# DRAFT CONFERENCE PROGRAM

**GIC Conference 2011: Funding the New Normal**

Catamaran Resort Hotel and Spa, 399 Mission Blvd, San Diego, CA 92109

updated October 25, 2011

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<tr>
<th>Day/Time</th>
<th>Dining Hall</th>
<th>Breakout Room #1</th>
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<tr>
<td><strong>Wednesday, October 26</strong></td>
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<tr>
<td>3-7 PM</td>
<td>Registration</td>
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<td>5-7 PM</td>
<td>Opening Reception</td>
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<td><strong>Thursday, October 27</strong></td>
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<td>7AM-4PM</td>
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<td>7:30 AM-8:15 AM</td>
<td>Continental Breakfast (welcome)</td>
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<tr>
<td>8:15 AM-9:30 AM</td>
<td>Impact Fee Basics</td>
<td>Adjusting Your Impact Fees to Fiscal and Funding Realities</td>
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<tr>
<td>9:45 AM-11:00 AM</td>
<td>Impact Fee Administrators’ Roundtable</td>
<td>Arizona Impact Fees Under SB 1525</td>
<td>Squaring Impact Fees with Aspirational Planning</td>
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<td>11:15 AM-12:30 PM</td>
<td>The Infrastructure Funding Tool Box in the New Normal; Stormwater Utility Fees</td>
<td>Basics of ITE Trip Generation and its Role in Calculating Transportation Impact Fees</td>
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<td>12:30 PM-2:15 PM</td>
<td>Lunch and Plenary Session</td>
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<td>2:30 PM-3:45 PM</td>
<td>Innovative Alternatives to Impact Fee Funding</td>
<td>Strange Bedfellows: Why Conservation Makes Water Impact Fees Essential</td>
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<td>3:45 PM-4:00 PM</td>
<td>Refreshments</td>
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<td>4:00 PM-5:15 PM</td>
<td>The Decrease of Affordable Housing: New Normal or Forces from Within?</td>
<td>Pay (and Save) to Play: Mitigation Fees</td>
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<td>5:30 PM</td>
<td>Deadline for Voting in Board of Directors Election</td>
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<td>5:30 - 7:30 PM</td>
<td>Thursday Evening Reception (heavy hors d’oeuvres)</td>
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<td><strong>Friday, October 28</strong></td>
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<tr>
<td>All Morning</td>
<td>Registration</td>
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<tr>
<td>7:30 AM-8:15 AM</td>
<td>Breakfast - Annual Membership Meeting</td>
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<td>Total Asset Management and Beyond!</td>
<td>New Transportation Planning Paradigm: Constraints-Based Planning</td>
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SESSION DESCRIPTIONS

Thursday, October 27: 8:15 - 9:30 AM

Impact Fee Basics: How do Things Work on this Planet?
We will review key principles of impact fee practice, but also discuss "non-impact fee" factors that fee administrators face, including prior development agreements, the relationship of other funding sources to the fee program, and emerging trends in light of the political resistance impact fees face in this economy. Tyson Smith will cover the legal issues, discussing fundamental authority issues and legal parameters. He also will review typical challenges to impact fee programs and suggest "Practice Points" for avoiding litigation. Carson Bise will discuss alternative means of calculating impact fees based on the needs of a particular local government, the data available, and local planning and CIP practices. Mr. Bise also will review several case studies to illustrate implementation techniques. Mark Schiavone will discuss key aspects of program implementation for new administrators, including record keeping and transparency, difficult exemptions, and the odd commercial use.

Speakers: Tyson Smith, AICP (White & Smith); Carson Bise, AICP (TischlerBise); F. Mark Schiavone (Jefferson County, WV)

Thursday, October 27: 9:45 - 11:00 AM

Adjusting Your Impact Fee Program to Fiscal and Funding Realities
Has your impact fee program been updated lately? Is it based on General (Comprehensive) Plan or master plan policy standards that are realistically not achievable? Are land and construction costs still declining in your area? Can you still justify planning for two new fire stations when the city just had to lay off nine firefighters? Will you really get that grant for the new library you were counting on? In the current economic environment, facilities planning and funding can no longer be done in a vacuum, separate from the reality of operating fund budget constraints and diminishing fee and non-fee revenues. Nexus relationships, if fees are incorrectly updated, may be easier to challenge. This session will provide a check list of short, mid, and long term policy considerations to be used when updating your agency’s impact fee documentation. Using your agency’s Capital Improvement Plan to shape and compliment your fee program and to support mandated annual and five year fee program reporting (in some states) will also be discussed.

Speakers: Sally Van Etten (Willdan Financial Services); Serena Chow (Riverside County, CA)

Thursday, October 27: 9:45 - 11:00 AM

Impact Fee Administrators’ Roundtable
This is an opportunity for impact fee administrators to get together and share experiences related to the management of their fee programs. Although the fee administrators typically represent a diversity of state and local governments, each with differing legislative environments, these roundtables in the past have been successful at addressing common issues such as dealing with odd commercial uses, difficult-to-document exemptions, or navigating the politics of fee disbursement. The roundtable is also an excellent place for new fee administrators to meet the seasoned veterans in the field. (There will be no AICP credit for this session.)

Moderator: F. Mark Schiavone (Jefferson County, WV)

Squaring Sound Impact Fees with Aspirational Planning in the Current Fiscal Environment
The basic purpose of most impact fees is to fund infrastructure and capital to support planned growth in a community. But what happens when a community aspires to too aggressive a change in the way it is built and people are transported? Finance staff may resist the costs and investments by saying the change is unrealistic, while planners will say that if the infrastructure is not funded then it is self-fulfilling prophecy that the plan will never succeed. Squaring these planning objectives with municipal finance is particularly challenging in an environment of reduced, or eliminated, grants and subsidies from upper levels of government. The session will explore the challenges of and solutions to this planning-finance conundrum. The discussion will be based on the recent experience in the Canadian Province of Ontario where the Growth Plan for the Greater Golden Horseshoe (Greater Golden Horseshoe is a region of 9 million people centered in Toronto) seeks very
aggressive change in the density of new housing and use of public transport and mandates its implementation in community master plans. The municipal impact fees levied through Ontario's Development Charges system need to be consistent with the master plan. What happens when this turns into unsound financial planning? It has implications for land use planning, municipal finance, how municipal corporations function and even how professionals execute their fiduciary responsibilities. The panel is made up of a planner who has been very involved in the preparation of the Growth Plan and municipal implementation plans and a municipal finance professional whose primary practice is establishment of fair impact fees for municipalities.  

Speakers: Craig Binning and Russell Mathew (Hemson Consulting, Toronto)

Arizona Impact Fees Under SB 1525
The third major amendment to the state act in as many years, SB 1525, signed by the Governor on April 26, 2011, constitutes a major overhaul of Arizona's enabling act for municipalities. Major changes include listing, for the first time, facilities eligible for impact fees, requiring that fees be based on the existing level of service, mandating offsets in fee calculations for the portion of any construction sales tax that exceeds the sales tax rate on other goods or services, and requiring that fees be evaluated at least every five years. No longer authorized are fees for general government facilities, library buildings larger than 10,000 square feet and library books or equipment, fire and police administrative and training buildings and aircraft, most parks larger than 30 acres, and community centers larger than 3,000 square feet. Municipalities may continue to collect fees for unauthorized facilities after January 1, 2012 only if the fees were pledged to retire debt. All municipalities must come into full compliance by August 1, 2014 in order to continue collecting impact fees. The moratorium on new or increased impact fees, which had been set to expire on June 30, 2012, was amended to expire on December 31, 2011. Two attorneys who work with the Arizona League of Cities and Towns and were involved in the negotiations describe the politics and horse trading that led to the final bill. This session will provide a preview of what might happen in your state and how to deal with it.  

Speakers: Ken Strobeck (AZ League of Cities and Towns); Peter Culp (Squire Sanders); Andrew McGuire (Gust Rosenfeld)

Thursday, October 27: 11:15 -12:30 PM

The Infrastructure Funding Tool Box in the New Normal; Stormwater Utility Fees
This session combines two related topics. First, will be a presentation on one specific funding source—stormwater utility fees. If you’re the General Fund is having a tough time funding the costs your stormwater program, you might want to consider creating a stormwater utility with both user and capital fees as funding sources. Keep your user and capital contracts up-to-date with federal and state government agencies, especially your stormwater utilities, as Congress now requires military installations to pay for their impact on local agencies for their stormwater runoff. The second part of this session will discuss recent trends, approaches, and techniques being used by governments to fund infrastructure in today’s difficult economy—the “new normal”—followed by a panel discussion of government success stories. The focus will be to highlight the benefits of implemented funding strategies and the process used by governments to implement the successful funding strategy.  

Speakers: Robert Wallace, P.E., AICP (Tindale-Oliver & Associates); Karyn Keese (Atkins); Randy Young (Henderson, Young & Company)

Basics of ITE Trip Generation, its Role in Calculating Impact Fees, and Two Case Studies
The Institute of Transportation Engineer's (ITE) Trip Generation is an industry standard resource used nationwide to estimate trips for a variety of land uses. Many agencies and municipalities that have impact fee programs in place base their impact fee calculations on the trip rates found in this publication. In past conferences, many references have been made to trip generation without a basic introduction or explanation of the fundamentals. This session will explain what is contained in trip generation and how the data are derived and will include how the data in Trip Generation are compiled, how to properly calculate trips for land uses, the importance of pass-by and capture trips, etc. The session will conclude with two examples of impact fee projects that illustrate the good and the bad of basing impact fee assessments solely on Trip Generation. A particular impact fee ordinance will be explained and the independent studies conducted will
be described, as will be the resulting negotiations with the public agency. These two studies will allow attendees to see first-hand how trip generation and impact fees are tied together (in both positive and negative ways).

Speaker: Eric J. Tripi, P.E., PTOE (Iteris, Inc.)

**Thursday, October 27: 1:00 -2:15 PM Plenary Lunch Session**

**The Effect of the New Normal on Local Government Finance**
This session traces the decline of local government as impacted by both voter movements and the severe economic downturn. Experts from states experiencing significant local government cutbacks will be brought together to discuss why this has happened and whether this trend is reversible. The discussion will begin with what local governments historically have done well and will move to a discussion of whether these services are still required. Consideration of alternative delivery mechanisms to provide what local services continue to be necessary will be included, and the session will discuss whether these delivery systems are adequate in terms of the demand for these services and will review infrastructure needs at the local level and the ability of local governments to deliver it.

Speakers: Robert W. Burchell (Rutgers); Arthur C. Nelson (University of Utah)

**Thursday, October 27: 2:30 -3:45 PM**

**Innovative Alternatives to Impact Fee Funding**
This session will describe innovative financial alternatives to impact fees, using actual examples from across the country. The session’s presenters have extensive experience providing infrastructure finance solutions to state and local governments and transportation agencies. The session will include three presentations, with each focusing on a specific funding approach/instrument, followed by a Q&A discussion in a panel format. Topics to be covered include local option sales taxes (using San Diego and TransNet as examples), state infrastructure banks, and tax increment/special assessment financing.

Speakers: James Gregoire & Patrick Garahan, PE (Nexus Infrastructure); Richard Chavez (SANDAG); Alexander Quinn (AECOM)

**Strange Bedfellows: Why Water Conservation Makes Water Impact Fees Essential**
This session will describe how water efficiency and conservation efforts on a local and national scale have led to a continued and sustainable decline in water demand and wastewater generation among almost all classes of customers, which in turn has led to a decline in water and wastewater revenue generation on a per unit and per capita basis. This steady decline, although seemingly small on a year by year basis, has major implications when sustained over a multi-decade period. These implications include increased water quality problems due to lower turnover and maintenance difficulties associated with sewers where flows are less than anticipated, but one of the most important effects will be a declining revenue base for existing users at any given water rate schedule. In areas where there is strong growth in the size of the network and the number of customers, and a corresponding increase in capital facility needs, utility managers are faced with a challenge - how to fund and finance new infrastructure for new customers when the existing water rate base is shrinking or remaining stable in real (inflation-adjusted) terms. In an environment where significant rate increases are often not possible for political or economic reasons, utilities in growing communities will increasingly be forced to move some mixture of fixed (charges not based on volume) rates and full cost impact fees. While increased water efficiency may lead to the achievement of certain goals like improved water resource sustainability, it will also likely lead to a greater reliance on water, wastewater and water resource impact fees. Case studies from Denver, Phoenix, San Diego and Toronto will be used to illustrate how the gradual introduction of low-flow toilets, efficient washers and alternative landscaping will cause major changes in the way infrastructure is funded and financed.

Speakers: Doug Frost, AICP (Phoenix, AZ); Dennis Jackson, PE (CH2M HILL)
The Decrease of Affordable Housing: New Normal or Forces from Within?
This session addresses the demise of three great affordable housing programs in the United States: New Jersey, Massachusetts, and Florida. Each for a slightly different reason, but nonetheless all succumbing to a massive wave of negative sentiment against the concept of providing reduced cost housing at the expense of developers and other homeowners. The session will explain the "Tea Party"-type revolt against affordable housing provision. In New Jersey, numbers driven up by housing advocates became too large for locals to swallow. In Massachusetts, the State became too involved in implementing local housing solutions. In Florida, a quest for home rule determined that locals should be in charge of their own affordable housing efforts. The implications for this are very significant. Affordable housing has now been relegated to a de minimis percentage of overall development, if the concept exists at all. Once strident affordable housing programs have been discontinued by newly elected State administrators/electorates with a recession mentality. The poor are no longer being provided for by middle and upper classes in difficult times-they must fend for themselves. These efforts are strong but just beginning and may be reversed by careful interpretation of the Constitutional requirement to provide affordable housing in each of these states. On the other hand, this may be the beginning of affordable housing no longer being a priority of the planning and land development process. Experts nationally and from each of these states will discuss why this has happened.

Speakers: Robert W. Burchell (Rutgers); James Nicholas (U of Florida); Julian Juergensmeyer (GA Tech)

Pay (and Save) to Play: Mitigation Fees
Given current economic and political conditions, approval of new funding for public facilities demands offsetting benefits to those providing the revenue. A growing cost concern to developers, both in amount and unpredictability, is the direct and indirect costs of receiving project approvals. Combining proposals for funding public facilities and other public benefits with a reduction in development costs associated with project approvals can offer a winning public/private partnership. This session will explore the growing field of mitigation fees as a tool that provides comprehensive infrastructure funding and lower development costs. Examples include transportation mitigation fees that replace project-level traffic impact studies and related environmental impact reports, and habitat conservation fees that replace project-level biological studies and federal permitting under the Endangered Species Act. We will review the results of case studies that quantified the savings to development projects in terms of reduced project approval time and lower costs for professional services. We will encourage audience participation to discuss the implications of this work and the potential for mitigation fees to increase funding for public facilities while streamlining the development approval process.

Speaker: Bob Spencer (Urban Economics)

Friday, October 28:  8:15 - 9:30 AM

Total Asset Management and Beyond!
The ability to effectively address (repair or replace) aging infrastructure is now a leading concern for local, state, and national governments. Public roads, pipelines, and buildings that were constructed in the mid-1900s are now reaching the end of their useful life. As fiscal constraints continue to mount, agencies are discovering new ways to prioritize their Capital Improvement Program project selection processes using a technique called Total Asset Management (TAM), which was established in Australia and is being modified by local governments in the U.S. This session will review TAM and Life Cycle Cost analysis, provide specific case studies of TAM applications in the western U.S. for water, transportation and recreation projects, and explain new techniques that go beyond TAM, such as assessing sustainability considerations and how to analyze economic development and fiscal benefit considerations.

Speakers: Todd Chase & Robb Grantham (FCS Group); Barrow Emerson (San Diego Assn of Govts)
New Transportation Planning Paradigm: Constraints-Based Planning in Response to Limited Transportation Funds

Traditionally, cities and counties plan transportation facilities to provide uncongested traffic operations for decades into the future. Under the traditional planning paradigm, transportation projects are selected based on criteria like functional classification, design standards, and ability to provide acceptable operating conditions, as defined by measures such as level of service (LOS), through a determined horizon year. Once a design is developed to meet these objectives, funding is obtained and the project is constructed. However, as funding for transportation projects becomes scarcer, more often than not, this traditional planning paradigm is unrealistic. Funding availability to construct a project can no longer be assumed. This has already been well established in regional transportation planning process, but has yet to take hold at the individual city and county level. Moreover, with increasing congestion in urban areas, designing facilities that would meet target LOS thresholds in the long-term is becoming cost prohibitive. This session promotes replacing the traditional transportation planning process with a constraints-based approach that addresses new funding and political realities. To demonstrate how transportation planning could better adapt to funding constraints, we will present case studies from California and Washington State. These examples will include how transportation impact fees and other local funding sources could be revised to provide a more stable source of funding for long-range transportation plans.

Speakers: Donald R. Samdahl, PE, PTP, Julie Morgan, AICP and Mark Peterson, AICP (Fehr & Peers); TBD: representative from San Diego County or SANDAG

Friday, October 28:  9:45 -11:00 AM

Funding the Infrastructure Deficit: Privatization or the End of Impact Fees as We Know Them?
The speakers will proffer their views on where infrastructure finance goes from here. As the gap between infrastructure demands and available sources of funding widens, local governments are struggling to find solutions. Though impact fees are regarded by some as a drag on sorely needed economic growth, the likelihood of shifting this burden to broad-based taxing powers also seems remote, as anti-tax and anti-government rhetoric grows. However, the speakers bring three different perspectives and a number of predictions to the floor.

Speakers: Tyson Smith, AICP (White & Smith); James C. Nicholas, PhD (U of FL); Arthur C. Nelson, PhD (U of Utah)

Property Assessed Clean Energy (PACE) and the New Normal
Local government has long years of experience assisting developers with financing on-site and off-site infrastructure, and several tools exist to provide the public and private funding needed to upgrade facilities and services. But since renewable energy and energy efficiency became the new buzzwords in our country, other types of infrastructure, even purely private infrastructure, is being financed through public pathways. What is the promise and what are some of the challenges facing Property Assessed Clean Energy (PACE) funding programs for the nation's commercial and residential building stock? This session will start with a brief overview of PACE financing and implementation. Specific insight into a large local jurisdiction's implementation of PACE funding for commercial projects, including the new program led by the Western Riverside Council of Governments (WRCOG), will be provided. The session will also remind participants of the Fannie Mae and Freddie Mac issues currently derailing most PACE residential programs and present one prominent jurisdiction's recent legal efforts to encourage PACE activity by fighting the Fannie Mae and Freddie Mac decisions (City of Palm Desert).

Speakers: Katie Wilson (Willdan Financial Services); Barbara Spoonhour (Western Riverside Council of Government; Martin Alvarez (City of Palm Desert)
**Friday, October 28:  11:15 -12:30 PM**

**We've Been Robbed: The Loss of Revenue for Infrastructure**
This session will examine the significant reduction of revenue available to fund infrastructure, including reasons for the reductions and responses by local governments to the loss. The session includes examples of losses of specific funding authority, not just the general reductions due to the economy. The speakers will also include specific examples of actions being taken by local governments to offset the lost revenues.

**Speakers:** Randy Young (Henderson, Young & Company); Charlene Gabriel (City of San Diego, CA); Bob Wallace (Tindale-Oliver & Associates)

**Conservation and Reduction of Infrastructure Demand**
This session will explore urban development that incorporates water and energy conservation features and facilities, on-site waste reduction and waste based energy production. Enormous savings in infrastructure construction can be incrementally achieved by water re-use, diverting waste streams into heat and cooling of buildings and by requiring water and energy saving fixtures, appliances and lighting in buildings. Design of buildings that maximize light and air and which are well insulated will give rise to less demand for electrical and gas infrastructure. We will explore case studies of major urban developments that have realized such savings to the benefit of municipalities.

**Speakers:** Julian Juergensmeyer (Georgia Tech); Raymond Young (Vancouver, British Columbia); Ryan Rowberry (Georgia State Law school)

**Friday, October 28:  12:45 -2:00 PM**

**Case Law Update 2011 and the Onslaught Against Impact Fees: Trends and Evidence**
Tyson Smith will discuss judicial trends in growth-related infrastructure finance, including any cases discussed at the 2010 Roundtable that have been resolved on appeal. In addition, Mr. Smith will cover recent cases related to development fees, adequate public facility programs, special districts, and local government authority in general, as it relates to infrastructure finance and regulation. Clancy Mullen will discuss how city councils, county commissioners and state legislators across the country have been slashing impact fees and constricting local impact fee authority in an effort to stimulate development activity and send a signal to the development community that they are "open for business." The arguments for these moves, the extent of the trend and the evidence of the effects will be reviewed. Material will be drawn from newspaper articles, personal experience, national impact fee survey data and recent research.

**Speakers:** Tyson Smith (Smith & White); Clancy Mullen (Duncan Associates)
SPEAKER BIOGRAPHIES

Martin Alvarez, Energy Project Technician, Department of Energy Management, City of Palm Desert, CA

Craig Binning, Partner, Hemson Consulting Ltd., Toronto
Craig Binning is a partner with Hemson Consulting Ltd. and directs the firm's municipal finance and long-range financial planning practice, and has extensive experience in public sector economic and fiscal impact modeling and analysis, cost benefit assessment, rate setting, user fee evaluation and development charges (impost fees). He is a Professional Land Economist (PLE under the Association of Ontario Land Economists), Lambda Alpha International (LAI) and is a lecturer at Ryerson University in Toronto, Canada.

Carson Bise, AICP, President, TischlerBise, Bethesda, MD
Carson Bise has eighteen years of professional experience in fiscal, economic and planning activities, and holds BS degrees in Geography and Political Science and an MBA in Economics. Mr. Bise has completed over 125 impact fees in 11 different states for the following infrastructure categories: parks and recreation, open space, police, fire, schools, water, sewer, roads, municipal power and general government facilities. Recognized as an expert, Mr. Bise sits on the Board of Directors for the National Impact Fee Roundtable and frequently gives lectures and conducts workshops on impact fees, infrastructure finance and fiscal impact analysis for various groups and organizations including the American Planning Association, the National Association of Homebuilders, National Impact Fee Roundtable and the Government Finance Officers Association. Mr. Bise has also authored numerous articles on infrastructure finance and fiscal impact analysis. His most recent publication is a chapter on fiscal impact analysis in the book Planning and Urban Design Guidelines, published by the American Planning Association. Mr. Bise was also the principal author of the fiscal impact analysis component for the Atlanta Regional Commission’s Smart Growth Toolkit and is featured in the recently released AICP CD-ROM Training Package entitled, “The Economics of Density.”

Robert Burchell, Professor, Rutgers University, New Brunswick, NJ
Robert W. Burchell, Distinguished Professor and Co-Director at the Center for Urban Policy Research, Rutgers University, is the author of 30 books and more than 50 articles. He is an expert on fiscal impact analysis, land-use development and regulation, and housing policy. Dr. Burchell has served as principal investigator on more than $4 million in research spanning a thirty-year career at Rutgers. One of these efforts included the Impact Assessment of the New Jersey State Development and Redevelopment Plan, an encompassing study of the growth management program adopted by the New Jersey State Planning Commission in June 1992, an impact assessment done in 1992 and repeated in 2001 (in both cases a requirement for passage of the State Plan). Similar “costs of sprawl” studies have been done for the state of Maryland, the Lexington (KY) Metropolitan Area, the Delaware Estuary, the Southeast Michigan Council of Governments, and the South Carolina Advisory Commission on Intergovernmental Relations. Dr. Burchell’s seminal work in the area of development patterns and infrastructure costs is a just completed research project for the National Academy of Sciences and the Transportation Cooperative Research Program resulting in The Costs of Sprawl Revisited and The Costs of Sprawl-2000. Dr. Burchell, also a licensed professional planner in New Jersey, is in demand as an expert witness nationally, and has served as a consultant to The Port Authority of New York and New Jersey, the U.S. Department of Housing and Urban Development, the U.S. Health and Human Resources Administration, the U.S. Office of Management and Budget, the Nuclear Regulatory Commission, and The Smith Richardson Foundation.

Todd Chase, AICP, Senior Project Manager, FCS Group, Portland, OR
Mr. Chase is an economist with over 23 years of experience in management consulting, financial analysis and economic analysis for public- and private-sector clients. His experience includes management of over 150 economic impact studies, annexation studies, funding strategies, and capital facility plans, with emphasis on growth management and sustainable structure. One of his specialties is providing detailed economic and fiscal impact assessments of the costs and strategies for implementing public and private improvements. Mr. Chase has successfully managed dozens of large-scale land use/transportation plans with capital facility and funding elements; and he has assisted dozens of cities, counties and states in adopting new financing mechanisms to implement strategic projects. His work includes analysis of user fees, toll roads, fuel taxes, utility fees, tax rates, bonding capacity, impact fees, local improvement districts, benefit recovery districts, and grant accounting. He also has experience assisting cities and counties with the formation or update of urban renewal districts, special benefit districts and public/private funding strategies. A recognized leader in Oregon on economic development policy issues, Mr. Chase has been appointed to the Oregon Department of Land Conservation and Development Economic Development Planning Advisory Committee. He has a B.S. in Economics from the University of Florida.

Richard Chavez, Principal Transportation Engineer, San Diego Association of Governments, San Diego, CA

Serena Chow, Senior Management Analyst, Riverside County, CA
Peter Culp, Attorney and Partner, Squire Sanders, Phoenix, AZ

Peter Culp practices in the environmental, water and natural resources, and federal Indian law areas. His experience includes representing various industrial and municipal clients with regard to facility siting, permitting, regulatory compliance and environmental cleanup matters arising under the major federal and state environmental laws; representing private, public and nonprofit entities in matters related to surface water rights, groundwater rights, state and federal water policy and the Law of the Colorado River; and representing both private land developers and public entities with regard to land development and master planning projects, development rights and the management, development and conservation of state trust lands. Peter also has experience representing clients interacting with tribal entities or doing business on tribal lands. In 2011 he was recognized by Chambers USA for environmental matters including water resources and is listed in the 2011 edition of The Best Lawyers in America.

Barrow Emerson, Senior Transit Planner, SANDAG (San Diego Association of Governments)

Barrow Emerson has 30 years experience with transit project management in the USA and Western Australia. He is currently overseeing construction of the I-5 Rapid Bus project in San Diego.

Doug Frost, AICP, Principal Planner, City of Phoenix Water Services Department, Phoenix, AZ

Doug Frost’s primary focus at the City of Phoenix is on identifying and implementing financial solutions for development-related water, wastewater and water resource infrastructure, and has been responsible for updating the City’s water, wastewater and water resource acquisition fee programs and plans. He has also been involved in the negotiation and implementation of development agreements, repayment agreements, and infrastructure master plans for specific areas and developments ranging in size from less than ten acres to over ten square miles. Doug has twenty years of infrastructure and land-use planning in the U.S. and Canada, and has a bachelor’s degree in economics and a master’s degree in urban planning from McGill University and a master’s degree in business administration from York University.

Charlene Gabriel, Former Facilities Financing Manager, San Diego, CA

Charlene Gabriel was the Facilities Financing Manager for the City of San Diego from 1999 until 2009. In that capacity Charlene managed the Public Facilities Financing Section of the City Planning and Community Investment Department (now consolidated with and under the Development Services Department). She managed the preparation of public facilities financing plans, development impact fees and facilities benefit assessments. In addition, she was a part of the City’s Development Agreement negotiating team. The Facilities Financing Section has the responsibility of monitoring approved Development Agreements. Charlene was a member of the Development Monitoring Team which was the link between the Planning and Development Services Departments to insure all financial requirements made during the development entitlement process were completed. Charlene was active in the City’s General Plan Update process and focused on the public facilities and safety element. She was heavily involved in the CIP prioritization process for all facilities in the City. Charlene has a degree in Accounting from San Diego State University and was a Charter member of the National Impact Fee Roundtable Board. She is also a past Chair of the NIFR annual Conference when it was last held in San Diego. Charlene has retired from the City with 30 years of service but currently works as a part time provisional employee in Facilities Financing.

Patrick Garahan, P.E., Senior Consultant, Nexus Infrastructure LLC

Pat has more than 35 years of experience in transportation and public works and is a licensed civil engineer in Vermont and a professional traffic engineer in California. He has served in many public capacities, including as Secretary of Transportation for the State of Vermont for two terms, where he supervised planning, engineering and operations for a state transportation department. In both his role as a public sector official and subsequently as a consultant, he has developed and managed programs in regional transportation planning, often working with Metropolitan Planning Organizations and similar agencies. Pat's cumulative experience includes a full spectrum of addressing senior level transportation policy, programming, and management issues, including state and federal transportation funding opportunities, processes and procedures. Pat is a resident of the San Diego area.
Robert Grantham, FCS Group, California Regional Branch Manager, San Francisco, CA
Mr. Grantham is the regional branch manager for FCS Group’s California operations and a senior project manager specializing in financial and management analyses for water, sewer, stormwater, solid waste, and transportation utilities. He has worked with over 85 municipalities in 13 states, including California, Arizona, Washington, Oregon, and Texas. Robb active in industry associations including being an active member of the AWWA National Rates Committee and has served on the WaterReuse Association’s Project Advisory Committee. He has also published an article with the *Underground Infrastructure Management Magazine* on recycled water rates and cost of service allocations. His analytical skills include performing revenue requirement and rate development analyses, financial forecasting, economic feasibility studies, engineering financial chapters, capital facilities charge/connection fee development, bond parity certification, utility formations, facility valuations, unit price analyses, and indirect cost and management studies. Mr. Grantham received his Bachelor of Arts in Government and History from Franklin and Marshall College, and has completed postbaccalaureate studies in Engineering Science at Rutgers University College of Engineering.

James Gregoire, Principal & Co-Founder, Nexus Infrastructure LLC, Washington, DC
Over the past few years, James has led projects involving the valuation and financing of infrastructure assets such as airports, rail, and highways, as well as the development of strategies for improved operations and performance. He has assessed capital programs, performed financial analysis and modeling, created performance measurement tools and processes, and completed benchmarking projects for a diverse array of infrastructure assets. James is currently working for two separate Metropolitan Planning Organizations on transportation planning, traffic management, project evaluation, and funding source identification analysis. James will serve as panel moderator.

Dennis Jackson, CH2M-Hill, Denver, CO
Dennis Jackson is the West Regional Management and Finance Leader within CH2M HILL’s Water Business Group in Denver, Colorado. With nearly 20 years of utility management and finance experience as both a consultant and owner, he brings a wide range of engineering, planning, and financial skills required for communicating a vision, quantifying costs and risks, and meeting consensus goals and objectives. His financial consulting experience includes revenue sufficiency evaluations, cost-of-service analysis, rate design, utility valuations, impact/system investment fee analysis, financial benchmarking, capital financing strategies, bond feasibility, affordability analysis, and financial peer reviews.

Julian Juergensmeyer, Professor of Law, Georgia State University, Atlanta, GA
Professor of Law and Ben F. Johnson Jr. Chair in Law, Georgia State University College of Law. Adjunct Professor of City and Regional Planning, Georgia Institute of Technology. Emeritus Professor of Law, Emeritus Gerald A. Sohn Research Scholar, and Emeritus Affiliate Professor of Urban and Regional Planning, University of Florida. Law degree from Duke University.

Karyn Keese, Senior Project Manager, Financial Services, Atkins, San Diego, CA

Russell Mathew, Partner, Hemson Consulting Ltd., Toronto
Russell Mathew is a partner with Hemson Consulting Ltd. where he leads the firm’s practice in growth management planning and economic and demographic forecasting - work he has been doing in the Toronto area and nationally in Canada for 25 years. He is a member of the Royal Institution of Chartered Surveyors (MRICS), a Registered Professional Planner (RPP under the Ontario Professional Planners Institute) and a Professional Land Economist (PLE under the Association of Ontario Land Economists).

Andrew McGuire, Member, Gust Rosenfeld, Phoenix, AZ
Mr. McGuire focuses his practice in the areas of government and municipal law with an emphasis on special districts, real estate, land use and zoning. His experience includes annexation law, election law, condemnation, code enforcement, contract and procurement law, public bidding, open meeting law, employment law and improvement districts. He currently serves as City Attorney for the City of Avondale and as Town Attorney for the Town of Fountain Hills. Prior to joining Gust Rosenfeld, Mr. McGuire was a member of a local law firm where he served as District Counsel to the Fountain Hills Sanitary District in addition to his work with the City of Avondale and the Town of Fountain Hills. He has twice served as the Interim City Attorney for the City of Surprise. Mr. McGuire also represents Arizona Native American Communities in solid waste and real property matters.

Julie Morgan, AICP, Fehr & Peers, Walnut Creek, CA
Julie Morgan has extensive experience with mitigation fee programs and general plans in central California.
Clancy Mullen, Director of Infrastructure Finance, Duncan Associates, Austin, TX
Mr. Mullen has been the primary author of most of the firm’s impact fee studies since joining Duncan Associates in 1989. He is a contributing author of *Growth Management Principles and Practices, Proportionate-Share Impact Fees and Housing Affordability and Principles and Practice of Proportionate-Share Development Fees*. Mr. Mullen holds a Masters of Science degree in Community and Regional Planning from the University of Texas at Austin.

Chris Nelson, FAICP, Professor, University of Utah, Salt Lake City, UT
Arthur C. Nelson is Presidential Professor and Director of Metropolitan Research, Department of City and Metropolitan Planning, College of Architecture + Planning at the University of Utah. For the past 20 years, Dr. Nelson has conducted pioneering research in land use planning, growth management, public facility finance, and urban development policy. He has made notable contributions to the areas of development impact fees, farmland and forestland preservation, urban containment, the preservation of small town character in the face of urbanization, and more recently the effect of metropolitan governance structures on metropolitan economic development. Recently, he served the Housing and Urban Development Department for a year as an expert on smart growth in the Clinton and Bush Administrations. His research and practice has led to the publication of eight books and more than 150 scholarly and professional publications worldwide.

James Nicholas, Professor Emeritus, University of Florida, Gainesville, FL

Mark Peterson, AICP, Fehr & Peers, San Diego, CA
Mark Peterson specializes in local transportation planning in Southern California.

Alexander Quinn, Director of Sustainable Economics, AECOM, San Francisco, CA

Ryan Rowberry, Assistant Professor, Georgia State Law School, Atlanta, GA
Ryan Rowberry is an Assistant Professor at the Georgia State University College of Law. As a member of the Center for the Comparative Study of Metropolitan Growth, he teaches Property Law, Environmental Law, and Legal History, and his research concentrates on the historical development of property and natural resources law. He practiced environmental and natural resources law at Hogan Lovells in Washington, DC for several years. Professor Rowberry holds a B.A. in English from Brigham Young University and was selected as a Rhodes Scholar. At Oxford University he earned a M.Sc. in Comparative Education Policy and a M.St. in Medieval British History. He also received a J.D. from Harvard Law School.

Donald Samdahl, Principal, Fehr & Peers/Mirai Associates, Kirkland, WA
Prepared 15 transportation impact fee programs in Washington State, including the first such program for the City of Bellevue. Don specializes in transportation engineering and planning, research training and policy planning. During the past five years, he has directed more than 15 multi-modal transportation corridor studies, comprehensive local agency transportation plans, and innovative growth management studies. Don recently managed the I-405 Corridor Program, which produced a 30-year vision for this complex transportation corridor. Don is the 2005 recipient of the Outstanding Service Award presented by the Washington section of the Institute of Transportation Engineers. Education: MS, Civil Engineering/Transportation, Northwestern University; BS, Civil Engineering, Purdue University.

F. Mark Schiavone, Impact Fee Coordinator, Jefferson County, WV
Mr. Schiavone serves as Impact Fee Coordinator and as Director of the Department of Capital Planning and Management for Jefferson County, WV.

Tyson Smith, AICP, Esq., White & Smith, LLC, Charleston, SC
Mr. Smith is a land use consultant and attorney specializing in impact fees, concurrency/APFOs, and other “facilities-based” planning and growth management techniques. Mr. Smith specializes in impact fee program development, including ordinances, administrative manuals, forms, and staff training. In addition, Mr. Smith provides litigation support in impact fee court challenges. Mr. Smith’s most recent publication on impact fees is “Development Impact Fees 2006: A Year in Review,” *Planning & Environmental Law (APA)*, with J. Juergensmeyer.
Robert Spencer, Principal, Urban Economics, Oakland, CA
Bob Spencer was formerly principal consultant with Willdan Financial Services in Oakland, California. He is an economist with extensive experience assisting public agencies developing infrastructure financing and public services funding programs. With 20 years of experience, he is a leading expert in California on development impact fee programs. Mr. Spencer has a Masters Degree in Public Policy from the Kennedy School of Government at Harvard University.

Barbara Spoonhour, Program Manager, Western Riverside Council of Governments, CA

Ken Strobeck, Executive Director, Arizona League of Cities and Towns

Mr. Tripi specializes in traffic impact studies, traffic signals (design, timing, warrants, and optimization), intersection and interchange analysis/design, and traffic operations. Prior to joining Iteris, Mr. Tripi worked as Director of Traffic Engineering in South Carolina for Wilbur Smith Associates. He was responsible for project management, technical analysis, marketing, and business development for the traffic engineering practice. Mr. Tripi received a B.S. degree in Civil Engineering from Michigan State University and an M.S. degree in Civil Engineering from the University of Nebraska–Lincoln. He is a registered Professional Engineer in several states and is a certified Professional Traffic Operations Engineer. Mr. Tripi is also an adjunct professor at The Citadel in Charleston, SC, where he teaches traffic and transportation engineering to undergraduates.

Sally Van Etten, Project Manager, Willdan Financial Services, Oakland, CA
Ms. Van Etten has a BA in political science from Stanford and an MA in community and regional planning from the University of New Mexico.

Robert Wallace, PE, AICP, Vice-President, Tindale-Oliver & Associates, Orlando, FL
Mr. Wallace has implemented impact fees both as a public employee and also as a private sector employee. In 1985, he implemented his first impact fee while serving as Director of Public Works for the City of Tampa. Over the last 18 years, as a private sector consultant, he has been the Senior Consultant, Project Manager or Principal-In-Charge of over 90 impact fee studies and 45 implementing ordinances. These impact fee studies have included transportation, parks and recreation, fire, emergency medical services, law enforcement, correctional facilities, libraries, schools and solid waste.

Katie Wilson, Principal Consultant, Willdan Financial Services, Temecula, CA

Randy Young, Principal, Henderson Young & Company, Redmond, WA
Randy Young is a senior partner with Henderson, Young and Company, based in Redmond, Washington. He has spent his entire career serving the public sector. He was on the staff of local and state agencies in California, and since 1973 he has been a consultant for cities, counties and other public agencies throughout the United States. Randy has prepared over 145 impact fee studies, and he has pioneered several methods for preparing impact fees.

Raymond Young, Attorney, Young Anderson, Vancouver, British Columbia
Ray Young practices law full-time both as a litigator and as a solicitor. He is a partner at Young, Anderson, Barristers and Solicitors. He has a Masters Degree in Community and Regional Planning, and is a member of the Canadian Institute of Planners and the Planning Institute of British Columbia. He has taught municipal law and land use law at the Faculty of Law UBC for eighteen years, and currently he is an adjunct professor teaching planning and land use law at the School of Community and Regional Planning at UBC. He has, by invitation, been Visiting Professor at the University of Florida on three occasions where he taught land use law, and is visiting professor regularly at Georgia State University (Atlanta), where he teaches Growth Management Law. He has also lectured at Georgia Tech School of Planning and in Southwestern Law School's summer program on planning and land use law issues. In 2003-2004, Ray was designated a Senior Fulbright Scholar by the Canada/U.S. Fulbright Foundation, and spent some of that time in Atlanta researching the impact of NAFTA on planning and growth management regulation in Canada and the United States.