DRAFT CONFERENCE PROGRAM
GIC Conference 2012
“Doing So Much with So Little: Funding Local Government Facilities and Services”
Georgian Terrace Hotel, Atlanta, GA

Day/Time | Dining Room | Breakout #1 | Breakout #2
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**Wednesday, October 3**
3-7 PM | Registration | | 
5-7 PM | Opening Reception | | 

**Thursday, October 4**
7AM-4PM | Registration | | 
7:30 AM-8:15 AM | Continental Breakfast (welcome) | | 
8:15 AM-9:30 AM | Impact Fee Trends | Tightening the Belt on Sprawl: Funding the Atlanta BeltLine 
9:45 AM-11:00 AM | BeltLine Tour | Impact Fees in Australia (Bryant) | Impact Fee Administrators’ Roundtable 
11:15 AM -12:30 PM | BeltLine Tour (continued) | Unintended Consequences of Developer Agreements | 
12:30 PM-2:15 PM | Lunch and Plenary Session | Beyond Impact Fees: The Fat Lady is About to Sing (1:00 - 2:15) | 
2:30 PM-3:45 PM | Presenting to the Governing Authority and Educating the Stakeholders | How Will We Grow?: Manatee County’s Approach | 
3:45 PM-4:00 PM | Refreshments | | 
4:00 PM-5:15 PM | New GIS-Based Roles of Impact Fees and FIA in Sustainability Plans | Holistic Approach to Infrastructure Financing | 
5:30 PM | Deadline for Voting in Board of Directors Election | | 
5:30 - 7:30 PM | Thursday Evening Dinner (Baraonda Ristorante & Bar) | | 

**Friday, October 5**
All Morning | Registration | | 
7:30 AM-8:15 AM | Breakfast - Annual Membership Meeting | | 
8:30 AM-9:45 AM | Operating vs Bldg Costs: How do Cities Fund it Now? | Public/Private Partnerships: The Real World | 
10:00 AM-11:15 AM | Impact Fees and Growth | Smart Growth Economics | 
11:30-1:00 PM | Lunch and Plenary Session | Case Law Update 2011 | 
1:00 PM | Conference ends | |
SESSION DESCRIPTIONS

Thursday, October 4:  8:15 -9:30 AM

Impact Fee Trends
This session will discuss recent impact fee trends, including changes in state enabling authority, national survey data on the amount of fees being charged over time, the popularity of fee reductions and suspensions since the downturn, arguments and evidence about whether fee reductions stimulate growth, use of impact fees as incentives, geographically differentiated fees, multi-modal transportation impact fees, and simplification of fee schedules.

Speaker: Clancy Mullen (Duncan Associates)

Tightening the Belt on Sprawl:  The Creation and Funding of the Atlanta BeltLine
The session will discuss the creation of the Atlanta BeltLine and the various funding mechanisms used to operate the project. The Atlanta BeltLine is a comprehensive redevelopment and mobility project that will shape the way Atlanta grows throughout the next several decades. The project provides a network of public parks, multi-use trails and transit along a historic 22-mile railroad corridor circling downtown and connecting 45 neighborhoods directly to each other. The Atlanta BeltLine is the most comprehensive economic development effort ever undertaken in the City of Atlanta and among the largest, most wide-ranging urban redevelopment projects currently underway in the United States. At the heart of the Atlanta BeltLine is an integrated approach to land use, transportation, greenspace and sustainable development that will create a framework for future growth in the City of Atlanta. During the past 20 years, metro Atlanta's growth has occurred in widely spread and disconnected pockets of development which have strained the region's quality of life and economic growth. By attracting and organizing some of the region's future growth around parks, transit, and trails, the BeltLine will help change the pattern of regional sprawl in the coming decades and lead to a vibrant and livable Atlanta with an enhanced quality of life. Atlanta BeltLine, Inc. (ABI), formed by The Atlanta Development Authority in 2006, is the entity tasked with planning and executing the implementation of the Atlanta BeltLine in partnership with other public and private organizations, including City of Atlanta departments. The BeltLine Partnership is a non-profit organization committed to raising funds from private and philanthropic sources to support the Atlanta BeltLine. It works with neighborhoods, community organizations, faith organizations, businesses and other groups to raise general awareness and broad-based support for the Atlanta BeltLine.

Moderator: Ryan Rowberry (Georgia State College of Law)
Speakers: Lisa Gorden, Chief Operating Officer of Atlanta Beltline, Inc.; Rob Brawner, Program Director of the BeltLine Partnership

Thursday, October 4:   9:45 -11:00 AM

BeltLine Tour

Impact Fees in Australia
Australia is a country with much of its legislative roots in its Commonwealth heritage. However due to its size and nature, its planning and development processes are more aligned to countries such as the United States. This session will present an overview of the Australian urban land market, its infrastructure funding mechanisms (property taxes) and current provisions in each of Australia's seven States and Territories that provide for developer contributions for local infrastructure (impact fees).

Speaker: Lyndall Bryant (Queensland University of Technology)

Impact Fee Administrators' Roundtable
This session provides an opportunity for local government staff involved in administering impact fees to share experiences and discuss issues of common concern. A moderator will guide the discussion and bring up topics he or she has found to be problematic. Issues could include classifying proposed land uses into categories listed in the fee schedule, reviewing alternative fee calculation studies, providing and tracking developer credits, automating the fee assessment/collection process, determining which projects or portions thereof are eligible for impact fee financing, etc.
Unintended Consequences of Developer Agreements
This session will address the issues associated with the components of development agreements regarding capital financing. From impact fee credits to reimbursements, the development agreements don't also match up with the state statutes requirements. In addition, the tracking of credits and/or reimbursements can be a nightmare for organizations, and the agreements can result in financial burdens for cities and towns. This session will be made of a panel of experts that have incorporated development agreements into impact fee studies, examples of issues they have encountered, and the financial issues two cities have faced in dealing with development agreements, both good and bad.

**Moderator:** Pat Walker (Pat Walker Consulting)

**Speakers:** Scott McCarty (Surprise, AZ); Christopher DePerro (Phoenix, AZ), Andrew Rheem (Red Oak); Andrew McGuire (Gust Rosenfeld)

Beyond Impact Fees: The Fat Lady is about to Sing
Born during a period when the U.S. and individual states saw unprecedented growth amidst tax revolts, impact fees arguably bridged the financing gap to make development possible. Even impact fee detractors grudgingly admit that but for impact fees development would have been slowed in many parts of the nation. But that was then and this now. The explosive growth of households with children demanding homes in suburbs is gone and will never return. Economic changes and home financing constraints further dampens demand for suburban fringe development. Rising energy prices along with stagnating employment and incomes will reshape the demand for housing in many ways. Because of the high cost of low-density development, local governments are increasingly looking to infill and redevelopment to meet growth needs. While helpful, however, impact fees are not well suited for the next era of development demands. This panel will remind us of the role impact fees played in facilitating development, outline how changing demographic and economic conditions will reshape development patterns, explore the role of infill and redevelopment to meet new development needs, and proffer alternatives to facilitate the financing of the next era of development.

**Speakers:** Chris Nelson (U of Utah); Jim Nicholas (U of Florida); Julian Juergensmeyer (Georgia State)

Presenting to the Governing Authority & Educating the Stakeholders
The session would present the experience of the City of Atlanta in defending the 2000-2005 Homebuilders lawsuit and the proposed update to the City of Atlanta Impact Fee Ordinance as a way to describe why impact fees are opposed and some suggestions about how to explain the complex topics in a way that provides the opportunity for a dialogue between the stakeholders and the government rather than a proposed impact ordinance that provokes a diatribe from the opponents.

**Speaker:** Lem Ward (Atlanta Assistant City Attorney)

How Will We Grow? A Study of Manatee County, Florida's Approach to Providing More Certainty to the County and its Development Community
Manatee County is a unique community in SW Florida. Like other communities that went through the development boon of the last decade, past studies have provided vision and recommended actions in terms of planning for balanced future growth. However, the county land use plan forces growth in a low-rise, low density fashion, with limited opportunities for mixed use or real incentives for non-residential economic development oriented projects. Concurrency has forced growth farther from the core and pulled
infrastructure with it. The County has never studied its development patterns, process and its relationship to
the cost of growth and long-term maintenance of infrastructure. This begs the question "Is there a better
development pattern that would lead to incremental costs for public services less than those associated with
current suburban growth patterns?" and how does this compare to the type of community Manatee County
wants to be? The goal of How Will We Grow? is to create a more refined and efficient infrastructure plan that
provides greater predictability for the community. Planning staff has been charged with creating growth
scenarios that analyze development and redevelopment and brings forward three alternatives for growth to
the Planning Commission and Board. Staff has summarized the vision and actions into three distinct options
for the County to consider. Some of these changes could potentially save the current and future taxpayers'
money, lower infrastructure development and maintenance costs, provide more job opportunities and
potentially improve the quality of life for Manatee County residents through better land use decision making.
This session will present the background, assumptions, research performed and details on the growth
scenarios to include advantages and disadvantages of all. Will cover developer/citizen input and what
conclusions led staff recommend a specific scenario to the Planning Commission and Board.

Speakers: John Osborne (Manatee County, FL)

Thursday, October 4:  4:00 -5:15 PM

Supporting Sustainable Development Planning -- The New GIS-Based Roles of Impact Fees and Fiscal Impact Analysis in Sustainability Planning
This session will discuss the new efforts in regional planning put forth by HUD/EPA/DOT. Where do
impact fees and fiscal impact analysis find a home in these efforts? How have analysis techniques changed
over time? How do FIA and impact fees relate to GIS applications? Do sustainable development alternatives
include different pricing for infrastructure impact fees based on closeness to existing development? What
might the alternative pricing schemes be? What will the courts allow? Sustainable Development Operating
and Infrastructure Savings - Can they be worked into the development pro forma and pricing? Will
sustainable development savings allow for a less pricey development product?

Speakers: Robert W. Burchell (Rutgers); Jim Nicholas (U. of FL); Jack Nyman (CUNY); Steven P. French
(Georgia Tech)

A Holistic Approach to Infrastructure Financing
In the current economic environment, utilities are finding it not only increasingly difficult to get funds from
impact fees for new growth, but are also struggling to find funds for operation and maintenance expense,
renewal and replacement requirements and those portions of capital that are not allowed to be allocated to
new development without large increases in rate revenues. Furthermore, with the slow down in economic
growth, many utilities are faced with declining revenues from commercial and industrial customers. This has
traditionally been made up with larger rate increases. However, rate increases are being more closely
scrutinized due to high unemployment or under employment and being met with increased customer
opposition. This presentation will provide a comprehensive look at ways in which utilities can meet their
financial and regulatory requirements, while at the same time minimize the impact to rates. The presentation
will use real case examples of approaches taken by other utilities and then conclude with a live model
demonstration to analyze the impacts of the different measures and provide for sensitivity analyses. The last
part is very important to enable the utility to provide good information to policy makers and the public on the
options and impacts. The presentation format discussion will follow the traditional methods used by utilities
in the budget setting process. Revenue options such as impact fees, discounts, rate phase-ins and wholesale
contracts will be discussed. Next, strategies to minimize operation and maintenance expenses will be reviewed
and case studies presented. A discussion on capital planning and financing options will follow. Capital
planning for new growth and for renewals and replacements will be discussed using real life examples. The
presentation will then review the requirements for a financial planning model to determine the impacts of
changes to system operations and capital financing. The presentation will conclude with a demonstration of a
financial planning tool using a real case study while incorporating the other topics discussed previously. The
financial planning model is a flexible tool that integrates individual financial policies and funding
requirements, and produces long-term financial forecasts and scenario analyses. This proven tool allows
real-time development of financial scenarios by varying any number of policy options. This enhances the credibility of a study because all options can be, and are, analyzed.

**Speakers:** Randall Goff, Shawn Koorn and Joe Healy (HDR)

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**Friday, October 5:  8:30 -9:45 AM**

**Operating versus Building Costs: How do Cities Fund it Now?**
This session will address the issue of once you build it, how do you pay for the operating and maintenance costs associated with the project? Hear how communities have come up with creative solutions in not only the financing of capital projects, but also paying for the operating costs associated with a variety of projects in an unfavorable economic climate. The panel will discuss issues and solutions they have personally dealt with and real life examples in their communities and in other communities.

**Speakers:** Pat Walker (Pat Walker Consulting); Scott McCarty (Surprise, AZ); Stacey Lemos (Oro Valley, AZ)

**Public/Private Partnerships: the Real World**
As cities around the country "transition" into the new normal, developers and local governments are using innovative funding techniques and public-private arrangements in order to get the infrastructure in place so their projects can move forward. In Atlanta, Jamestown Development & Construction has completed award-winning projects like Glenwood Park, Riverview, and Ponce City Market. Jodi Mansbach, Vice President of Development and Marketing for Jamestown is on the front lines of local government each day and will join the panel to discuss what she sees as the trends and opportunities in public-private arrangements. Also on the panel, will be Tyson Smith, an attorney and planner with White & Smith Planning and Law Group. Tyson has represented public and private clients around the country and will present an overview of legal funding options and the trends he sees emerging as the economy transitions.

**Speakers:** Tyson Smith (White & Smith); Jodi Mansbach (Jamestown Development & Construction); Scott McCarty (Paradise Valley, AZ); Lem Ward (Atlanta, GA)

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**Friday, October 5:  10:00 -11:15 AM**

**Impact Fees and Growth**
Scholarly research continues to shed important light on the role of impact fees in facilitating growth and shaping development patterns. This session updates the impact fee field with recent and on-going research. Two principal research findings will be presented. First, certain kinds of impact fees stimulate job growth while others have no adverse effects. Second, where impact fees are tailored spatially to reflect differences in costs, they shift development to where marginal costs are lower; this work has important implications for infill, redevelopment, and facilitating more compact urban forms. The economic, planning and legal implications of this research will be discussed.

**Moderator:** Arthur C. Nelson (University of Utah)

**Speakers:** Jim Nicholas (U of Florida); Julian Juergensmeyer (Georgia State); Greg Burge (U of Oklahoma); Trey Trosper

**Smart Growth Economics**
Given the current economic conditions, maximizing revenues and minimizing costs continue to be important for local governments, while the decrease in population growth rate is creating a new norm for planning professionals. This session will review primary revenue sources available to local jurisdictions in terms revenue productivity along with development types, economic and demographic variables that enhance revenues. Further, types of development that create the necessary densities and intensities to allow efficient use of facilities and minimize infrastructure needs will be discussed. Finally, methods to encourage these types of developments that are considered/used by various communities will be presented in the format of case studies.

**Speakers:** Nilgun Kamp and Steve Tindale (Tindale-Oliver)
Case Law Update 2012
Tyson Smith will discuss judicial trends in growth-related infrastructure finance, including any cases discussed at the 2011 Roundtable that have been resolved on appeal and an update to the ongoing municipal bankruptcy trends. 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.

Speaker: Tyson Smith (Smith & White)

SPEAKER BIOGRAPHIES
Rob Brawner, Program Director of the BeltLine Partnership, Atlanta, GA
Mr. Brawner serves as Program Director of the BeltLine Partnership, a private, non-profit organization dedicated to fostering support for Atlanta's BeltLine, the largest urban revitalization project in America. As Program Director, Rob guides the Partnership's efforts to cultivate broad-based support for the Atlanta BeltLine, generate private sector investment in the project, and address the social and economic impacts resulting from its development. He graduated with honors from Princeton University in 1996 with a degree in Economics and two NCAA National Championships in lacrosse. He received his MBA from the Goizueta Business School at Emory University in 2006.

Lyndall Bryant, AAPI, Lecturer, Property Economics, Queensland University of Technology, Brisbane, Australia
Ms. Bryant has qualifications in Property Economics, Applied Science as well as Finance and Investment. She is a Certified Practicing Valuer and member of the Australian Property Institute in both Valuation and Land Economy streams. She is currently undertaking her PhD in the topic: “The impact of infrastructure charges on new housing costs.”

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.
Gregory Burge, Associate Professor, University of Oklahoma, Norman, OK  
Dr. Burge is an Associate Professor in the Economics Department at the University of Oklahoma. His primary research and teaching interests lie within the areas of urban, public, and housing economics. To date, his core research agenda investigates the causes and consequences of local revenue mechanisms including development impact fees, local option sales tax programs, and property taxes. The manner in which these policies influence the intensity and spatial distribution of economic activity serves as the common thread for most of his work. Additionally, he has published work considering Federal Housing Assistance Programs. His research has been sponsored by the Department of Housing and Urban Development, the Lincoln Institute of Land Policy, and the DeVoe L. Moore Center. In addition to three contributions to edited volumes, his research has been published in journals including the Journal of Urban Economics, National Tax Journal, Journal of Regional Science, Regional Science and Urban Economics, Housing Policy Debate, and Real Estate Economics.

Christopher DePerro, AICP, Principal Planner, City of Phoenix Planning Department, Phoenix, AZ  
Christopher DePerro has served as the City's Impact Fee Coordinator since 2009, managing the public update process and credit agreement negotiations, in addition to his duties as the City's Census liaison and manager of official City population estimates. Christopher has worked for the City of Phoenix since 1998. Before coming to his current position, Christopher worked for both the City of Phoenix Development Services and the Water Services Departments as a Planner, Team Leader and Planned Community District (PCD) coordinator. He has a Masters' degree in Town Planning from the University of Manchester (England), and a Bachelors degree in City and Regional Planning from Cornell University.

Steven French, FAICP, Professor, Georgia Institute of Technology, Atlanta, GA  
Professor French is the David M. McKenney Professor of Sustainability, Energy and Environment and Associate Dean for Research in the College of Architecture. He joined Georgia Tech in 1992 as the Director of the City Planning Program and served in that position through 1999. He has directed the Center for Geographic Information Systems since 1996. His teaching and research focus on sustainable urban development, land use planning, GIS applications and natural hazard risk assessment. Dr. French has been the Principal Investigator or Co-Principal Investigator on more than 70 research projects. Over the past twenty years Dr. French has participated in a number of National Science Foundation projects dealing with flood and earthquake hazards. He was the Social Science Thrust Leader for the Mid-America Earthquake Center, where he was the principal investigator on a series of projects that used advanced technology to create GIS-based building inventories and developed innovative approaches to model the social and economic consequences of earthquakes and other natural hazards. He is the author or co-author of more than 25 journal articles and four books. He is the co-author of a recent article in the Journal of the American Planning Association on the future of GIS in planning and co-edited Risk Assessment, Modeling and Decision Support (Springer, 2008). He is also a lead contributor to the EPRI-GTC methodology for siting overhead electric transmission lines. Dr. French holds a Ph.D. in City and Regional Planning from the University of North Carolina at Chapel Hill. In 1987-88, Dr. French served as the Visiting Professor of Resources Planning in the Civil Engineering Department at Stanford University. He is a Fellow of the American Institute of Certified Planners. He holds a Bachelor of Arts degree in Economics from the University of Virginia, a Masters of Urban and Regional Planning from the University of Colorado - Denver, and a Ph.D. in City and Regional Planning from the University of North Carolina - Chapel Hill.

Randall Goff, HDR Engineering, Portland, OR  
Mr. Goff has established himself as one the nation’s experts in financing public projects with 30 years of experience in the utility consulting business. He has prepared numerous financial plans and rate studies for electric, water, sewer, storm water, natural gas and solid waste utilities. Additionally, Randy has developed cost of service and rate design studies to determine equitable charges to many customer classes including both retail and wholesale analyses. He has worked extensively with federal power market agencies in the development of revenue requirements and other contractual rate-related matters. Randy has managed a number of bond financing projects, ranging in size from a few hundred thousand dollars to hundreds of millions of dollars. His services have included preparation of parity certificates, opinion letters on financial operating results, and consulting engineering reports. He is well known in the Northwest by underwriters for working as a part of the financing team to assure the best quality product and lowest interest rates to the client. Randy has provided expert witness testimony on electric and water issues. This has been before many state public utility commissions, courts, Northwest Territories Public Utility Board and the Federal Energy Regulatory Commission. He is serving as the project manager for a large municipal client In a continuing effort of the energy feasibility study, pilot testing and implementation on energy saving measures The results showed substantial savings if the client were to purchase electric energy on the open market. The effort reevaluated the feasibility study and is developing a pilot program for energy purchases. Included monitoring the program and determining savings. Provided for installation of energy efficient fixtures in plants, solar power and the use of diesel generators purchased for back-up: interruptible rates, peak shaving and use in conjunction with market purchases as a price cap on daily market purchases.
Lisa Gordon, Chief Operating Officer of Atlanta Beltline, Inc., Atlanta, GA
Ms. Lisa Y. Gordon, CPA, is the Chief Operating Officer (COO) for Atlanta BeltLine, Inc (ABI). As COO, Ms. Gordon is responsible for overseeing the operations and implementation of the Atlanta BeltLine, one of the largest, most wide-ranging urban redevelopment projects currently underway in the United States. Ms. Gordon has an undergraduate degree from Georgetown University in Washington, DC. She has received a Masters Degree from The Maxwell School at Syracuse University, and holds a Masters Degree in Accounting from Nova Southeast University.

Joe Healy, HDR Engineering, Portland, OR
Mr. Healy is a Senior Financial Analyst with HDR. Joe has twelve years of experience in financial consulting with a wide variety of clients. For small, local utilities to large entities such as the Los Angeles Department of Water and Power and Austin Water Utility, Joe provides technical expertise across the spectrum of utility economics projects. Joe’s project experience includes financial planning, cost of service and rate design studies, impact fees, and economic and financial feasibility analyses for water, wastewater, and storm water utilities. Joe's financial knowledge involves all analytical aspects of the utility financial planning process. He is highly capable and understands the finer technical issues involved with each project, as well as the broader economic issues that public and private utilities are facing. Joe works with key individuals in evaluating various options that will increase revenue and create a vision for the overall financial status of the utility. As a part of his analyses he reviews existing reserve levels and timing for projected capital improvement plans. Supporting financial planning efforts, Joe has developed many sophisticated yet user-friendly planning models that are in turn, passed along to clients for future use. He understands that the operations, maintenance, and funding of capital projects may be burdensome to many utilities. Joe is highly competent in gathering relevant information, studying it with the analytical tools and summarizing it in a way that is most easy for his clients to understand. This information is communicated utilizing his technical abilities in a clear and concise manner.

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.

A. Nilgün Kamp, AICP, Associate Principal, Tindale-Oliver & Associates, Inc., Tampa, FL
Ms. Kamp has almost 20 years of experience in public finance and infrastructure planning projects. Her experience includes impact fee, assessment, user fee studies, financial projections, and economic impact analysis. In addition, she managed several infrastructure planning projects, such as those for fire/EMS facilities, convention centers, stadiums, arenas, etc. With a graduate degree in economics, she offers significant experience with annual budgets, capital improvement programs, revenue projections and funding studies.

Shawn Koorn, HDR Engineering, Bellvue, WA
Mr. Koorn is an Associate Vice President and Professional Associate with HDR’s utility rates and finance group. He provides financial planning, cost-benefit analysis, funding analysis, and economic review towards development of rate and cost of service studies for solid waste, wastewater, water, storm water, and electric utilities. This information is communicated utilizing technical abilities and presentation skills in a clear and concise manner. Shawn also has extensive experience with regulatory filings before public service commissions. He has recently developed testimony to support water and sewer rate studies before two different public service commissions. His experience and knowledge of “generally accepted” rate setting techniques allows him to develop excellent testimony to support his client’s position. In the past, Shawn has also been a co-instructor for the AWWA Financial Management Seminar. This three day seminar discusses the theories and methodologies used to establish cost-based rates. Shawn has also presented numerous papers on financial planning and rate setting topics for utilities.

Stacey Lemos, CPA, Finance Director, Town of Oro Valley, Arizona,
Ms. Lemos is the Finance Director for the Town of Oro Valley, Arizona, where she has held this position since 2005. As Finance Director, she manages the preparation of the annual budget, payroll, accounts payable and oversees the investment and debt management functions of the Town. Stacey's career in local government finance spans 22 years. Prior to coming to Oro Valley, Stacey worked as the Finance Director for the City of Willcox, AZ and Town of Sahuarita, AZ, and was the Deputy Finance Director for the City of Tucson. She holds a bachelor's degree in Accounting and Finance from the University of Arizona and is a Certified Public Accountant. She is an active member of the Government Finance Officers Association of Arizona, having served on the board for a number of years and is a past president.
Jodi Mansbach, Vice President of Development and Marketing, Jamestown, Atlanta, GA

Ms. Mansbach, vice president of development and marketing for Jamestown Development & Construction, focuses on expanding Green Street's nationwide portfolio of urban commercial and residential developments. Her passion for sustainable development includes studies on sustainable waterfront properties and experience in the private and public sectors. Mansbach previously held senior positions at Acoustiguide Corporation, WordOne and Jones Lang LaSalle, encompassing strategic branding, marketing and corporate responsibility initiatives. A community leader, she has been recognized by Outstanding Atlanta and currently serves on the board of Repair the World. Mansbach received a Bachelor of Arts in Art History from Yale University, Master of Arts in Art History from Northwestern University and Master in City and Regional Planning from the Georgia Institute of Technology.

Scott McCarty, CPA, Finance Director, Town of Paradise Valley, AZ

Mr. McCarty has over 20 years of experience in municipal finance and capital financing. He previously served as Chief Financial Officer for the City of Surprise, AZ.

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.

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

Jack Nyman, Baruch College, City University of New York, New York City, NY

Mr. Nyman is Director of the Steven L. Newman Real Estate Institute at Baruch College, CUNY. His initiatives include helping the real estate industry meet the major challenge of achieving sustainability goals. In 2009 he was elected vice chair of the executive board of Urban Green Council, the New York chapter of the U.S. Green Building Council — a position that fosters productive synergies among the Institute, Council, and the real estate industry at large — both locally and nationally. He also serves on the board of CUNY’s Institute for Urban Systems and on CUNY’s and Baruch College’s Sustainability Task Forces. He holds a Master of Architecture degree from Arizona State University, and an advanced Master’s in Real Estate Development with a concentration in finance from Harvard University. He was awarded an International Research Fellowship at Harvard, where he studied real estate law and management. At Harvard’s Center for Design Informatics he assisted the development of a computerized management system for a global real estate portfolio of one of the world’s largest corporations. He has authored Harvard case studies, including a paper on the financial modeling of large scale real estate portfolio acquisitions and has lectured on real estate management and finance. Mr. Nyman was instrumental to the growth of several companies that developed and acquired substantial portfolios of commercial and residential properties in Canada and the United States. He established and ran development and investment companies of his own. His many years of real estate experience spans mixed-use, residential, retail, cultural, institutional, health care, and adaptive-reuse projects nationally and international. He is an associate of the American Institute of Architects and a Fellow of the Institute for Urban Design. Among his many other affiliations are the American Real Estate and Urban Economics Association, American Planning Association, National Association of Real Estate Trusts, New York Building Congress, Urban Land Institute, Real Estate Board of New York, Harvard Club of New York, and Harvard Academic Real Estate Initiative.

John Osborne, AICP, Planning Official, Manatee County Building & Dev’t Services Department, Bradenton, FL

Mr. Osborne is the Planning Official for Manatee County, Florida. He is responsible for the review of land development projects that require public hearings, such as rezonings, large projects and Developments of Regional Impact. As of late, he is focused on the How Will We Grow? project and the rewrite of the County's land development regulations. He was Planning Department Director (until the merger with the Building Department in 2011) and served as Transportation Planning Manager for Public Works. John previously worked for CPH Engineers in Sarasota, FL and for Trigon Engineering in Charlotte, NC. John is a graduate of the University of South Florida, Liberty University, and is a commissioned officer in the FL Army National Guard. John is a certified land use planner by the American Institute of Certified Planners, member of the Florida Planning & Zoning Association and Urban Land Institute.

Andrew Rheem, Principal Management Consultant, Red Oak Consulting, an ARCADIS Group

Mr. Rheem specializes in municipal financial planning, capital recovery charge and funding evaluations, and utility rate and fee studies with over 9 years experience assisting municipalities throughout the Western United States. Prior to assisting municipalities, Mr. Rheem worked in the telecommunications and energy utility sectors. Mr. Rheem received a BBA in Finance from the University of Michigan and is a member of the Colorado Government Finance Officers Association.

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.

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.

Steve A. Tindale, P.E., AICP, President, Tindale-Oliver & Associates, Inc., Tampa, FL

Mr. Tindale has over 40 years of experience in public finance, planning, designing, and managing public facility projects. His extensive background in city government includes serving as the Public Works Director for the City of Tampa where he was responsible for all planning/engineering projects and the overall administration of the Department. His areas of expertise include public finance studies, public infrastructure planning, transportation planning, comprehensive plans, traffic engineering, safety analysis, and crash data management systems.
Trey Trosper, University of Oklahoma, Norman, OK
Mr. Trosper is a PhD candidate in Economics at the University of Oklahoma. His current research has been in the fields of growth and development, public economics, and energy policy.

Pat Walker, Pat Walker Consulting LLC, Chandler, AZ
Ms. Walker has over 25 years of experience in developing impact fee studies from both the private and public sector viewpoint. She has spent 5 years in the private sector performing impact fee studies, and over 23 years at the City of Chandler, AZ, a City with a population over 230,000, and was CFO responsible for over a billion dollar budget and billion dollar 5 year CIP program.

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.

Lem Ward, Chief Counsel, City of Atlanta Law Department, Atlanta, GA
Mr. Ward has worked in the City of Atlanta Law Department since 1995, serving as Associate City Attorney, Assistant City Attorney, Senior Assistant City Attorney and Chief Counsel. His areas of specialization include zoning and land use litigation, transportation and infrastructure planning, tax and bond litigation and the development of legislative initiatives. He has been licensed in the State of Georgia since 1993, and is admitted to practice in the United State Supreme Court. He has a bachelors degree from the University of Virginia, a masters in business administration from Emory University, and a law degree from Georgia State University.