (2014)
- > City of Lakeland Impact Fee Update (2014)
- > Indian River County Impact Fee Update (2013)

**Office Location**

Tampa, FL

Education

- > Masters of Urban and Regional Planning, The University of South Florida (2016)
- > BS, Human Geography/GIS, The Pennsylvania State University (2014)

Years of Experience

6

Years with Tindale Oliver

6

Certifications

AICP #31949 (2019)

Professional Affiliations

American Planning Association (APA)
American Association of Geographers (AAG)

Patrick Dougherty, AICP

Senior Planner/GIS Analyst

Role: Planning & GIS Support



planning | design | engineering

Patrick has a background in human geography, geographic information systems, spatial analysis, and data management, providing expertise in visualizing and analyzing data for a wide array of projects. He has experience and expertise in community planning and design and public finance projects, as well as various other transportation-related projects.

Impact Fee Studies

- > Collier County Impact Fee Updates (2021)
- > City of Sarasota Multimodal Impact Fee Discount Analysis (2019)
- > Hillsborough County Schools Long Range Plan (2017, 2021)
- > City of Hallandale Beach Financial Study (2018)
- > Broward County Schools Student Generation Rate/School Impact Fee (2018)
- > City of Palm Beach Gardens Impact Fee Study (2015-2016)
- > Sarasota County Schools Long Range Plan (2015)
- > Naples Fire Department - Impact Fee Update (2015)
- > North Collier Fire District - Impact Fee Update (2015)
- > Martin County (2020)
- > Manatee County (2020)
- > Flagler County(2020)
- > City of Hollywood (2020)
- > Broward County Schools (2018, 2020)
- > Hillsborough County Schools (2017, 2020)
- > Collier County (2018-Ongoing)
- > Hillsborough County (2018)
- > Orange County (2017, 2020)
- > City of Tampa (2019)
- > City of Sarasota (2020)
- > City of Hallandale Beach (2018)
- > City of Palm Beach Gardens (2016)
- > Sarasota County Schools (2015)
- > Greater Naples Fire District (2015)
- > North Collier Fire District(2015)



E. Tyson Smith, Esq., AICP

White & Smith Planning and Law Group

255 King Street
Charleston, South Carolina 29401
(843) 937-0201
tsmith@planningandlaw.com
www.planningandlaw.com

Role: Optional Legal Services



Tyson Smith has been working in local government law and land use planning since 1992, first, as an in-house planner and, since 2000, as a planning consultant and attorney. Mr. Smith has served over fifty jurisdictions around the country on matters related to impact fees and other public facility tools, including concurrency/APF, tax increment financing, development agreements, and exactions. Mr. Smith is the former chairman of the board for the Growth & Infrastructure Consortium. Mr. Smith also is certified mediator (SC) and holds law licenses in Florida and South Carolina.

RECENT IMPACT FEE CLIENTS

Florida: Apopka, Aventura, Casselberry, Citrus County, Brevard County, Collier County, Coral Springs, Deltona, Escambia County, Flagler County, Ft. Pierce, Hernando County, Hillsborough County, Indian River County, Inverness, Kissimmee, Lakeland, Manatee County, Marion County, Orange County, Orlando, Osceola County, Oviedo, Palm Beach County, Palm Coast, Panama City, Pasco County, Sarasota, Sarasota County, St. Johns County, St. Lucie County, and Tavares.

Nationwide: Washoe County (Reno, NV), Nye County (NV), Missoula (MT), Bozeman (MT), Georgetown County (SC), Aiken County (SC), Anderson County (SC), Cheyenne (WY), Helena (MT), Queen Anne's County (MD), Sunbury (OH), Delaware (OH), Fairfield (OH), Garden City (GA), Cary (NC), Salt River Pima Indian Community, Avondale (AZ), Flagstaff (AZ), Queen Creek (AZ), Maricopa County (AZ), Goodyear (AZ), Yuma (AZ).

EDUCATION BACKGROUND

- > Juris Doctor, University of Florida (2000)
- > Master of Arts (Urban and Regional Planning), University of Florida (1995)
- > Bachelor of Arts (Economics), University of North Carolina at Chapel Hill (1991)

EXPERT WITNESS

For Monroe County, *Guitierrez v. Florida Department of Community Affairs and Monroe County*, DCA 07-OR-263; June 2008.

SPEAKING ENGAGEMENTS & KEYNOTES

- > The U.S. Supreme Court Decision in *Koontz*: What it means for Planners, Growth and Infrastructure Consortium, Phoenix, AZ (October 2013)
- > *Koontz v. St. Johns River Water Management District*: A Legal Analysis, South Carolina Chapter of the American Planning Association, Greenville, SC (October 2013)

AFFILIATIONS

- > **Member**, Growth and Infrastructure Consortium, Board of Directors
- > **Member**, Mediation and Meeting Center of Charleston
- > **Member**, American Planning Association
- > **Member**, Institute of Municipal Lawyers Association

LICENSES AND CERTIFICATIONS

- > **Member**, American Institute of Certified Planners
- > **Member**, South Carolina Bar
- > **Member**, Florida Bar
- > **Certified**, Family Court Mediator (SC)
- > **Certified**, Civil Court Mediator (SC)



3.5

Ability to Meet Time and Budget Requirements

Photo courtesy of www.flickr.com/photos/alachuacounty



Tab 3.5 Ability to Meet Time and Budget Requirements

ABILITY TO MEET TIME AND BUDGET REQUIREMENTS

The Tindale Oliver Team has a reputation for completing projects on time and within budget while meeting or exceeding client expectations of quality. This is accomplished through the development of detailed tasks, time management practices, project staff meetings with assigned personnel, and regular communication with the client Project Manager.

To ensure that the study stays on schedule, the Tindale Oliver Team conducts weekly internal project meetings to communicate on the progress of projects to ensure that we continue to meet the project schedule.

In terms of communicating with Alachua County, in addition to the periodic meetings outlined under the Scope of Services, the Tindale Oliver Team will be in contact with County staff on a regular basis through phone conferences regarding any questions about the data, progress of the study, interim deliverables, and other related issues. In the past, Tindale Oliver has been consistently successful in keeping its clients informed of their study's progress.

KEY ELEMENTS OF TINDALE OLIVER'S QUALITY ASSURANCE/QUALITY CONTROL PROGRAM

- > **Quality Assurance** – QA procedures involve input from peers outside the project team, often referred to as Independent Technical Reviewers. Tindale Oliver's QA/QC Manager or another designated expert will serve as the primary Independent Technical Reviewer for each task, providing comments and feedback from a perspective that comes from not being involved in the day-to-day details of the project.
- > **Quality Control** – QC procedures include efforts aimed at countering errors or misjudgments and identifying opportunities for improvement. This includes intra-team technical review and professional editorial review to help ensure the quality of deliverables that clients have come to expect from us.
- > **Schedule Adherence** – Through our historical performance with clients throughout Florida and the US, Tindale Oliver has a proven track record with on-time



performance. Local policy issues or other reasons beyond our control were the primary reasons for delay in the rare instances in which projects were not completed according to the original schedule.

EXECUTING THE QA/QC PROGRAM

Tindale Oliver's Project Management Plan

Tindale Oliver understands the diverse needs of our clients and has developed project management procedures to help ensure execution of the QA/QC program. A Project Management Plan (PMP) is prepared to facilitate management of major task work orders and includes the following major items:

- > Project goals and objectives
- > Client Bill of Rights
- > Project contacts
- > Project responsibility assignments
- > Scope of work
- > Project deliverables
- > Project schedule, including milestones and meeting dates

The PMP is distributed and reviewed with the entire project team to ensure that all are working toward the same goals and objectives, creating a cohesive team and providing the client with consistent, superior deliverables. The PMP also is an excellent tool for the client to track the project's progress and the Tindale Oliver Team's performance.



Cultural Commitment to Quality

Most important is Tindale Oliver's cultural commitment to quality that has been demonstrated since being established in 1989. This commitment is evidenced by the project management philosophy and techniques espoused by Tindale Oliver for the successful management of projects and client relationships. The Tindale Oliver Team looks forward to applying this philosophy to this contract.

Client Bill of Rights

As further evidence of Tindale Oliver's commitment to quality and customer service, the Principals of Tindale Oliver have signed a pledge to our Client Bill of Rights (below) which includes eight key elements that are indicative of our commitment to developing and maintaining long-term client relationships.

Conclusion

In conclusion, Tindale Oliver will ensure responsiveness to Alachua County in three key ways:

- > Corporate commitment to QA/QC, as proven by our long-term relationship with public agencies throughout Florida and the US.
- > Sound project management principles, as evidenced by our commitment to communication and project management planning.
- > Personal commitment from the project management team.

TINDALE OLIVER CLIENT BILL OF RIGHTS

- 1) **We treat our clients as we desire to be treated.** We treat our clients with integrity, fairness, courtesy, honesty, trust, and mutual respect.
- 2) **We exceed client expectations.** We always strive to exceed our clients' expectations regarding quality and creative approaches, not to be satisfied by merely meeting those expectations.
- 3) **We take ownership.** We assume individual responsibility for responding to a client call and ensuring that the client is completely satisfied.
- 4) **We accept responsibility.** We take personal responsibility for any client issue. We take charge to resolve any problem with urgency and attention to detail.
- 5) **We are always responsive.** We strive to respond to client inquiries on the same day and are committed to responding within 24 hours or less, with multiple points of contact provided to each client.
- 6) **We strive to do things the right way for the right reasons.** We recognize that no potential job is too large or too small, and no deadline is impossible. But we also are willing to say "no" for the right reasons.
- 7) **We provide solutions.** We always find solutions to accomplish our clients' needs, however impossible they may seem at first.
- 8) **We work as a team on all endeavors.** We assist each other in doing what it takes to get the job done and take the word "team" very seriously.



3.6

Effect of Project Team Location on Project Responses

Photo courtesy of www.flickr.com/photos/alachuacounty



Tab 3.6 Effect of Project Team Location on Project Responses

OFFICE LOCATION

The Tindale Oliver Team recognizes that being visible and accessible to our clients is essential to developing and maintaining strong and lasting relationships. As we have done under current and previous contracts with clients throughout Florida, we will continue to maximize our contact with Alachua County staff throughout the life of the Impact and Mobility Fee Update contract. We believe in operating as an extension of staff and will be able to accomplish this through frequent phone and electronic communication, virtual and on-site meetings, and regular project updates.

Key staff and members of the project management team are located in Tindale Oliver's Tampa office, within a short driving distance of Alachua County:

Tindale Oliver
Corporate Headquarters
1000 North Ashley Drive, Suite 400
Tampa, FL 33602
(813) 224-8862

COVID-19 RESPONSE

Given recent restrictions due to COVID-19, Tindale Oliver currently offers multiple virtual meeting options to its clients to ensure that the projects remain on schedule. Examples of these options include GoToMeeting, GoToWebinar, MSTeams, and Zoom. Depending on the scope of the meeting and number of participants, certain platforms perform better than others. We have had much success conducting different types of meetings using these platforms, including staff meetings/presentations, public open houses, various Advisory/Stakeholder Committee presentations, and Board presentations/adoption hearings.

Over the past 32 years, Tindale Oliver has supported clients throughout Florida in numerous areas, including impact fee studies and financial planning, transportation engineering, traffic design, master mobility planning, transit and other multimodal transportation planning, parks, fire and school master planning, and crash data management and analysis, with staff located in our Tampa office, as well as with staff in other locations. Alachua County can expect the same level of dedication and responsiveness for this contract.



3.7

Appendix

Photo courtesy of www.flickr.com/photos/alachuacounty



REQUIRED FORMS AND ATTACHMENTS

In accordance with RFP No. 21-989, the following forms and attachments are included in this section:

- > Exhibit A - Signature and Acknowledgement of Addendum Form
- > Exhibit B - Volume of Previous Work Summary
- > Exhibit C - Proposed Subcontractors Form
- > Exhibit D - Drug Free Workplace
- > Exhibit E - Public Record Declaration or Claim of Exemption
- > Exhibit F - Type "A" Insurance Requirements
- > Tindale Oliver Certificate of Liability Insurance
- > Tindale Oliver Certificate of Cyber Liability Insurance
- > Exhibit G - Corporate Resolution Granting Signing Authority and Authority to Conduct Business
- > Tindale Oliver Certificate of Corporate Status

EQUAL OPPORTUNITY POLICIES AND PRACTICE STATEMENT

Tindale Oliver affirms its commitment to equal employment opportunity and has submitted an Affirmative Action Plan for the purpose of maintaining that promise with particular emphasis on the minority workforce population and the utilization of minority professional firms, consultants, and/or suppliers.

Special meetings will be conducted with executive management and supervisory personnel to explain the intent of the plan and individual responsibility for effective implementation, making clear our commitment to the program. Additionally, the plan will be discussed at employee orientation and leadership training programs.

Outside sources such as recruitment subcontractors, vendors, and suppliers will be informed verbally and in writing about our affirmative action policies.

Mrs. Casey Sledzinski, Director of Human Resources, is hereby appointed the firm's Affirmative Action Officer. She will have the day-to-day responsibility for the implementation and monitoring of our plan.

The Affirmative Action Plan is available for your review during normal working hours. For review of the plan, please contact Mrs. Casey Sledzinski, Director of Human Resources at 813-224-8862, or via email at csledzinski@tindaleoliver.com.

TINDALE OLIVER STATEMENT OF FINANCIAL STABILITY

Tindale Oliver is a firm with a sound financial condition that has demonstrated growth over the last 32 years, and there are no planned, pending, or foreseen mergers or acquisitions of our firm. We are well-positioned to capitalize on the growing opportunities in the public finance market in both Florida and other regions of the U.S. Tindale Oliver will continue to concentrate on our core strengths and services to provide our clients with the best service possible. As further proof of our firm's stability, a reference letter from the Bank of Tampa is included at the end of this section.

CLIENT REFERENCES

Impact Fee Studies - Orange County, Florida

Client Contact:

Chris Testerman, Assistant County Administrator
Orange County
400 E South Street
Orlando, FL 32801
(407) 836-5883
Chris.testerman@ocfl.net

Key Personnel Involved:

Steve Tindale, P.E., FAICP; Nilgün Kamp, AICP; Robert Layton; Steve Infanti, AICP; Patrick Dougherty, AICP

Impact Fee Studies - Collier County, Florida

Client Contact:

Amy Patterson, Director
Deputy County Manager
Collier County
2800 North Horseshoe Dr.
Naples, FL 33942
(239) 403-2369
Amypatterson@colliergov.net

Key Personnel Involved:

Steve Tindale, P.E., FAICP; Nilgün Kamp, AICP; Robert Layton; Steve Infanti, AICP; Patrick Dougherty, AICP



Comprehensive Impact Fee Study - Indian River County, Florida

Client Contact:

Phillip J. Matson, AICP, Community Development Director
Indian River County Community Development Department
1801 27th Street
Vero Beach, FL 32960
Phone: (772) 226-1243
pmatson@ircgov.com

Key Personnel Involved:

Steve Tindale, P.E., FAICP; Nilgün Kamp, AICP; Robert Layton;
Steve Infanti, AICP; Patrick Dougherty, AICP

Impact Fee Update Study - Palm Beach County, Florida

Client Contact:

Willie M. Swoope, Impact Fee Manager
Palm Beach County Government
2300 N. Jog Road
West Palm Beach, FL 33411-2741
(561) 233-5025
Wswoope@pbcgov.org

Key Personnel Involved:

Steve Tindale, P.E., FAICP; Nilgün Kamp, AICP; Robert Layton;
Patrick Dougherty, AICP

Martin County MPO Mobility Fee Study - Martin County, Florida

Client Contact:

Joy Puerta, Planner
Martin County MPO
3481 SE Willoughby Blvd., Suite 101
Stuart, FL 34994
(772) 320-3015
JPuerta@martin.fl.us

Key Personnel Involved:

Steve Tindale, P.E., FAICP; Nilgün Kamp, AICP; Robert Layton;
Steve Infanti, AICP; Patrick Dougherty, AICP

Mobility Fee Study and Concurrency Management - Hillsborough County, Florida

Client Contact:

John Patrick, Division Director, Strategic Infrastructure
Planning
Community and Infrastructure Planning Department
601 E. Kennedy Blvd., 22nd Floor
Tampa, FL 33602
(813) 276-8428
patrickj@hcfllgov.net

Key Personnel Involved:

Steve Tindale, P.E., FAICP; Nilgün Kamp, AICP; Robert Layton;
Steve Infanti, AICP; Patrick Dougherty, AICP

Multimodal Transportation Impact Fee Study - City of Orlando, Florida

Client Contact:

Nancy Ottini, Transportation Impact Fee Coordinator
City of Orlando Transportation Planning Division
Transportation Department
400 South Orange Avenue
Orlando, FL
(407) 246-3529
nancy.jurus-ottini@cityoforlando.net

Key Personnel Involved:

Steve Tindale, P.E., FAICP; Nilgün Kamp, AICP; Robert Layton;
Steve Infanti, AICP; Patrick Dougherty, AICP

SIGNATURE AND ACKNOWLEDGEMENT OF ADDENDUM FORM

RFP: **21-989 Impact and Mobility Fee Update**

PROPOSAL OPENING DATE: August 4, 2021
2:00 pm, Wednesday, July 21, 2021

Acknowledge Receipt of Addendum(s) (if applicable):

#1 ☒ Yes ☐ No

#2 ☐ Yes ☐ No

#3 ☐ Yes ☐ No

#4 ☐ Yes ☐ No

Proposer: William L. Ball, AICP Company: Tindale-Oliver & Associates, Inc., dba Tindale Oliver

Address: 1000 N. Ashley Drive, Suite 400, Tampa, FL 33602

Authorized Signature:  Title: Chief Operating Officer

Clearly Print Name: William L. Ball, AICP

Phone: (813) 224-8862 Fax: (813) 226-2106 Date: August 2, 2021

Email Address: BBall@tindaleoliver.com

VOLUME OF PREVIOUS WORK SUMMARY

Volume of previous work will be determined by the actual fees rendered to the consultant by Alachua County. These fees are based on actual payments made to the consultant and are retrieved from the County's electronic accounting system. Only a portion of these fees 9 (Adjusted fee) will be considered based on the fiscal year payments and the factor listed below (see chart below).

SAMPLE

PERIOD	ACTUAL FEE	FACTOR	ADJUSTED FEE
Current and last year (Oct 1 – Sept 30)	\$ 100,000.00	X 1.0	\$ 100,000.00
Second year past (Oct 1 – Sept 30)	\$ 100,000.00	X .08	\$ 80,000.00
Third year past (Oct 1 - Sept 30)	\$ 100,000.00	X .06	\$ 60,000.00
TOTAL ADJUSTED FEE CONSIDERED			\$ 240,000.00

VOLUME OF PREVIOUS WORK - POINTS EARNED

The volume of previous work points earned are based on the adjusted fee (see chart below).

POINTS	ADJUSTED FEE (AF)	YOUR REQUESTED AF POINTS
5	AF < 50,000	_____ points
4	50,000 < AF < 100,000	
3	100,000 < AF < 200,000	
2	200,000 < AF < 300,000	
1	300,000 < AF < 400,000	
0	AF > 400,000	

PROPOSED SUBCONTRACTORS FORM

RFP: 21-989 Impact and Mobility Fee Update

Name of Contractor: White & Smith, LLC

Address: 255 King Street, Charleston SC 29401

Scope of Work to be Performed: *Optional legal services if desired by Alachua County

Name of Contractor: _____

Address: _____

Scope of Work to be Performed: _____

Name of Contractor: _____

Address: _____

Scope of Work to be Performed: _____

Name of Contractor: _____

Address: _____

Scope of Work to be Performed: _____

Name of Contractor: _____

Address: _____

Scope of Work to be Performed: _____

If additional space is required for your subcontractor listing, make copies of this Exhibit C and submit with you bid package.

DRUG FREE WORKPLACE

Florida Statute, Section 287.087 states that whenever two or more bids, proposals, or replies that are equal with respect to price, quality, and service are received by the state or by any political subdivision for the procurement of commodities or contractual services, a bid proposal, or reply received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process.

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that.

Tindale-Oliver & Associates, Inc., dba Tindale Oliver

Name of Business

does:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 1893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.



Bidder's Signature William L. Ball, AICP, Chief Operating Officer

July 19, 2021

Date

PUBLIC RECORD DECLARATION OR CLAIM OF EXEMPTION

As a bidder or proposer, any document you submit to Alachua County may be a public record and be open for personal inspection or copying by any person. In Florida "public records" are defined as all documents, papers, letters, maps, books, tapes, photographs, films, sound recordings, data processing software, or other material, regardless of the physical form, characteristics, or means of transmission, made or received pursuant to law or ordinance or in connection with the transaction of official business by any agency. Section 119.011, F.S. A document is subject to personal inspection and copying unless it falls under one of the public records exemptions created under Florida law. Please designate what portion of your bid or proposal, if any, qualifies to be exempt from inspection and copying:

(Execute either section I. or II, but not both; bidder may not modify language)

I. NO EXEMPTION FROM PUBLIC RECORDS LAW

No part of the bid or proposal submitted is exempt from disclosure under the Florida public records law, Ch. 119, F.S.

Bidder's Signature: William L. Ball Date: July 19, 2021
William L. Ball, AICP, Chief Operating Officer

--- OR ---

II. EXEMPTION FROM PUBLIC RECORDS LAW AND AGREEMENT TO INDEMNIFY AND DEFEND ALACHUA COUNTY

The following parts of the bid or proposal submitted are exempt from disclosure under the Florida public records law because: (list exempt parts and legal justification. i.e. trade secret):

By claiming that all or part of the bid or proposal is exempt from the public records law, the undersigned bidder or proposer agrees to protect, defend, indemnify and hold the County, its officers, employees and agents free and harmless from and against any and all claims arising out of a request to inspect or copy the bid or proposal. The undersigned bidder or proposer agrees to investigate, handle, respond to, provide defense (including payment of attorney fees, court costs, and expert witness fees and expenses up to and including any appeal) for and defend any such claim at its sole cost and expense through counsel chosen by the County and agrees to bear all other costs and expenses related thereto, even if they (claims, etc.) are groundless, false, or fraudulent.

Bidder's Signature: _____ Date: _____

TYPE "A" INSURANCE REQUIREMENTS
"ARTISAN CONTRACTORS / SERVICE CONTACTS"

The Contractor shall procure and maintain for the duration of this contract insurance against claims for injuries to persons or damages to property, which may arise from or in connection with the performance of the work hereunder by the contractor/vendor, his agents, representatives, employees or subcontractors.

COMMERCIAL GENERAL LIABILITY

Coverage must be afforded under a per occurrence form policy for limits not less than \$1,000,000 General Aggregate, \$1,000,000 Products / Completed Operations Aggregate, \$1,000,000 Personal and Advertising Injury Liability, \$1,000,000 each Occurrence, \$50,000 Fire Damage Liability and \$5,000 Medical Expense.

AUTOMOBILE LIABILITY

Coverage must be afforded including coverage for all Owned vehicles, Hired and Non-Owned vehicles for Bodily Injury and Property Damage of not less than \$1,000,000 combined single limit each accident.

WORKERS COMPENSATION AND EMPLOYER'S LIABILITY

Coverage to apply for all employees at STATUTORY Limits in compliance with applicable state and federal laws; if any operations are to be undertaken on or about navigable waters, coverage must be included for the USA Longshoremen & Harbor Workers Act.

Employer's Liability limits for not less than \$100,000 each accident; \$500,000 disease policy limit and \$100,000 disease each employee must be included.

BUILDER'S RISK / INSTALLATION FLOATERS (when applicable)

When this contract or agreement includes the construction of and/or the addition to a permanent structure or building; including the installation of machinery and/or equipment, the following insurance coverage must be afforded:

Coverage Form: Completed Value, All Risk in an amount equal to 100% of the value upon completion or value of equipment to be installed.

When applicable: Waiver of Occupancy Clause or Cessation of Insurance clause. Flood Insurance as available under the

National Flood Insurance Program.

EMPLOYEE FIDELITY COVERAGE (only applicable to vendors whose employees handle funds)

Employee Dishonesty coverage must be afforded for not less than \$500,000 Blanket all employees ISO Form

OTHER INSURANCE PROVISIONS

The policies are to contain, or be endorsed to contain, the following provisions:

I Commercial General Liability and Automobile Liability Coverages

a. The Alachua County Board of County Commissioners, its officials, employees and volunteers are to be covered as an Additional Insured as respects: Liability arising out of activities performed by or on behalf of the Contractor/Vendor; to include Products and/or Completed Operations of the Contractor/Vendor; Automobiles owned, leased, hired or borrowed by the Contractor.

b. The Contractor's insurance coverage shall be considered primary insurance as respects the County, its officials, employees and volunteers. Any insurance or self-insurance maintained by the County, its officials, employees or volunteers shall be excess of Contractor/Vendor's insurance and shall be non-contributory.

II All Coverages

The Contractor/Vendor shall provide a Certificate of Insurance to the County with a notice of cancellation. The certificate shall indicate if cover is provided under a "claims made" or "per occurrence" form. If any cover is provided under claims made from the certificate will show a retroactive date, which should be the same date of the contract (original if contract is renewed) or prior.

SUBCONTRACTORS

The Contractor/Vendor shall be responsible for all subcontractors working on their behalf as a condition of this agreement. All subcontractors of the Contractor/Vendor shall be subject to the same coverage requirements stated herein.

CERTIFICATE HOLDER: **Alachua County Board of County Commissioners**

MAIL, EMAIL or FAX CERTIFICATES

ACORDTM**CERTIFICATE OF LIABILITY INSURANCE**

DATE (MM/DD/YYYY)

04/21/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).

PRODUCER USI Insurance Services, LLC 2502 N Rocky Point Drive Suite 400 Tampa, FL 33607		CONTACT NAME: PHONE (A/C, No, Ext): 813 321-7500 FAX (A/C, No): E-MAIL ADDRESS:	
		INSURER(S) AFFORDING COVERAGE	NAIC #
		INSURER A : Travelers Property Cas. Co. of America	25674
INSURED Tindale-Oliver & Associates, Inc. 1000 N Ashley Dr., Suite 400 Tampa, FL 33602		INSURER B : National Union Fire Ins Pittsburgh, PA	19445
		INSURER C : Phoenix Insurance Company	25623
		INSURER D : XL Specialty Insurance Company	37885
		INSURER E : Travelers Indemnity Company of CT	25682
		INSURER F :	

COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	6807H273337	02/24/2021	02/24/2022	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$2,000,000 \$
E	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	BA4R266265	02/24/2021	02/24/2022	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input checked="" type="checkbox"/> RETENTION \$0	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	EBU086445539	02/24/2021	02/24/2022	EACH OCCURRENCE \$9,000,000 AGGREGATE \$9,000,000 \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y / N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		<input checked="" type="checkbox"/>	UB9M947350	02/24/2021	02/24/2022	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
D	Professional Liability			DPR9976610	04/20/2021	04/20/2022	\$5,000,000 per claim \$5,000,000 annl aggr.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Professional Liability coverage is written on a claims-made basis.

CERTIFICATE HOLDER**CANCELLATION****FOR PROPOSAL PURPOSES**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE





CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

07/01/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Brown & Brown of Florida, Inc. P.O. Box 173086 Tampa FL 33672	CONTACT NAME: House Account PHONE (A/C, No, Ext): (800) 755-7297 FAX (A/C, No): E-MAIL ADDRESS: INSURER(S) AFFORDING COVERAGE INSURER A: Underwriters at Lloyd's, London (Illinois) INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:	NAIC #
INSURED Tindale-Oliver & Associates 1000 Ashley Drive Ste 400 Tampa FL 33602		

COVERAGES**CERTIFICATE NUMBER:** Master 2020-2021**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y / N If yes, describe under DESCRIPTION OF OPERATIONS below		N / A				PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Cyber Liability			ASH20G006154	08/01/2020	08/01/2021	Agg. Limit: \$2,000,000 Eac. Limit: \$2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**FOR BID PURPOSES ONLY
1000 Ashley Drive Ste 400

Tampa

FL 33602

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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EXHIBIT G

Tindale-Oliver & Associates, Inc., dba Tindale Oliver

(Insert Name of Corporation)

**CORPORATE RESOLUTION GRANTING SIGNING AUTHORITY
AND AUTHORITY TO CONDUCT BUSINESS**

The Board of Directors ("Directors") of Tindale-Oliver & Associates, Inc., dba Tindale Oliver, a
(insert name of company)

Florida corporation (the "Corporation"), at a duly and properly
(insert state of incorporation)

held meeting on the 19 day of July, 20 21, did hereby consent to, adopt,
ratify, confirm and approve the following recitals and resolutions:

WHEREAS, the Corporation is a duly formed, validly existing corporation in good standing under the laws of the State of Florida and is authorized to do business in the State of Florida; and

WHEREAS, the Corporation desires to grant certain persons the authority to execute and enter into contracts and conduct business on behalf of the Corporation.

NOW, THEREFORE, BE IT RESOLVED, that any of the following officers and employees of the Corporation listed below are hereby authorized and empowered, acting along, to sign, execute and deliver any and all contracts and documents on behalf of the Corporation, and to do and take such other actions, including but not limited to the approval and execution of contracts, purchase orders, amendments, change orders, invoices, and applications for payment, as in his or her judgment may be necessary, appropriate or desirable, in connection with or related to any bids, proposals, or contracts to, for or with to Alachua County, a charter county and political subdivision of the State of Florida:

NAME	TITLE
<u>Steven A. Tindale, P.E., FAICP</u>	<u>Principal/President and Chief Executive Officer</u>
<u>William L. Ball, AICP</u>	<u>Principal/Vice President and Chief Operating Officer</u>
<u>Joel R. Rey, P.E., AICP</u>	<u>Principal/Vice President, Director of Transportation & Transit Solutions</u>
<u></u>	<u></u>

BE IT RESOLVED THAT, these resolutions shall continue in full force and effect, and may be relied upon by Alachua County, until express written notice of their rescission or modification has been received by the Procurement Manager of Alachua County. Any revocation, modification or replacement of these resolutions must be accompanied by documentation satisfactory to the Procurement Manager of Alachua County, establishing the authority for the changes.

IN WITNESS WHEREOF, I have executed my name as Secretary and have hereunto affixed the corporate seal of the above-named Corporation this 19 day of July, 2021, and do hereby certify that the foregoing is a true record of a resolution duly adopted at a meeting of the Board of Directors of the Corporation and that said meeting was held in accordance with state law and the Bylaws of the Corporation, and that the resolution is now in full force and effect without modification or rescission.

(Corporate Seal) Secretary of the Corporation

By:  34EBD4BCB2DB493...

Steven A. Tindale, P.E., FAICP

(Print Secretary's Name)

State of Florida

Department of State

I certify from the records of this office that TINDALE-OLIVER & ASSOCIATES, INC. is a corporation organized under the laws of the State of Florida, filed on January 13, 1989.

The document number of this corporation is K58299.

I further certify that said corporation has paid all fees due this office through December 31, 2021, that its most recent annual report/uniform business report was filed on January 29, 2021, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Twenty-ninth day of January,
2021*



Randy Be
Secretary of State

Tracking Number: 8566379466CC

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

The Bank of Tampa

POST OFFICE BOX ONE
TAMPA, FLORIDA 33601-0001

John M. Unger, CFP®
SENIOR VICE PRESIDENT
MARKET DIRECTOR

4400 N. ARMENIA AVENUE
TAMPA, FLORIDA 33603
(813) 872-1365
FAX (813) 872-0458
junger@bankoftampa.com

April 8, 2021

Re: Tindale Oliver and Associates

To Whom It May Concern,

The Bank of Tampa is proud to say that we have had an outstanding relationship with Tindale Oliver and Associates since 1993.

Tindale Oliver and Associates currently maintains all of their accounts with The Bank of Tampa in an exceptional manner. Furthermore, we feel that Tindale Oliver and Associates and their senior management have an excellent reputation for honesty and integrity in our community.

Sincerely,



John M. Unger

Market Director

Senior Vice President



www.tindaleoliver.com

