



CITY OF HOLLYWOOD

Request for Qualifications

Development Impact Fee Calculation Reports and Consulting

RFQ-4604-19-PB
February 20, 2019



planning | design | engineering

GREAT INSIGHTS. GREATER OUTCOMES.

RFQ NUMBER AND TITLE

4604-19-PB
Development Impact Fee
Calculation Reports and
Consulting

CONSULTANT NAME & ADDRESS

Tindale Oliver
1000 N. Ashley Drive
Suite 400
Tampa, FL 33602

DESIGNATED CONTACTS

Nilgün Kamp, AICP
Director of Public Finance
Role: Project Manager
(813) 224-8862
NKamp@tindaleoliver.com

Steven A. Tindale, P.E., FAICP
President
Role: Principal-in-Charge
(813) 224-8862
STindale@tindaleoliver.com

SUBCONSULTANT

White & Smith, LLC (W&S)

February 20, 2019

City of Hollywood
City Hall, City Clerk's Office
2600 Hollywood Boulevard, Room 221
Hollywood, Florida 33020

Re: RFQ-4604-19-PB - Development Impact Fee Calculation Reports and Consulting

Dear Sir/Madam:

Tindale-Oliver & Associates, Inc., dba Tindale Oliver, is pleased to submit this proposal as an expression of interest in the City of Hollywood Development Impact Fee Calculation Reports and Consulting. Included on our team are **White & Smith, LLC** for legal analysis. Our team of professionals has extensive experience and knowledge in preparing impact fee studies for all program areas specified in your RFP, as well as several other public infrastructure areas.

Located in southeast Broward County, the City of Hollywood is the third largest City in Broward County with a population of 152,000 permanent residents, and also attracts a significant number of tourists. The City is a full service city and provides police, fire, sanitation, parks and recreation, water treatment and distribution services, among others. In order to continue to provide a high-quality service and an attractive destination, the City implemented a parks and recreation impact fee programs. At this time, the City is interested in a study that updates this fee and evaluates the feasibility of implementing additional fees for Mobility and Transportation, Government Buildings, Law Enforcement, Fire Rescue, and Affordable Housing. Tindale Oliver prepared a fire user fee study for the City, and as such, we are familiar with the local conditions and funding.

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

- > Institutional Knowledge
- > Insight
- > Outcomes

Institutional Knowledge and Insight

Throughout our history, Tindale Oliver has earned a national reputation as a leader in impact fee studies and, more importantly, in their acceptance and implementation. We are a Florida-based firm that has successfully completed more than 300 impact fee studies. It is important to note that no impact fee study conducted by Tindale Oliver has ever been successfully challenged in any court system.

Tindale Oliver is unique in that most of our principals and senior professional staff are experienced in impact fees. **The founders and subsequent leaders of the firm come from public sector backgrounds and have operated multiple departments, with experience that translates into a practical understanding of issues that government officials face in planning, designing, financing and implementing projects.**

In addition, the Tindale Oliver Team includes engineers, economists, planners, attorneys, and GIS specialists. This substantial experience ensures the dedication of resources that will result in a project that is completed on time and supported by reliable and accurate information.

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

Insight and Outcomes

Our proposal describes an exceptional insight that has produced especially effective outcomes for our clients over the past 30 years. The related project write-ups included in this proposal provide examples of insight provided and outcomes achieved through Tindale Oliver's work for several of our clients to help them reach their growth management and economic development goals.

The City has requested a development impact fee calculation report (DIFCR) for mobility and transportation, government buildings, law enforcement, fire rescue, parks and recreation facilities and affordable housing. Our approach and the related projects included in this proposal indicate our unique insight in performing these services and the effective outcomes that have provided significant results for our clients.

In conclusion, we would like to emphasize the personal commitment of our team. The study will **address your objectives and focus on impact fee strategies that result in accurate and equitable impact fee programs that fulfills all the legal requirements**. We look forward to the opportunity to continue to provide our services to the City of Hollywood.

Sincerely,



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



Nilgün Kamp, AICP
Director of Public Finance

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City of Hollywood

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Summary of Proposed Management Plan

Tab A Summary of Proposed Management Plan

This section of the proposal includes the following:

- > Background review and project understanding
- > Project approach and methodology
- > Project management plan
- > Project schedule
- > Project organization

BACKGROUND REVIEW & PROJECT UNDERSTANDING

Located in Broward County, the City of Hollywood has a resident population of approximately 152,000 within a land area of over 27 square miles. The City experienced a rapid growth in 1950s and 1960s, and is the third largest city in Broward County. As shown in Figure 1 on the next page, between 2000 and 2007, the City's population increased by an average annual rate of 0.5%. After a period of decline, the city started to experience population growth again in 2012. Since 2015, the City's permitting activity increased, and between 2015 and 2017, the City permitted an average of 700 homes per year. Population projections suggest that the City's population will increase to 157,000 by 2022. In addition, the City's population increases by 50,000 during the peak season due to tourism, which plays an important role in the City's economy. In addition to tourism, health care, professional services and retail are other key industries as companies locate within the core office market and industrial parks while retail concentrates along the major commercial corridors.

Hollywood is adjacent to the Fort Lauderdale-Hollywood International Airport and is the primary home to Port Everglades. Major corridors that run through the City include Hollywood Boulevard, State Road 7, US 1/Federal Highway, Dixie Highway, Pembroke Road, and A1A on the Barrier

Island. Additionally, the City is in close proximity to I-95 and the Florida Turnpike.

The City demographics continue to change as younger families move to the city for its location and quality of life attributes.

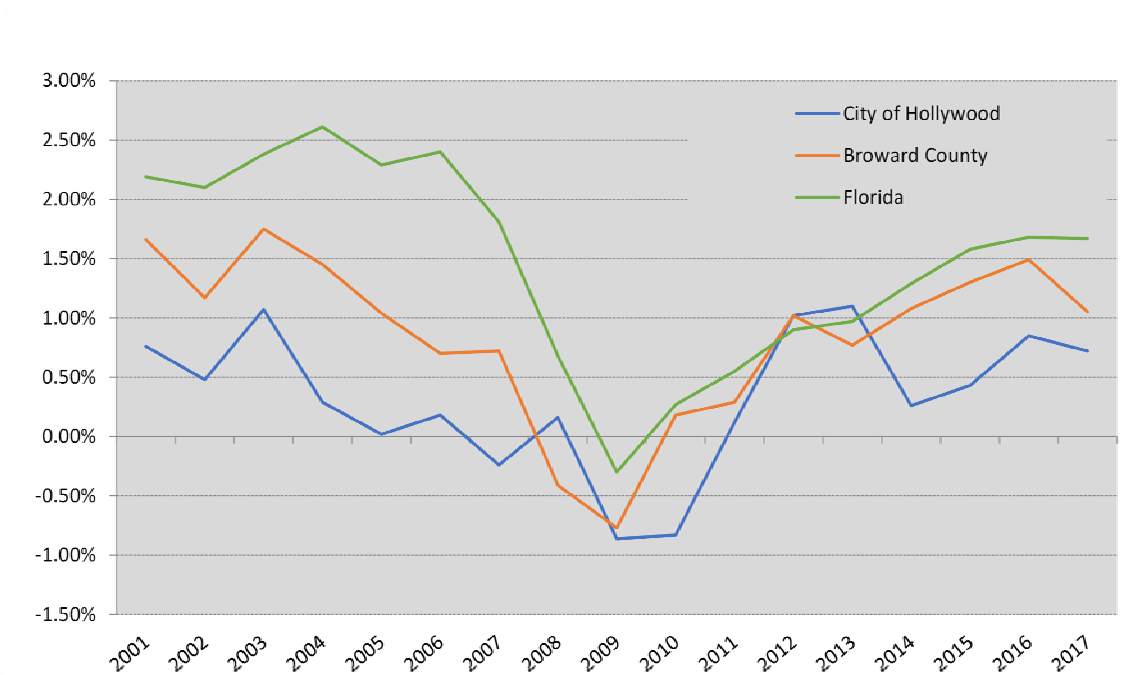
In terms of taxable values per capita, the City of Hollywood experienced significant growth between 2001 and 2007, followed by a decline during the economic downturn until 2013, as shown in Figure 2. Since 2013, the City's tax base started to recover. With the fluctuations in property tax revenues, the availability of other revenue sources continues to be important.

The City of Hollywood is a full service city and provides police, fire, parks and recreation, public works, development services, water treatment and distribution and sewer collection services, among others. The City has implemented a park and recreation facilities impact fee. To continue to provide high quality services, the City is interested in updating the parks impact fee and implementing impact fees and in-lieu fees for several other service areas. In addition to parks and recreation, the service areas considered by the City include:

- > Mobility and Transportation
- > General Government Buildings
- > Law Enforcement
- > Fire Rescue
- > Affordable Housing

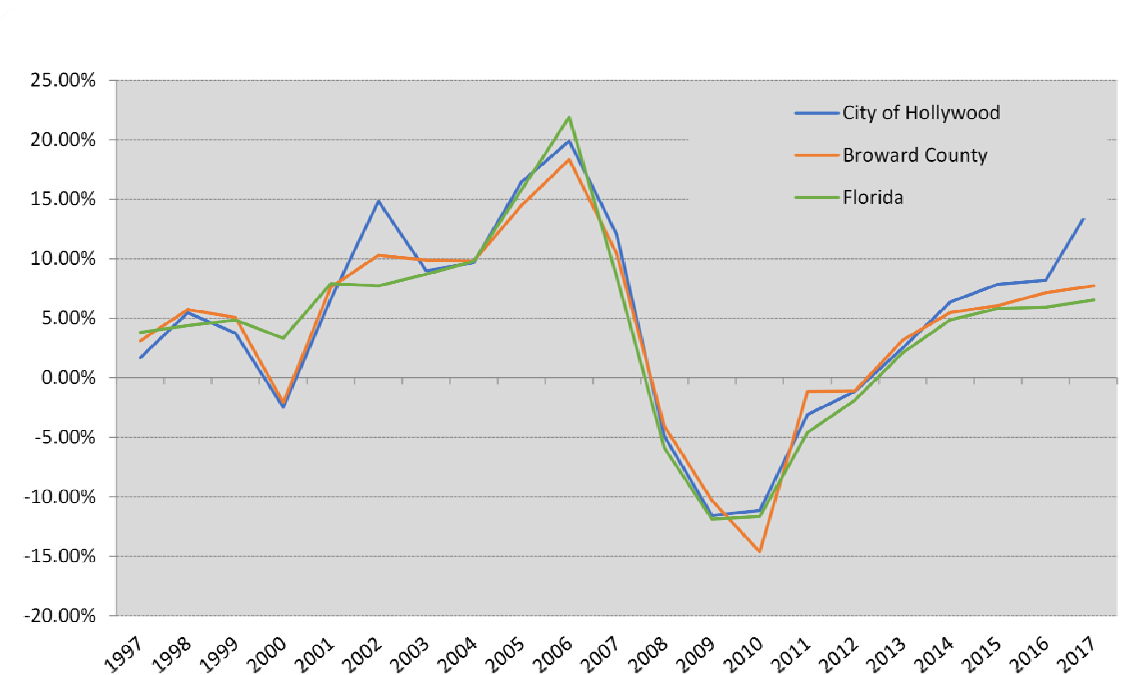
The Tindale Oliver Team includes planners, engineers, economists, attorneys, and GIS specialists with in-depth experience in planning and impact fee studies for a wide range of program areas, including those listed by the City. In addition, the Tindale Oliver Team has prepared Parks and Fire Master Plans, Long Range Transportation Plans, Transit Development Plans, and other planning studies and understands the

Figure 1: Annual Population Growth Rate Comparison



Source: State of Florida, Office of Economic and Demographic Research

Figure 2: Taxable Value per Capita



Source: State of Florida, Office of Economic and Demographic Research

relationship between impact fees, master plans, and economic development and growth management goals.

Tindale Oliver has prepared a fire user fee analysis for the City of Hollywood. Through this and other work in Broward County, we are very familiar with local conditions.

The remainder of this section includes the approach and methodology that will be used to update the City's impact fee program.

APPROACH TO SCOPE OF SERVICES

The scope of services requested by the City includes updating and developing impact fees for the five service areas and an in-lieu fee for affordable housing consistent with the City's goals and policies contained in the City's Comprehensive Plan, Neighborhood Master Plan, Capital Improvement Plan, Transportation Plan, Fire Assessment Study, and Citywide Parks Master Plan. The study will comply with all legal requirements related to impact fees and is to ensure that the City is accurately accounting for the true cost of providing future services within the City, and the fees collected reflect these costs. The scope of services are organized in three phases. Phase I focuses on identifying service areas for which impact fees should be developed. Based on the findings of this Phase, Phase II tasks develop fee schedules for selected impact fee program areas. Phase III will include implementation assistance such as presentations, the technical report, and ordinance preparation.

Phase 1 - Identify Impact Fees to be Developed

TASK 1: Background and Methodology Review

Immediately upon receipt of the Notice to Proceed, Tindale Oliver will coordinate with the City for the identification and collection of specific studies, data, any technical reports, Comprehensive Plan, Capital Improvement Plan, Transportation Plan, Fire Assessment Study, Citywide Parks Master Plan, current policies and procedures, and other related information necessary to complete the impact fee study.

Tindale Oliver will review the background information and facilitate a kickoff meeting with key City staff to confirm study objectives, identify and discuss major technical, legal, and policy issues, coordinate staff/Consultant responsibilities, and refine the project schedule as necessary. Some of the technical and policy

issues that will be discussed include the following:

- > Capital improvement plans, master plans, and projects and associated funding sources and levels
- > The City's growth patterns and levels, including rate of growth in population and tax base and diversity of tax base
- > Impact fee variables that need to be updated/developed
- > Consumption-based vs. needs-based methodologies
- > Recent trends in land and construction costs experienced by the City and other jurisdictions in Florida
- > Level of service (LOS) analysis
- > Methodology used to measure demand for each impact fee program area
- > City's efforts to encourage/increase affordable housing and coordination with Broward County policies and requirements.
- > Other related issues, as applicable

The input received during this meeting will be incorporated into the remaining tasks.

TASK 2: Impact Fee Technical Analysis

Based on the results of the Task 1 review, this task will prepare preliminary impact fee calculations to assist the City in identifying the final list of impact fee service areas. This work effort will include development of the inventory of existing facilities, preparation of a demand component, and a review of the construction, land, equipment, and other related costs and credits.

Subtasks 2.1 through 2.6 address mobility/transportation, government buildings, law enforcement, fire rescue, and parks and recreation facilities impact fees. Subtask 2.7 addresses affordable housing fee.

Subtask 2.1: Inventory of Existing and Planned Facilities

The City will provide information on the inventory of the existing capital facilities within the City and its fixed asset data for the five impact fee service areas. Planned facilities will be documented based on the information in the Capital Improvement Plan, master plans, and other documents collected as part of the Task 1 effort, as well as discussions with City staff.

The fire rescue and law enforcement facility inventories will include all stations/buildings, land, vehicles and equipment. The parks and recreation facilities inventory will include park land and recreational facilities, such as baseball/softball fields, playgrounds, trails, etc. The government buildings impact fee will include general government buildings and associated land. The mobility and transportation impact fee will include the roadway, bike lane, sidewalk and transit amenities inventory. A summary of the capital asset inventory for each program area will be developed.

If needed, Tindale Oliver will work with the City staff to update a comprehensive master plan, which will include future growth projections and future facility needs.

Subtask 2.2: Level-of-Service (LOS) Analysis and Population Projections

The City's current, achieved LOS and its adopted LOS standard in the Comprehensive Plan will be used to determine the appropriate LOS that can be used in the impact fee calculations. The City's population projections will be updated using data available from the Census, Bureau of Economic and Business Research, permitting and available development data and information. In addition, a comparison of the City's achieved LOS and adopted LOS standards to those in other Florida jurisdictions will be provided.

Subtask 2.3: Demand Component

Tindale Oliver will calculate the demand component for each impact fee program area.

In the case of general government buildings, fire rescue and law enforcement facilities, Tindale Oliver typically uses functional population per unit of land use. Functional population measures the benefit to each land use based on the presence of people at that land use throughout the day. In other words, land uses are charged for the availability of these services based on full-time equivalent persons present at each land use throughout the day. Tindale Oliver has also used call data for fire and law enforcement impact fee studies and fire assessment studies. Both approaches will be discussed with the City as part of Task 1.

Parks and recreational facilities impact fees are typically charged to residential land uses, and demand is measured in terms of population per

housing unit. This information will be obtained from 2000 and 2010 Census data and American Community Survey (ACS) estimates, as well as the local Convention and Visitors' Bureau.

Transportation demand is measured in terms of vehicle miles of travel (VMT) for roadway-based fees and person miles of travel (PMT) for mobility/multimodal fees. Tindale Oliver has an extensive database that includes trip characteristics studies conducted in Florida, for more than 40 land uses, which are used for transportation impact fee studies.

In addition, if the City desires, this information can be supplemented with local trip characteristics. Otherwise, the demand component will be developed based on secondary data sources, such as the latest *ITE Trip Generation Handbook (10th Edition)*, Tindale Oliver's trip characteristics database, and any alternative studies that may have been conducted in the City of Hollywood.

Subtask 2.4: Cost Component

The cost component for each impact fee program area will be calculated to reflect the current cost of adding capacity in the City of Hollywood.

Cost elements reviewed will include design and engineering inspection, construction, land purchase, equipment purchase and other related costs.

Tindale Oliver will review the Capital Improvement Program, the Capital Improvement Element of the Comprehensive Plan, annual budgets/reports, recent bids, recently-completed local projects (past five years), recent land purchases or appraisals, and other relevant documents to identify capital service improvement costs that may be considered in the calculation of the cost component of the impact fee formula for the City.

This information will be compared to and/or supplemented with Tindale Oliver's cost databases that include information from other Florida jurisdictions.

Subtask 2.5: Credit Component

Tindale Oliver will review historical and projected capital improvement funding sources and expenditures for land, construction, design, and engineering inspection and other related costs in the City of Hollywood. Funding sources may

include taxes, grants, user fees, special assessments, among others. Debt service for any bond proceeds used for capacity expansion projects will be reviewed and documented as appropriate. These calculations will reflect any recent and/or anticipated changes in how the capital assets are funded. This information will be used to prepare the credit component of the impact fee formula to avoid “double recovery” of costs as part of the impact fees and user fees and/or taxes.

Subtask 2.6: Preliminary Fee Schedules, Comparative Fee Data and Fiscal Impact of Impact Fees

Based on the analysis conducted in previous tasks, a preliminary fee schedule will be developed for each of the five service areas considered by the City. Preliminary revenue projections will be developed to provide the City with the necessary information in terms of funding ability of each impact fee program area. As part of this task, Tindale Oliver will conduct an impact fee survey for neighboring communities for areas/services offered by the City. In addition, a high-level evaluation of the range of fiscal impact of impact fees upon ad valorem revenues and user fees will be conducted. This evaluation will include a review of rate of growth/change in population compared to ad valorem tax revenues and diversity in tax base for jurisdictions that have impact fees versus those that do not. Tindale Oliver has historical trend data for Florida jurisdictions in terms of changes in population and tax base as well as data on impact fee programs.

Subtask 2.7: Affordable Housing Impact Fee

Broward County has established policies and procedures to provide affordable/workforce housing in the case of land use amendments. More specifically, for land use amendments that require an addition of more than 100 residential units to the existing densities approved by the Broward County Land Use Plan, the County requires municipalities to mitigate the need for affordable housing. Individual municipalities opted into the program. For example, Tindale Oliver is currently working for the Cities of Hallandale Beach and Tamarac on the establishment of their affordable housing in-lieu fees to accommodate these requirements.

At this time, the City of Hollywood is interested in a study that would explore the option of charging an impact fee for affordable housing. This task will explore options available to the City, which may include:

- > An inclusionary zoning program with an in-lieu fee for residential development.
- > A linkage fee that charges residential and non-residential development for provision of affordable housing demand created by these developments.

As part of this analysis the following tasks will be conducted:

- > A review of the City of Hollywood’s current programs and processes related to affordable housing. This will include a review of both the Land Development Code (LDC) and the Comprehensive Plan.
- > A review of Broward County’s affordable housing/inclusionary zoning program, including related policies included in BrowardNext update to the County’s Land Use Plan as well as previous technical studies to ensure that the City’s program is consistent with the overall methodology/approach.
- > Review and document similar programs provided by up to six other jurisdictions and a summary of best practices. The priority will be given jurisdictions within Broward County; however, jurisdictions that implemented a successful program in nearby counties, such as Palm Beach County will also be considered.
- > A review and documentation of the definition and current inventory/conditions of affordable/workforce housing in Hollywood. Tindale Oliver will work with the City to establish the goals and parameters of the program.
- > Estimated cost of providing affordable/workforce housing in Hollywood.
- > Establishing the relationship (proportionality test) of the need generated by development for affordable housing.
- > Calculation of the in-lieu/linkage fee schedule by residential and non-residential categories.

White & Smith will conduct the legal review and will address the ordinance requirements.

Subtask 2.8: Meeting with the City to Review Results

Upon completion of analysis in Tasks 1 and 2, Tindale Oliver will present findings to the City staff and assist the City in confirming the appropriate service areas for which impact fees should be developed. Following this meeting, the Consultant will prepare a supplemental data request for the impact fee programs that are approved by the City.

Phase II - Develop Specific Impact Fees for Implementation

TASK 3: Development of Fee Schedules

This task will refine the preliminary results of the Task 2 analysis and develop a fee schedule for each program area. Impact fee variables will be developed to address the City's unique data and circumstances. The analysis will establish the necessary nexus of fees for different property use types. As part of the analysis, a phasing schedule will be provided that includes full recovery costs vs. partial recovery alternatives and sample calculations for various properties will be provided under each scenario. A comparison of fees implemented in surrounding jurisdictions will also be shown.

The Consultant will work with the City staff to develop a list of capital projects that are qualified to be funded with impact fees.

At the completion of this task, the Consultant will conduct an interactive work session with City staff to review the preliminary fee calculation with City staff. Based on the City's input, the necessary adjustments will be made and a workbook of results will be distributed.

All maps and exhibits needed to present the fee structure to the City Commission will be prepared.

Phase III - Implementation Assistance

TASK 4: Meetings and Presentations

As part of this task, Tindale Oliver will prepare a draft presentation of results for review with the City Manager and City Commission. The presentation will include user-friendly, easy-to-follow material in PowerPoint and Tindale Oliver will provide draft presentations to City staff for

review and will adjust it based on comments.

The results will be presented to the City Manager and input from this meeting will be incorporated prior to the presentation to the City Commission. Results will be presented to the City Commission in a workshop and input received will be incorporated into the analysis.

TASK 5: Technical Report

Results of Phases I through III will be summarized in a draft technical report along with resulting fee schedule for each program area. The technical report will include all information, estimates, projections, and data analysis as well as any assumptions made and methodologies employed to complete these tasks.

Upon receipt of comments from the City staff and City Commission, Tindale Oliver will make the necessary revisions to the draft report and submit the final report.

TASK 6: Ordinance Preparation and Adoption Hearing

White and Smith will work with the City Attorney in the preparation of the impact fee ordinances. Schedules of impact fees as well as sample ordinances regarding methodology for calculation of impact fees will be provided and draft ordinances submitted by the City Attorney will be reviewed. The Consultant Team will be available for a conference call to discuss fee schedules, sample ordinance, and other related information.

Tindale Oliver will attend the public hearing for the adoption of impact fee study by the Planning and Zoning Board and respond to questions. In addition, we will attend and present study findings to the City Commission and attend the final hearing (two readings).

PROJECT MANAGEMENT PLAN & COMMUNICATION WITH CITY STAFF

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

The daily tasks and communication for this project will be conducted by the Project Manager (Nilgün Kamp). The Principal-in-Charge (Steve Tindale) will provide the overall direction of the study, review calculations and reports, and attend meetings and presentations. Other Tindale Oliver staff will provide support for daily tasks. It is our policy that each study be reviewed by two principals to ensure the quality of the final product.

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

In terms of communicating with City staff, in addition to the periodic meetings outlined under the Scope of Services, the Tindale Oliver Team will be in contact with City staff on a regular basis through phone conferences regarding any questions about the data, progress of the study, and other related issues. Tindale Oliver has offices in Tampa and in Fort Lauderdale, enabling us to be easily available in person when necessary.

Tindale Oliver has been consistently successful in keeping its clients informed of the progress of their studies.

PROPOSED PROJECT SCHEDULE

A preliminary schedule is provided below. Upon selection, this schedule will be reviewed with the City's Project Manager and, if needed, will be modified to better accommodate the City's needs. With a dedicated Public Finance Group and other staff experienced in public finance-related analyses, Tindale Oliver has the necessary resources to meet most desired time frames and still provide a high-quality product.

TEAM ORGANIZATION CHART & STAFF AVAILABILITY

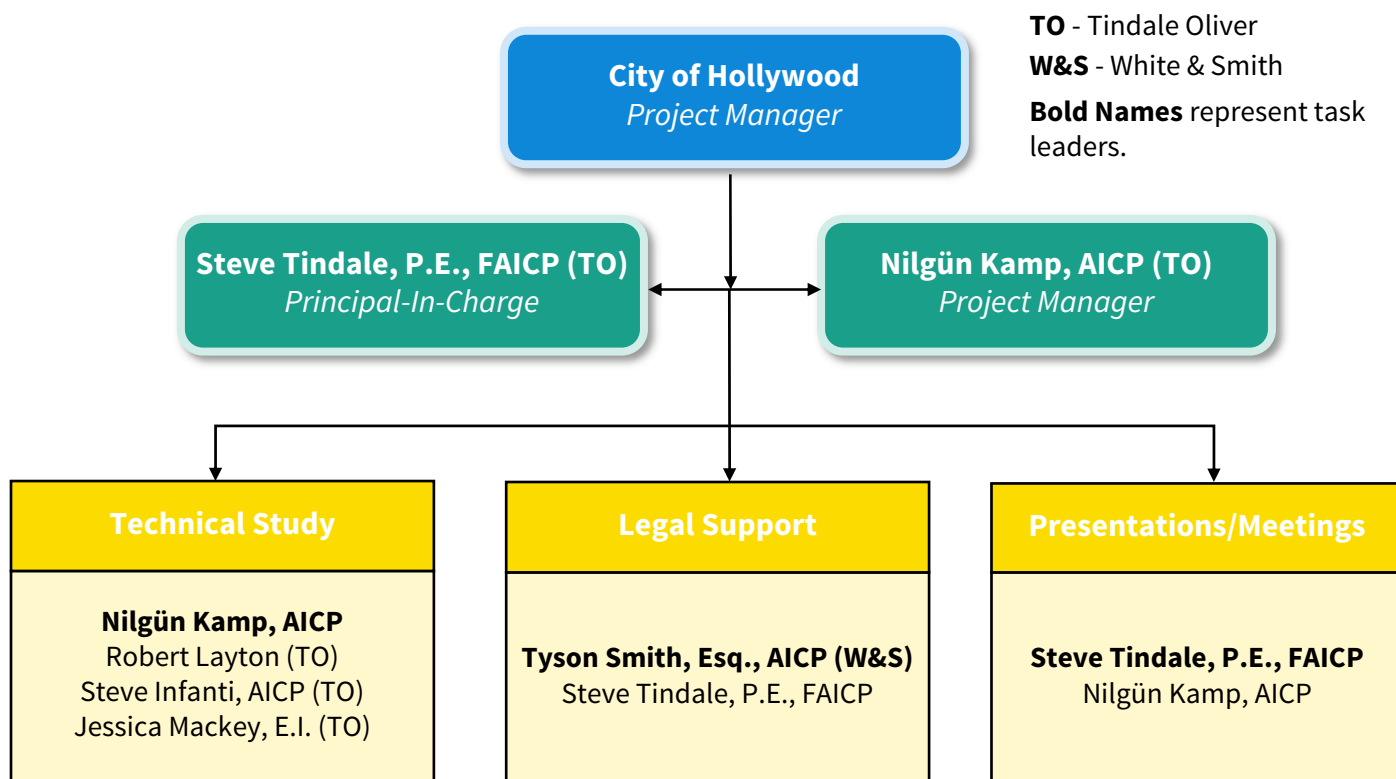
Our team organization chart is on the next page, along with a staff availability chart which illustrates the commitment and availability for each proposed key staff member over the timeframe of this project.

The Tindale Oliver approach to developing successful and long-term client relationships has always been to balance our workload with staff resources to prevent over- or under-utilization of staff and to ensure responsiveness to our clients, as well as effective and efficient quality control.

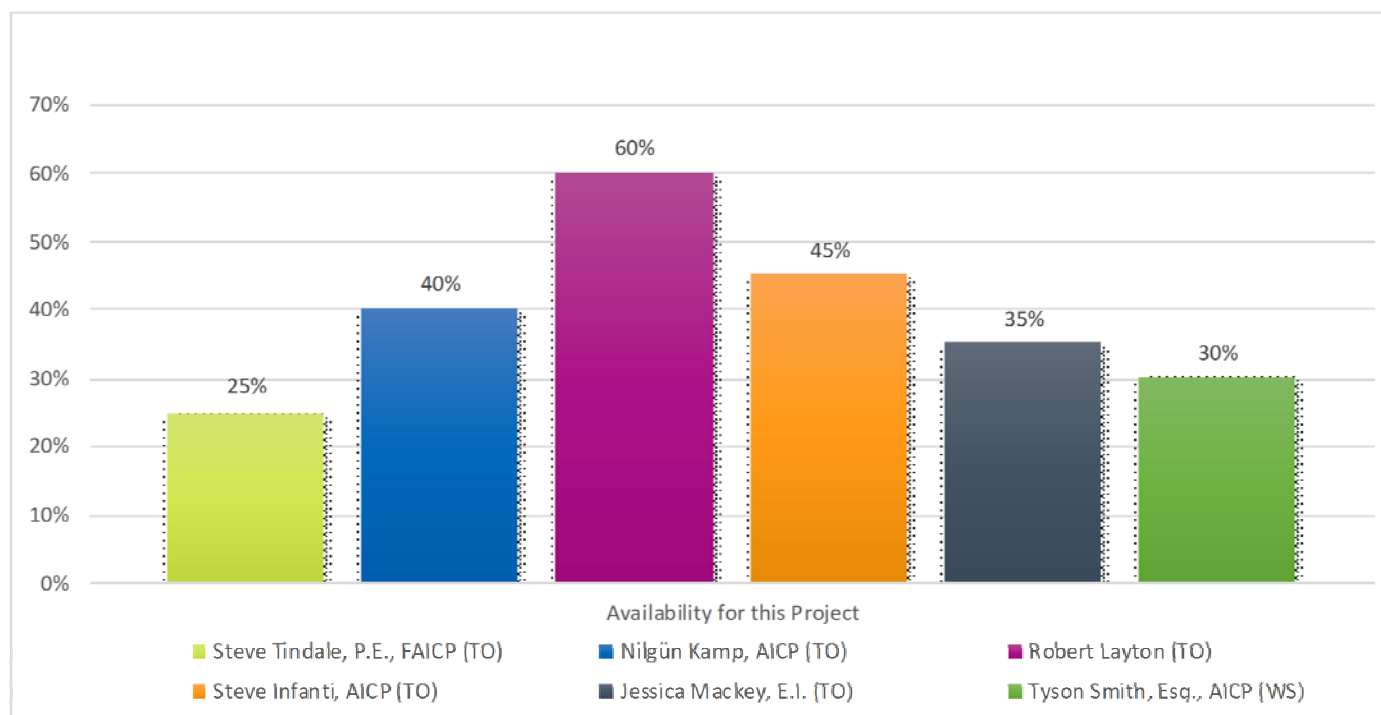
City of Hollywood Development Impact Fee Calculation Reports and Consulting Tindale Oliver Preliminary Project Timeline

TASK	DATE
Submittal of Data Needs Memo	Week 1
Kick-off Meeting	Week 3
Receipt of Requested Data	Week 4
Phase I Analysis	Month 1 through 4
Meeting with City Staff to Discuss Findings	Month 4
Phase II Analysis	Months 5 and 6
Meeting with the City Manager/Staff	Month 6
City Commission Workshop	Month 7
Phase III Analysis	Month 8 and 9

City of Hollywood Impact Fee Study Tindale Oliver Team Organization Chart



City of Hollywood Impact Fee Study Tindale Oliver Team Staff Availability Chart



CURRENT PROJECTS

As requested in the RFQ, the following is a summary list of our current projects, including the start and estimated completion dates for each.

- > *City of Bozeman, MT Impact Fee Study - 5/2017-2/2019 (est.)*
- > *City of Ocala Fire Fee Assessment - 4/2018-4/2019 (est.)*
- > *City of Oviedo Impact Fee Update Study (Five Service Areas) - 2/2018-2/2020 (est.)*
- > *City of Hallandale Beach Development Impact Fee and In-Lieu Fee Calculation Report (DIFCR): Utilities, Transportation, Safety and Parks & Recreation, Affordable Housing, Parking - 8/2017-3/2019 (est.)*
- > *City of Mount Dora Municipal Impact Fee Update Study - 9/2018-9/2019 (est.)*
- > *City of Sarasota Multimodal Impact Fee Impact Analysis - 5/2018-2/2019 (est.)*
- > *City of Tamarac Impact Fee Study - 7/2018-5/2019 (est.)*
- > *City of Tampa Multimodal Transportation Impact Fee Study Phase 2 - 4/2018-4/2019 (est.)*
- > *Collier County Impact Fee Updates (Jail, Parks, Road & School) - 3/2018-9/2019 (est.)*
- > *Hernando County Schools Long Range Planning Study - 1/2018-6/2019 (est.)*
- > *Lake County School Board Impact Fee Update Study - 11/2018-11/2019 (est.)*
- > *Orange County School Impact Fee Update Study - 5/2018-10/2019 (est.)*
- > *Orange County Transportation Impact Fee Study - 8/2017-6/2019 (est.)*
- > *Palm Beach County Impact Fee Biennial Study - (2/2017-4/2019 (est.)*
- > *Sumter County Transportation Impact Fee Update Study - 11/2018-11/2019 (est.)*
- > *Volusia County School Impact Fee Update Study - 6/2018-6/2019 (est.)*

B

Summary of Proposed Project Team

Photo courtesy of www.facebook.com/HollywoodFLPoliceDepartment

Tab B
**Summary of Proposed
Project Team**

TEAM QUALIFICATIONS & EXPERIENCE

Tindale Oliver

Founded in 1989 and established as an S-Corporation in the State of Florida, Tindale Oliver has developed a reputation as a leader in providing quality, innovative planning and engineering services to its public sector clients. Tindale Oliver was created to provide innovative financing programs, comprehensive planning, and infrastructure planning services to local government entities.

The principals of Tindale Oliver have invested more than 80 years of their professional careers working for city, county, and state agencies. This experience affords them a real-life understanding of issues government officials face in comprehensive planning, infrastructure planning, and innovative infrastructure financing alternatives, and, more importantly, how to implement selected alternatives.

Tindale Oliver does not work for private development and we are completely committed to local, state and regional government agencies. Our firm's major business activities involve the following primary solution areas:

- > Public Finance & Infrastructure Planning
- > Community Planning & Design
- > Transportation
- > Transit

We have grown from a firm of 3 employees in 1989 to a total staff of 100+ in 2019, including full and part-time employees, with staff certifications including professional engineers, certified planners, LEED and GIS professionals, and accessibility inspectors, among others, as well as numerous planners, economists, and GIS analysts.

With offices and staff in Florida (Tampa, Bartow, Fort Lauderdale, Jacksonville, Miami, Naples), Maryland (Baltimore), and Washington (Seattle), Tindale Oliver has supported clients in 12 states, the District of Columbia, and Puerto Rico. Work for this project will be provided by staff in our Tampa and Fort Lauderdale offices:

Tindale Oliver

Corporate Headquarters

1000 North Ashley Drive, Suite 400
Tampa, FL 33602-3719
(813) 224-8862, fax (813) 226-2106

Tindale Oliver

Fort Lauderdale Office

6301 NW 5th Way, Suite 2700
Fort Lauderdale, FL 33309
(954) 641-5680

Public Finance & Infrastructure Experience

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

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

Impact Fee Methodology – Tindale Oliver principals have published articles on impact fees that document the correct methodology and approach to developing impact fee programs. These articles discussed and compared various methodologies available, such as consumption based and improvements based methodologies.

They set the standard for impact fee studies and have been used by many agencies across the US to develop impact fee programs, including work by other consultants.

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

Trip Characteristics Studies for Impact Fees – Tindale Oliver has extensive experience in conducting trip characteristics studies for impact fees. Our trip characteristics database includes 200+ studies on 40 different land uses. Data from these studies include trip generation, trip length, and percent new trips for each land use. This information has been used in the development or update of impact fees and the creation of land use plan category trip characteristics for communities in Florida and other states. All of the firm's principals have managed, supervised, and/or conducted trip characteristic studies.

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

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

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

Economic and Demographic Analysis — Tindale Oliver maintains a database of demographic and economic characteristics of 67 Florida counties and multiple cities, historical trends, current rank of each jurisdiction in terms of each variable and the variation in this rank over time. Some of the variables included in the database are population (current, historical, projected), growth rates (rates and absolute growth), tax base distribution, permitting levels, employment, wages, income, taxable revenue per capita (property, fuel, sales, etc.), among others. This database and information enable Tindale Oliver to provide a perspective to each jurisdiction about their historical, current, and future conditions to make informed policy decisions.

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

Concurrency and Growth Management Experience — Tindale Oliver's Planning Services Group specializes on growth management issues, land development regulations, multi-modal transportation concurrency, and other planning issues. Tindale Oliver Planning and Public Finance staff are thoroughly familiar with changes to Florida's growth management legislation over

the years, providing detailed summaries and analyses to our public agency clients. For example, following the passage of SB 360 in 2009, Tindale Oliver authored a series of issue papers concerning different aspects of SB 360, highlighting areas of opportunity and concern for Florida local governments.

Expert Testimony – Steve Tindale has provided expert testimony and research on impact fee-related matters in several cases. Testimony has included a discussion that a development’s impact fees did not constitute “adequate provision” to mitigate all traffic impacts associated with an overpass, demonstration that a developer’s traffic study was flawed and incomplete, and parking testimony in an eminent domain case concerning the use of land for a parking garage. His testimony in these cases was key to winning an across-the-board victory for government clients in each of these cases.

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

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

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

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

White & Smith, LLC (W&S)

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

PROJECT MANAGEMENT TEAM

This section demonstrates the significant experience offered by the project management team proposed for this project. Individuals identified as Principal-in-Charge and Project Manager will not be altered without the permission of the City. Resumes for the Management Team and all key personnel proposed for this project are in Appendix 1 of this proposal.



Steven A. Tindale, P.E., FAICP will serve as the **Principal-In-Charge** for the City of Hollywood Development Impact Fee Calculation Reports and Consulting project. With almost 50 years of professional experience, his primary work over the last 30 years has involved public finance studies and their implementation. He also has written papers on fee methodologies and introduced new concepts. With his background as the Public Works Director for the City of Tampa (Florida), he has an in-depth understanding of operating budgets and capital infrastructure programs. He offers expertise in public facilities planning and financing, capital budgeting, local government planning and engineering, and, perhaps most important, project implementation. His degrees include a BS in Engineering and an MBA from the University of South Florida.



Nilgün Kamp, AICP will serve as the **Project Manager** for this project. With 25 years of experience in conducting public finance studies, she has managed 250+ impact fee, user fee, assessment, and infrastructure planning studies. She offers significant experience with annual budgets, capital improvement programs, and project expenditures to develop or update the various fee components. Her degrees include an MA in Economics from the University of South Florida and a Master of International Relations and Pacific Studies from the University of California in San Diego. Nilgün has served on the Board of Directors for the Growth and Infrastructure Consortium since 2013 and is a frequent presenter at this as well as other industry conferences.



Tyson Smith, Esq., AICP (W&S) has a diversity of experience in local government and land use planning law, with particular focus on “facilities-based” growth management techniques, including impact fees, concurrency, adequate public facilities ordinances, and rate of growth ordinances. Tyson will provide legal services for the City of Hollywood. Since 2003, he has worked with Tindale Oliver in this capacity on several impact fee projects.



C

Summary of Experience

Photo courtesy of www.hollywoodfl.org

Tab C
Summary of Experience

EXPERIENCE, REFERENCES & RELATED PROJECTS

A map of Tindale Oliver's Florida public finance experience is on the next page, followed by a table further illustrating our impact fee experience. Summaries of Impact Fee projects performed within the last five (5) years begin on page C-5, followed by client letters of recommendation. Client Reference Questionnaires, as required in the RFQ, conclude this section.

Successful performance on similar jobs is best demonstrated through a sampling of projects requiring similar services and client references of individuals who can attest to our performance. We encourage you to contact any of our references.

Tindale Oliver Florida Public Finance Experience

CITIES AND TOWNS

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

COUNTIES

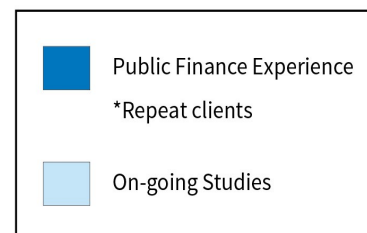
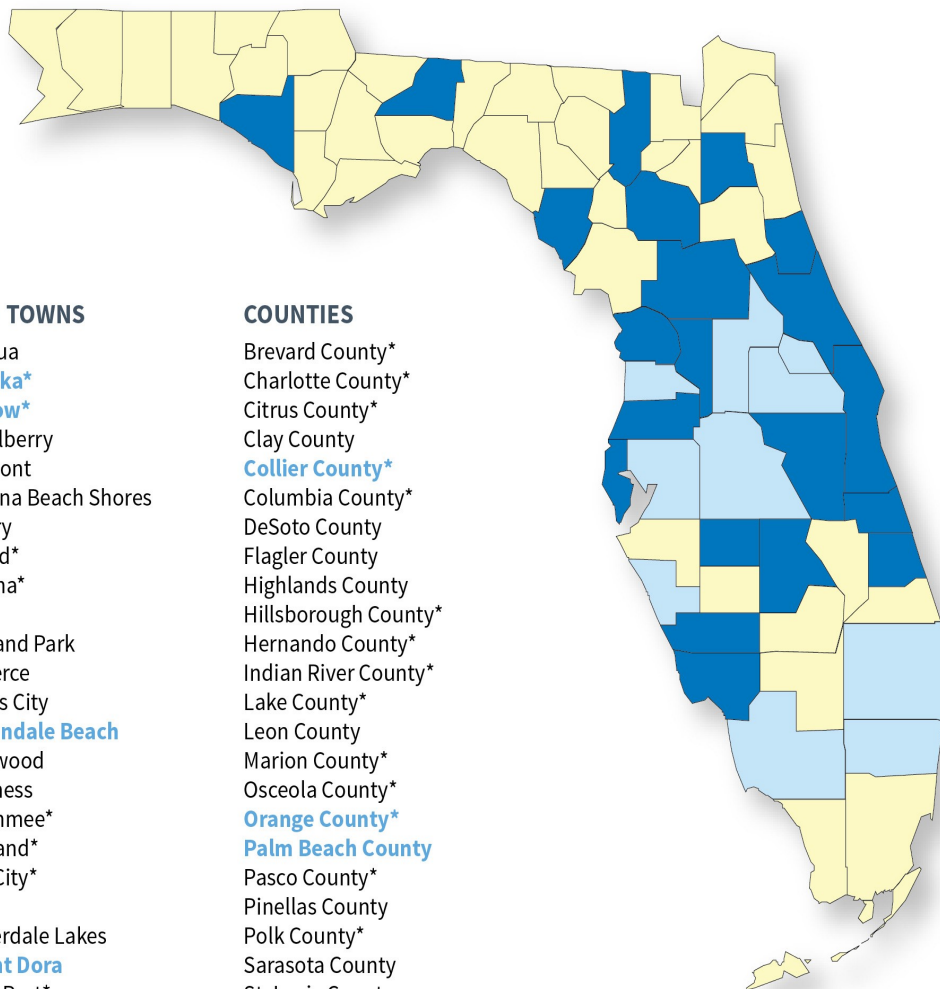
Brevard County*
 Charlotte County*
 Citrus County*
 Clay County
Collier County*
 Columbia County*
 DeSoto County
 Flagler County
 Highlands County
 Hillsborough County*
 Hernando County*
 Indian River County*
 Lake County*
 Leon County
 Marion County*
 Osceola County*
Orange County*
Palm Beach County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

FIRE DISTRICTS

North Collier Fire District*
 Greater Collier Fire District

SCHOOL DISTRICTS

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
















































































































































































































































































































































Tindale Oliver Florida Impact Fee Experience

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*Indicate repeat studies and updates done in that city or county.

Tindale Oliver Florida Impact Fee Experience (continued)

City of Panama City, FL	Parks/Rec																																					
	Schools																																					
	Library																																					
	Transportation																																					
	Fire																																					
	EMS																																					
	Law Enforcement																																					
	Corr. Facilities																																					
	Solid Waste																																					
	Government Buildings																																					

Impact Fee and In-Lieu Fee Study

City of Hallandale Beach

Tindale Oliver was retained in 2017 by the City of Hallandale Beach to prepare an impact fee for four service areas and in-lieu fees for affordable housing and parking. This on-going study is to address all variables of impact fees, review Broward County's regulatory land use requirements for affordable housing and the City's parking requirements and inventory in developing the in-lieu fees.

Knowledge

- > Changing demographics with an increase in younger population and significant seasonal population.
- > County requirement to provide affordable housing for certain significant land use/zoning changes.
- > Need to develop funding for the necessary infrastructure.

Insights

- > Limited vacant property, suggesting the need for high level of redevelopment in the future.
- > City's CRA and Activity Centers make up a significant component of the Land Use Plan.
- > Fluctuations in cost of providing housing along waterfront versus the rest of the city.
- > High level of construction activity in southeast Florida resulting in high construction costs.

Outcomes

- > Developed impact fees for multimodal transportation, parks and recreation, fire rescue and law enforcement service areas.
- > For multimodal transportation impact fee, developed alternative scenarios measuring all travel vs. travel on city roads.
- > Provided parameters needed to establish a parking in-lieu fee.
- > Conducted research on the practices used by other jurisdictions in Broward County and Florida on parking and affordable housing in-lieu fees.
- > Provided options in adopting in-lieu fees for affordable housing mitigation to respond to the County regulations and assist in increasing future affordable housing units.

Project Cost

\$199,970

Date of Completion

Ongoing (est. 3/2019)

Prime or Sub-Consultant

Prime



Tindale Oliver was retained to develop impact fees for four services areas and in-lieu fees for affordable housing and parking.

Tindale Oliver Contact:

Nilgün Kamp, AICP
Principal/Director of Public Finance
1000 N. Ashley Drive, Suite 400
Tampa, FL 33602
(813) 224-8862
NKamp@tindaleoliver.com

Client Contact:

Keven Klopp
Director of Development Services
400 South Federal Highway
Parkland, FL 33009
(954) 457-1375
KKlopp@cohb.org

Impact Fee Study

Village of Royal Palm Beach

The Village of Royal Palm Beach has been experiencing a continuous population growth since 2000. Although the growth rate decreased during the economic downturn, it started to increase again as of 2014. In the early 1990s, the Village implemented an impact fee program for transportation, public buildings, parks and recreation, fire rescue, and police protection facilities to help fund growth related infrastructure. Since the initial implementation of the fees, fire and police services have been contracted out to the County and the Sheriff's Office. The Village retained Tindale Oliver in 2016 to update public buildings and recreational facilities impact fees.

Knowledge

- > Royal Palm Beach experienced high growth levels in early 2000s (average annual growth rate of 6%). Although this rate decreased to 2% per year, it is still considered significant compared to statewide average growth.
- > The Village's impact fee studies were last updated in 1996.
- > Park land was addressed separately through land dedication and/or in-lieu fees.

Insights

- > Significant changes to each variable due to time lapsed since the last impact fee studies.
- > Need to measure recreational facility level of service in terms of dollar value of the investment.

Outcomes

- > Prepared a comprehensive update to reflect current data.
- > Prepared user-friendly presentations to explain these changes and resulting fees.
- > The studies were successfully adopted by the Village Council.

Project Cost

\$32,479

Date of Completion

5/2017

Prime or Sub-Consultant

Prime



Tindale Oliver was retained to update public buildings and recreational facilities impact fees.

Tindale Oliver Contact:

Nilgün Kamp, AICP
Principal/Director of Public Finance
1000 North Ashley Drive, Suite 400
Tampa, FL 33602
(813) 224-8862
nkamp@tindaleoliver.com

Client Contact:

Raymond Liggins, P.E.
Village Manager
Village of Royal Palm Beach
1050 Royal Palm Beach Blvd
Royal Palm Beach, FL 33411
(561) 790-5103
rliggins@royalpalmbeach.com

Impact Fee Update Study

City of Palm Beach Gardens, Florida



planning | design | engineering

The City of Palm Beach Gardens is a high growth municipality that offers large green space areas, extensive recreational facilities, high quality life and a proactive business climate. To address the impacts of growth the City implemented impact fees in parks and recreation, fire rescue, police protection and transportation, and retained Tindale Oliver in 2015 to update its program.

Knowledge

- > The City's population increased by an annual average of 2.7 percent between 2000 and 2014.
- > The City requires high quality construction and offers amenities that add value to new development.
- > Impact fee program was last updated in 2011, using a basic approach and minimal documentation.

Insights

- > The desire and requirement of high quality construction and extensive green space results in higher construction costs.
- > The need to better documentation and use of more localized data to comply with the State legislation and requirements.
- > Active business community focusing on office development and concerns over the impact of impact fees on local economy.

Outcomes

- > Prepared detailed cost, credit and demand estimates, which were documented carefully in a technical report to provide the necessary transparency to the calculations.
- > Met with the business community multiple times and presented study results to the Planning, Zoning & Appeals Board (PZAB) and the City Council and responded to questions.
- > Provided data and information on the impact of impact fees.
- > The study was approved unanimously by the PZAB and the City Council.

Project Cost

\$64,373

Date of Completion

12/2016

Prime or Sub-Consultant

Prime



Tindale Oliver updated the City's impact fee program.

Tindale Oliver Contact:

Nilgün Kamp, AICP
Principal/Director of Public Finance
1000 North Ashley Drive, Suite 400
Tampa, FL 33602
(813) 224-8862
nkamp@tindaleoliver.com

Client Contact:

Niki Spencer
Operations Manager
City of Palm Beach Gardens
10500 Military Trail
Palm Beach Gardens, FL 33410
(561) 799-4275
nspencer@pbgfl.com

Impact Fee Studies

City of Oviedo, Florida

Oviedo has been experiencing significant growth since 1980s. The City retained Tindale Oliver in 2004 to update its fire/EMS, transportation, police, and parks and recreation facilities impact fees, as well as to develop a new government buildings impact fee. Since then, Tindale Oliver continued to work with the City and provided various impact fee support services. The City retained Tindale Oliver in 2013 to update the 2004 Technical Study for all five program areas, develop a multimodal transportation impact fee, incorporate Economic Growth application, and develop an Administrative Manual. Tindale Oliver was retained again 2018 to update the City's impact fee studies.

Knowledge

- > Oviedo's population of 34,965 has experienced an annual growth rate of 2.2% since 2000.
- > Seminole County collects roadway impact fees within Oviedo for county roads. The City wanted to collect a local roadway fee to maintain the level of service on city roads that would be collected in addition to the County fee.
- > The City was interested in a multimodal transportation fee to provide more flexibility on the type of infrastructure on which transportation impact fee revenue could be expended.
- > The City was interested in providing incentives (reduced fees) to attract target land uses to certain areas within the City.

Insights

- > Questions regarding legality of City's current impact fees during initial update study performed by Tindale Oliver.
- > Need to separate travel demand on road network by jurisdiction to determine impact fee specific to local collector road system to provide City with a defensible local roadway fee.
- > City had a Multimodal Transportation Plan that would help provide framework for developing a new multimodal fee.

Outcomes

- > Prepared a legally-sound technical study, which resulted in a fee decrease for some land uses in some program areas. The study was successfully adopted.
- > Updated roadway fee and produced a multimodal fee that was implemented.
- > City held up its incentives program based on a concern of lack of local revenues to fund it.

Project Cost

\$93,190

Date of Completion

Ongoing (est. 2/2020)

Prime or Sub-Consultant

Prime



Tindale Oliver was contracted by the City of Oviedo to update several impact fees.

Tindale Oliver Contact:

Nilgün Kamp, AICP
Principal/Director of Public Finance
1000 North Ashley Drive, Suite 400
Tampa, FL 33602
(813) 224-8862
nkamp@tindaleoliver.com

Client Contact:

Bryan Cobb
City Manager
City of Oviedo
400 Alexandria Blvd.
Oviedo, FL 32765
(407) 977-6043
bcobb@cityofoviedo.net

Fire, Law Enforcement, Parks, and Multimodal Transportation Impact Fee Studies

City of Lakeland, Florida

The City of Lakeland has been experiencing high population growth over the last several years, and more development is expected in the future. Tindale Oliver was originally retained by the City in 1991 to update its transportation impact fee. In 2006, 2008, 2009, and 2014, the City again contracted Tindale Oliver to update several impact fee programs, including parks and recreation, fire protection, and law enforcement, as well as indexing studies. The 2014 update included converting the City's Roadway Transportation Fee to a Multimodal Transportation Fee, providing the City with more flexibility in its program expenditures.

Knowledge

- > Lakeland has a population of 98,773 with an annual growth rate of 1.8% since 2000.
- > Lakeland has one of the most progressive parks program in Florida providing a very high quality of service.
- > Since 1989, when the City won an award from the Florida Chapter of the American Planning Association for its outstanding impact fee program, impact fees have been used to ensure a continuation of outstanding quality of service for its citizens.

Insights

- > A higher-than-average parks and recreation impact fee resulted from the city's extensive parks inventory and high quality of service.
- > The City has one of the most diverse revenue programs, including revenues from ownership of its electric utility and other unique sources.
- > The City has a significant downtown development program and has developed exemptions of fees in this area.

Outcomes

- > Originally provided the City with various adoption scenarios, including combinations of both phasing and indexing of impact fee schedules.
- > Originally guided the City in development of master plans for fire protection and law enforcement program areas.
- > Converted roadway fee to a multimodal fee, which was successfully adopted.
- > Originally developed an administrative manual for the City's impact fee program and continue to assist the City in updating its policies and procedures.

Project Cost

\$57,892 (transportation impact fee update)
\$80,000 (fire, law and parks impact fee update)

Date of Completion

6/2015 (transportation impact fee update)
12/2015 (fire, law and parks impact fee update)

Prime or Sub-Consultant

Prime



A higher-than-average parks and recreation impact fee resulted from the City's extensive inventory.

Tindale Oliver Contact:

Steven A. Tindale, P.E., FAICP
President/Chief Executive Officer
1000 North Ashley Drive, Suite 400
Tampa, FL 33602
(813) 224-8862
stindale@tindaleoliver.com

Client Contact:

Charles Barmby
Transportation & Development Review
Manager
City of Lakeland
228 S. Massachusetts Avenue
Lakeland, FL 33801
(863) 834-6006
charles.barmby@lakelandgov.net

Impact Fee Update Study

Palm Beach County, Florida

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

Knowledge

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

Insights

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

Outcomes

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

Project Cost

\$193,731

Date of Completion

Ongoing (est. 4/2019)

Prime or Sub-Consultant

Prime



Tindale Oliver Contact:

Nilgün A. Kamp, AICP
Principal
1000 North Ashley Drive, Suite 400
Tampa, FL 33602
(813) 224-8862
nkamp@tindaleoliver.com

Client Contact:

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

Impact Fee Study and Update

Brevard County, Florida

Brevard County has been experiencing growth continually over the past 20 years. To ensure that the cost of growth was being recovered, the County retained Tindale Oliver to update impact fees for four program areas, including parks and recreation, fire/EMS, libraries, and transportation, and to develop a correctional facilities impact fee program in 1992. Brevard County subsequently retained Tindale Oliver in 2004 to develop a school impact fee program and again in 2014 to update its impact fees.

Knowledge

- > Integration of impact fee revenue into County's capital improvement and financing programs.

Insights

- > Need to obtain necessary public and stakeholder support for implementing impact fees.

Outcomes

- > Reviewed current financing mechanisms projected growth and development to determine feasibility of implementing impact fees in Brevard County.
- > Conducted Impact fee feasibility study for several fee areas.
- > Conducted several presentations to the public and the Board of County Commissioners to discuss recommendations.

Project Cost

\$159,990

Date of Completion

11/2015

Prime or Sub-Consultant - Prime



Central Brevard Library and Reference Center



Brevard County Fire Rescue Vehicle

Tindale Oliver Contact:

Steven A. Tindale, P.E., FAICP
President/Chief Executive Officer
1000 North Ashley Drive, Suite 400
Tampa, FL 33602
(813) 224-8862
stindale@tindaleoliver.com

Client Contact:

Steve Swanke
Brevard County
2725 Judge Fran Jamieson Way
Building A
Viera, FL 32940
(321) 633-2069

Comprehensive Impact Fee Study

Indian River County, Florida

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

Knowledge

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

Insights

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

Outcomes

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

Project Cost

\$199,839

Date of Completion

10/2014

Prime or Sub-Consultant - Prime



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

Tindale Oliver Contact:

Nilgün Kamp, AICP
Principal
1000 North Ashley Drive, Suite 400
Tampa, FL 33602
(813) 224-8862
nkamp@tindaleoliver.com

Client Contact:

Stan Boling
Director
Community Development Department
Indian River County
1801 27th St
Vero Beach, FL 32960
(772) 226-1253
sboling@ircgov.com

Impact Fee Studies

Orange County, Florida

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

Knowledge

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

Insights

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

Outcomes

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

Project Cost

\$363,781 (most recent transportation impact fee update)

\$88,823 (most recent school impact fee update)

\$144,945 (most recent parks, fire and law impact fee updates)

Dates of Completion

Ongoing (est. 6/2019) - most recent transportation impact fee update

Ongoing (est. 10/2019) - most recent school impact fee update

9/2017 - most recent parks, fire and law impact fee updates

Prime or Sub-Consultant - Prime



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



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

Tindale Oliver Contact:

Nilgün Kamp, AICP
Principal/Director of Public Finance
1000 North Ashley Drive, Suite 400
Tampa, FL 33602
(813) 224-8862
nkamp@tindaleoliver.com

Client Contact:

Chris Testerman
Assistant County Administrator
Orange County
PO Box 1393
Orlando, FL 32802
(407) 836-5883
chris.testerman@ocfl.net

Impact Fee Studies

Collier County, Florida

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

Knowledge

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

Insights

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

Outcomes

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

Project Cost

\$363,781 (most recent updates)

Date of Completion

Ongoing (est. 9/2019)

Prime or Sub-Consultant - Prime



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

Tindale Oliver Contact:

Nilgün Kamp, AICP
Principal/Director of Public Finance
1000 North Ashley Drive, Suite 400
Tampa, FL 33602
(813) 224-8862
nkamp@tindaleoliver.com

Client Contact:

Amy Patterson, Director
Capital Project Planning, Impact Fees, and
Program Management
Collier County
2800 North Horseshoe Dr.
Naples, FL 33942
(239) 403-2369
amypatterson@colliergov.net



November 17, 2016

Nilgün Kamp, AICP
Director of Public Finance & Infrastructure Planning
Tindale Oliver
400 North Ashley Drive, Suite 400
Tampa, Florida 33606

Dear Nilgün;

I would like to thank you and Tindale Oliver for the excellent work your firm did for the City of Palm Beach Gardens during the update of our impact fee program. Tindale Oliver updated our existing fees in four service areas (transportation, parks, fire rescue, and law enforcement) and developed a new public buildings impact fee.

The technical report included detailed documentation of methodology and estimates for each of the impact fee variables used to calculate our fees. The level of detail and transparency gave us a comfort level that the calculated fees would stand any kind of scrutiny. The results were accepted by the development community and several of our City Council members indicated how useful the report was for them, not only for this study, but for our planning and CIP development tasks as well.

Throughout the study Tindale Oliver was extremely responsive to our needs and schedule. During the presentations you and Steve Tindale demonstrated an in-depth understanding and knowledge of issues related to impact fees and provided insightful responses that helped the program to be implemented successfully.

The study and resulting fees were approved unanimously by our Planning and Zoning Advisory Board and the City Council and the fees are now adopted at 100 percent level.

We truly enjoyed working with you and look forward to retaining the services of Tindale Oliver again in the future.

Sincerely,

Ron M. Ferris
City Manager

CITY OF PALM BEACH GARDENS

10500 N. Military Trail Palm Beach Gardens, FL 33410-4698
www.pbgef.com



CITY OF OVIEDO FLORIDA

400 ALEXANDRIA BLVD • OVIEDO, FLORIDA 32765

407-971-5555 • WWW.CITYOFOVIEDO.NET

April 13, 2011

Nilgün Kamp, AICP
Associate Principal
Tindale-Oliver & Associates, Inc.
1000 North Ashley Street, Suite 100
Tampa, Florida 33620

RE: Reference for Tindale-Oliver & Associates, Inc.

Dear Nilgün,

I would like to let you know that we truly appreciate the work you and others at TOA are doing for the City of Oviedo. In the public finance arena, TOA updated our fire, police, parks, and transportation impact fees and developed the administrative buildings impact fee. Since the completion of the studies, TOA provided additional support during our annual indexing as well as with various questions that came up related to the impact fee program.

TOA staff is always available to assist the City. The work you completed included a thorough analysis that gained the approval of our City Council and the public. When we didn't have the necessary local data, TOA's knowledge of the industry and ability to find suitable data from other jurisdictions were critical in the development of an accurate impact fee program. The City believes that TOA is an expert in the impact fee arena and we rely on your expertise heavily.

TOA staff understood the needs of our community and was responsive to them. In addition, TOA's detailed, yet easy-to-understand and user-friendly presentations helped us immensely during the implementation of our fees.

We look forward to working with TOA during future updates.

Sincerely,

THE CITY OF OVIEDO

Debra M. Pierre
Planning and Development Manager

www.cityofoviedo.net



INDIAN RIVER COUNTY
COMMUNITY DEVELOPMENT DEPARTMENT
1801 27th Street, Vero Beach FL 32960
772-226-1237 / 772-978-1806 fax
www.ircgov.com

October 27, 2014

Steve Tindale, P.E., AICP, President
Nilgün Kamp, AICP, Associate Principal
Tindale Oliver
1000 North Ashley Drive, Suite 400
Tampa, Florida 33602

Re: Reference for Tindale Oliver

Dear Steve and Nilgün;

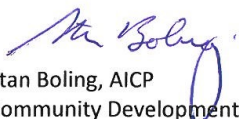
On behalf of Indian River County, I would like to thank you again for your recent impact fee work. Indian River County retained Tindale Oliver in 2005 and in 2013/2014 for the development and update of the County's impact fee program, which includes fees in nine program areas. Regarding both studies, the County had a very positive experience.

Tindale Oliver used broad and accurate technical knowledge to prepare legally defensible studies, and also provided innovative approaches that responded to County conditions and policy direction. During the most recent update study, Tindale Oliver's Affordable Growth approach provided an essential impact fee program tool that assisted in achieving growth management and economic development objectives. Using that approach, the County was able to adjust its impact fee program in a manner that balanced level of service needs with necessary impact fee and non-impact fee revenues.

Throughout the 2013/2014 study, Tindale Oliver was easily accessible and very responsive to all County requests and time frames. The technical reports thoroughly documented all detailed impact fee data and calculations in a logical order, providing a transparent and readable study. In addition, the study included local data augmented by Tindale Oliver's statewide cost and demand databases, resulting in the use of best available data and a high level of accuracy.

Tindale Oliver was the right choice for the County's impact fee study and the County looks forward to future possibilities of working with Tindale Oliver.

Sincerely,


Stan Boling, AICP
Community Development Director



COLLIER COUNTY BUSINESS MANAGEMENT AND BUDGET OFFICE

IMPACT FEE SECTION

2800 N. Horseshoe Drive • Naples, Florida 34104 • (239) 403-2369 • Fax (239) 403-2405

September 10, 2009

Steve Tindale, P.E., AICP, President
Tindale-Oliver & Associates, Inc.
1000 North Ashley Street, Suite 100
Tampa, Florida 33620

RE: Reference for Tindale-Oliver & Associates, Inc.

Dear Steve,

On behalf of the Community Development and Environmental Services and Collier County, I would like to thank you for your continuing work on our impact fee studies. Collier County has enjoyed a long working relationship with Tindale-Oliver and Associates, Inc. (TOA). As you know, TOA has conducted transportation, schools, parks and recreation, correctional facilities, law enforcement, fire, EMS, library, and government buildings impact fees for Collier County. In addition, TOA assisted the County in the development of an Administrative Manual and a localized indexing study.

During all these studies, our experience with Tindale-Oliver & Associates, Inc. has been very positive. TOA conducts a thorough analysis of all elements that affect impact fees, and through its databases is able to validate the figures used in the calculations. Although Collier County has some of the highest cumulative impact fees within the State, studies completed by TOA receive acknowledgement from the development community for the accuracy of the approach and the detailed analysis.

The staff at TOA is responsive, efficient, organized, and highly skilled. Our questions and concerns have consistently been addressed in a timely fashion and in a manner that is easily understood. TOA is also successful working with various County departments or governmental entities toward the completion of the studies, and did not allow the involvement of multiple groups to affect study deadlines or quality. TOA staff is always willing to provide assistance and have been very reactive to issues that often need immediate resolution.

TOA has been very effective in presenting the complex issues in a straight-forward manner and responding to questions and explaining the study methodology during public meetings and has developed an excellent working relationship with all levels of County government from staff to elected officials.



Again, thank you for the exceptional services that TOA provides to Collier County and we look forward to working with TOA during future updates.

Sincerely,

A handwritten signature in blue ink that reads "Amy Patterson". The signature is fluid and cursive, with the first name "Amy" and last name "Patterson" clearly distinguishable.

Amy Patterson
Impact Fee and Economic Development Manager
Community Development and Environmental Services Division
Collier County, Florida

Issue Date: December 12, 2018

City of Hollywood, Florida
RFQ-4601-19-PB

REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: Tindale-Oliver & Associates, Inc., dba Tindale Oliver

Firm giving Reference: City of Oviedo

Address: 400 Alexandria Boulevard, Oviedo, FL 32765

Phone: (407) 971-5751

Fax: (407) 971-5819

Email: bcobb@cityofoviedo.net

1. Q: What was the dollar value of the contract?

A: \$ 93,190

2. Have there been any change orders, and if so, how many?

A: No.

3. Q: Did they perform on a timely basis as required by the agreement?

A: Yes

4. Q: Was the project manager easy to get in contact with?

A: Yes

5. Q: Would you use them again?

A: Yes

6. Q: Overall, what would you rate their performance? (Scale from 1-5)

A: ☒ 5 Excellent ☐ 4 Good ☐ 3 Fair ☐ 2 Poor ☐ 1 Unacceptable

7. Q: Is there anything else we should know, that we have not asked?

A: The City of Oviedo appreciates that Tindale Oliver not only completes its work with competence and expertise but also strives to build a relationship with the City and remains available to help answer questions when needed.

The undersigned does hereby certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: Bryan Cobb Title
City Manager

Signature:  Date: 1/8/2019

Issue Date: December 12, 2018

City of Hollywood, Florida
RFQ-4601-19-PB

REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: Tindale-Oliver & Associates, Inc., dba Tindale Oliver

Firm giving Reference: City of Hallandale Beach

Address: 400 South Federal Highway, Parkland, FL 33009

Phone: (954) 457-1375

Fax: (954) 457-1488

Email: kklopp@hallandalebeachfl.gov

1. Q: What was the dollar value of the contract?

A: \$199,970

2. Have there been any change orders, and if so, how many?

A: No.

3. Q: Did they perform on a timely basis as required by the agreement?

A:

yes

4. Q: Was the project manager easy to get in contact with?

A:

yes

5. Q: Would you use them again?

A:

yes

6. Q: Overall, what would you rate their performance? (Scale from 1-5)

A: ☒ 5 Excellent ☐ 4 Good ☐ 3 Fair ☐ 2 Poor ☐ 1 Unacceptable

7. Q: Is there anything else we should know, that we have not asked?

A:

The undersigned does hereby certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: Keven Klopp Title
Director of Development Services

Signature: 

Date: 12/27/18

Issue Date: December 12, 2018

City of Hollywood, Florida
RFQ-4601-19-PB

REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: Tindale-Oliver & Associates, Inc., dba Tindale Oliver

Firm giving Reference: Palm Beach County

Address: 2300 N. Jog Road, West Palm Beach, FL 33411

Phone: (561) 233-5025


Fax: (561) 656-7971

Email: wswoope@pbcgov.org

1. Q: What was the dollar value of the contract?
A: \$193,731
2. Have there been any change orders, and if so, how many?
A: No.
3. Q: Did they perform on a timely basis as required by the agreement?
A: Yes.
4. Q: Was the project manager easy to get in contact with?
A: Yes.
5. Q: Would you use them again?
A: Yes.
6. Q: Overall, what would you rate their performance? (Scale from 1-5)
A: ☒ 5 Excellent ☐ 4 Good ☐ 3 Fair ☐ 2 Poor ☐ 1 Unacceptable
7. Q: Is there anything else we should know, that we have not asked?
A:

The undersigned does hereby certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: Willie M. Swoope Title
Impact Fee Manager

Signature:  Date: 1/2/2019

Issue Date: December 12, 2018

City of Hollywood, Florida
RFQ-4601-19-PB

REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: Tindale-Oliver & Associates, Inc., dba Tindale Oliver

Firm giving Reference: City of Palm Beach Gardens

Address: 10500 Military Trail, Palm Beach Gardens, FL 33410

Phone: (561) 804-7011

Fax: (561) 799-4211

Email: nspencer@pbgfl.com

1. Q: What was the dollar value of the contract?

A: \$64,900

2. Have there been any change orders, and if so, how many?

A: No.

3. Q: Did they perform on a timely basis as required by the agreement?

A: yes

4. Q: Was the project manager easy to get in contact with?

A: yes

5. Q: Would you use them again?

A: yes

6. Q: Overall, what would you rate their performance? (Scale from 1-5)

A: ☒ 5 Excellent ☐ 4 Good ☐ 3 Fair ☐ 2 Poor ☐ 1 Unacceptable

7. Q: Is there anything else we should know, that we have not asked?

A: N/A

The undersigned does hereby certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: Niki Spencer Title
Operations Manager

Signature:  Date: 12/28/18

REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

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

Giving reference for: _____

Village of Royal Palm Beach

Firm giving Reference: _____

1050 Royal Palm Beach Boulevard, Royal Palm Beach, FL 33411

Address: _____

(561) 790-5103

Phone: _____

(561) 791-7087

Fax: _____

rliggins@royalpalmbeach.com

Email: _____

1. **Q:** What was the dollar value of the contract?

A: \$32,479

2. **Q:** Have there been any change orders, and if so, how many?

A: No.

3. **Q:** Did they perform on a timely basis as required by the agreement?

A:

4. **Q:** Was the project manager easy to get in contact with?

A:

5. **Q:** Would you use them again?

A:

6. **Q:** Overall, what would you rate their performance? (Scale from 1-5)

A: ☐ **5** Excellent ☐ **4** Good ☐ **3** Fair ☐ **2** Poor ☐ **1** Unacceptable

7. **Q:** Is there anything else we should know, that we have not asked?

A:

The undersigned does hereby certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Raymond Liggins, P.E.

Name: Village Manager Title

Signature: Ray Liggins Date: 12/21/18

D

Required Forms

Photo courtesy of www.facebook.com/HollywoodFLPoliceDepartment

Tab D
Required Forms

In accordance with RFQ-4601-19-PB, the following forms are included in this section:

- > Acknowledgement and Signature Page
- > Hold Harmless and Indemnity Clause
- > Non-Collusion Affidavit
- > Public Entity Crimes Statement
- > Certifications Regarding Debarment, Suspension and Other Responsibility Matters
- > Drug-Free Workplace Program
- > Solicitation, Giving and Acceptance of Gifts Policy

Issue Date: January 27, 2019

City of Hollywood, Florida

RFQ-4604-19-PB

ACKNOWLEDGMENT AND SIGNATURE PAGE

This form must be completed and submitted by the date and the time of bid opening.

Tindale-Oliver and Associates, Inc., dba Tindale Oliver
Legal Company Name (include d/b/a if applicable): _____ Federal Tax Identification Number: 59-2929811

If Corporation - Date Incorporated/Organized: February 13, 1989

State Incorporated/Organized: Florida

Company Operating Address: 1000 N. Ashley Drive, Suite 400,

City Tampa State FL Zip Code 33602

Remittance Address (if different from ordering address): _____

City _____ State _____ Zip Code _____

Company Contact Person: William L. Ball, AICP Email Address: BBall@tindaleoliver.com

Phone Number (include area code): (813) 224-8862 Fax Number (include area code): (813) 226-2106

Company's Internet Web Address: www.tindaleoliver.com

IT IS HEREBY CERTIFIED AND AFFIRMED THAT THE BIDDER/PROPOSER CERTIFIES ACCEPTANCE OF THE TERMS, CONDITIONS, SPECIFICATIONS, ATTACHMENTS AND ANY ADDENDA. THE BIDDER/PROPOSER SHALL ACCEPT ANY AWARDS MADE AS A RESULT OF THIS SOLICITATION. BIDDER/PROPOSER FURTHER AGREES THAT PRICES QUOTED WILL REMAIN FIXED FOR THE PERIOD OF TIME STATED IN THE SOLICITATION.

William L. Ball February 1, 2019
Bidder/Proposer's Authorized Representative's Signature: _____ Date

Type or Print Name: William L. Ball, AICP, Chief Operating Officer

THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF BIDDER/PROPOSER TO BE BOUND BY THE TERMS OF ITS PROPOSAL. FAILURE TO SIGN THIS SOLICITATION WHERE INDICATED BY AN AUTHORIZED REPRESENTATIVE SHALL RENDER THE BID/PROPOSAL NON-RESPONSIVE. THE CITY MAY, HOWEVER, IN ITS SOLE DISCRETION, ACCEPT ANY BID/PROPOSAL THAT INCLUDES AN EXECUTED DOCUMENT WHICH UNEQUIVOCALLY BINDS THE BIDDER/PROPOSER TO THE TERMS OF ITS OFFER.

ANY EXCEPTION, CHANGES OR ALTERATIONS TO THE GENERAL TERMS AND CONDITIONS, HOLD HARMLESS/INDEMNITY DOCUMENT OR OTHER REQUIRED FORMS MAY RESULT IN THE BID/PROPOSAL BE DEEMED NON-RESPONSIVE AND DISQUALIFIED FROM THE AWARD PROCESS.

Worker's Compensation

\$100,000/500,000/100,000 for coverage

- D. **Professional Liability** recognizing that the work governed by this contract involves the furnishing of advice or services of a professional nature, the Contractor shall purchase and maintain, throughout the life of the contract, Professional Liability Insurance which will respond to damages resulting from any claim arising out of the performance of professional services or any error or omission of the Contractor arising out of the work governed by this contract.

Professional Liability

\$1,000,000 Each Claim / \$2,000,000
Aggregate


Please Note: The Certificate shall contain a provision that coverage afforded under the policy will not be cancelled until at least 30 days prior written notice has been given to the City. Certificates of insurance, reflecting evidence of the required insurance, shall be provided to the City. Certificates of insurance, reflecting evidence of the required insurance, shall be provided to the City. In the event the Certificate of Insurance provided indicates that the insurance shall terminate and lapse during the period of this Agreement, the vendor shall furnish, at least 30 days prior to the expiration of the date of such insurance, a renewed Certificate of Insurance as proof that equal and like coverage for the balance of the period of the Agreement or extension is in effect.

HOLD HARMLESS AND INDEMNITY CLAUSE

(Company Name and Authorized Representative's Name)

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

William L. Ball, AICP, the contractor, shall indemnify, defend and hold harmless the City of Hollywood, its elected and appointed officials, employees and agents for any and all suits, actions, legal or administrative proceedings, claims, damage, liabilities, interest, attorney's fees, costs of any kind whether arising prior to the start of activities or following the completion or acceptance and in any manner directly or indirectly caused, occasioned or contributed to in whole or in part by reason of any act, error or omission, fault or negligence whether active or passive by the contractor, or anyone acting under its direction, control, or on its behalf in connection with or incident to its performance of the contract.


SIGNATURE

William L. Ball, AICP, Chief Operating Officer
PRINTED NAME

Tindale-Oliver and Associates, Inc., dba Tindale Oliver
COMPANY OF NAME

February 1, 2019
DATE

Failure to sign or changes to this page shall render your bid non-responsive.

Issue Date: January 27, 2019

NON-COLLUSION AFFIDAVIT

STATE OF: Florida)

COUNTY OF: Hillsborough)

being first duly sworn, deposes and says that:

- William L. Ball, AICP, Tindale-Oliver and Associates, Inc.,
(1) He/she is Chief Operating Officer of dba Tindale Oliver, the Bidder that has submitted the attached Bid.
- (2) He/she has been fully informed regarding the preparation and contents of the attached Bid and of all pertinent circumstances regarding such Bid;
- (3) Such Bid is genuine and is not a collusion or sham Bid;
- (4) Neither the said Bidder nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Bidder, firm or person to submit a collusive or sham Bid in connection with the contractor for which the attached Bid has been submitted or to refrain from bidding in connection with such contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Bidder, firm or person to fix the price or prices, profit or cost element of the Bid price or the Bid price of any other Bidder, or to secure an advantage against the City of Hollywood or any person interested in the proposed Contract; and
- (5) The price or prices quoted in the attached Bid are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

(SIGNED) William L. Ball
Title: William L. Ball, AICP, Chief Operating Officer

Failure to sign or changes to this page shall render your bid non-responsive.

**SWORN STATEMENT PURSUANT TO SECTION 287.133 (3) (a), FLORIDA
STATUTES, ON PUBLIC ENTITY CRIMES**

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER
OFFICIAL AUTHORIZED TO ADMINISTER OATHS

1. This form statement is submitted to City of Hollywood, Florida
By William L. Ball, AICP for Tindale-Oliver and Associates, Inc., dba Tindale Oliver
(Print individual's name and title) (Print name of entity submitting sworn statement)
Whose business address is 1000 N. Ashley Drive, Suite 400, Tampa, FL 33602
and if applicable its Federal Employer Identification Number (FEIN) is 59-2929811 If the entity has no FEIN,
include the Social Security Number of the individual signing this sworn statement.

2. I understand that "public entity crime," as defined in paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including, but not limited to, any bid, proposal, reply, or contract for goods or services, any lease for real property, or any contract for the construction or repair of a public building or public work, involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misinterpretation.

3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in an federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

4. I understand that "Affiliate," as defined in paragraph 287.133(1)(a), Florida Statutes, means:

1. A predecessor or successor of a person convicted of a public entity crime, or
2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5. I understand that "person," as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or any entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Please indicate which statement applies.)

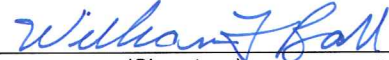
X Neither the entity submitting sworn statement, nor any of its officers, director, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

 The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

 The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime, but the Final Order entered by the Hearing Officer in a subsequent proceeding before a Hearing Officer of the State of the State of Florida, Division of Administrative Hearings, determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list (attach a copy of the Final Order).

Issue Date: January 27, 2019

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 (ONE) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THAT PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017 FLORIDA STATUTES FOR A CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.



(Signature) William L. Ball, AICP,
Chief Operating Officer

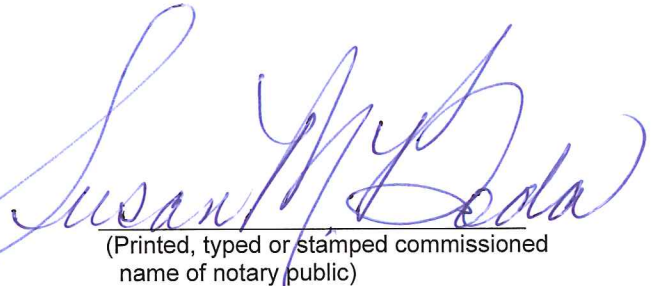
Sworn to and subscribed before me this 1st day of February, 2019.

Personally known X

Or produced identification _____

Notary Public - State of Florida

My commission expires: June 22, 2019



(Printed, typed or stamped commissioned
name of notary public)



Failure to sign or changes to this page shall render your bid non-responsive.

Issue Date: January 27, 2019**CERTIFICATIONS REGARDING DEBARMENT, SUSPENSION AND OTHER
RESPONSIBILITY MATTERS**

The applicant certifies that it and its principals:

- (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, sentenced to a denial of Federal benefits by a State or Federal court, or voluntarily excluded from covered transactions by any Federal department or agency;
- (b) Have not within a three-year period preceding this application been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction, violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- (c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (b) of this certification; and
- (d) Have not within a three-year period preceding this application had one or more public transactions (Federal, State, or local) terminated for cause or default.

Applicant Name and Address:

William L. Ball, AICP, Chief Operating Officer1000 N. Ashley Drive, Suite 400Tampa, FL 33602

Application Number and/or Project Name:

RFQ-4604-19-PB/Development Impact Fee StudyApplicant IRS/Vendor Number: 59-2929811

Type/Print Name and Title of Authorized Representative:

William L. Ball, AICP, Chief Operating OfficerSignature:  Date: February 1, 2019**Failure to sign or changes to this page shall render your bid non-responsive.**

DRUG-FREE WORKPLACE PROGRAM

IDENTICAL TIE BIDS - Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids which are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employee that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program (if such is available in the employee's community) by, any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of these requirements.

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

 William L. Ball, AICP, Chief Operating Officer
VENDOR'S SIGNATURE PRINTED NAME

Tindale-Oliver and Associates, Inc., dba Tindale Oliver
NAME OF COMPANY

SOLICITATION, GIVING, AND ACCEPTANCE OF GIFTS POLICY

Florida Statute 112.313 prohibits the solicitation or acceptance of Gifts. - "No Public officer, employee of an agency, local government attorney, or candidate for nomination or election shall solicit or accept anything of value to the recipient, including a gift, loan, reward, promise of future employment, favor, or service, based upon any understanding that the vote, official action, or judgment of the public officer, employee, local government attorney, or candidate would be influenced thereby." The term "public officer" includes "any person elected or appointed to hold office in any agency, including any person serving on an advisory body."

The City of Hollywood policy prohibits all public officers, elected or appointed, all employees, and their families from accepting any gifts of any value, either directly or indirectly, from any contractor, vendor, consultant, or business with whom the City does business.

The State of Florida definition of "gifts" includes the following:

- Real property or its use,
- Tangible or intangible personal property, or its use,
- A preferential rate or terms on a debt, loan, goods, or services,
- Forgiveness of indebtedness,
- Transportation, lodging, or parking,
- Food or beverage,
- Membership dues,
- Entrance fees, admission fees, or tickets to events, performances, or facilities,
- Plants, flowers or floral arrangements
- Services provided by persons pursuant to a professional license or certificate.
- Other personal services for which a fee is normally charged by the person providing the services.
- Any other similar service or thing having an attributable value not already provided for in this section.

Any contractor, vendor, consultant, or business found to have given a gift to a public officer or employee, or his/her family, will be subject to dismissal or revocation of contract.

As the person authorized to sign the statement, I certify that this firm will comply fully with this policy.

 _____ SIGNATURE	 William L. Ball, AICP _____ PRINTED NAME
---	--

Tindale-Oliver and Associates, Inc., dba Tindale Oliver _____ NAME OF COMPANY	 Chief Operating Officer _____ TITLE
---	---

Failure to sign this page shall render your bid non-responsive.

The background of the top half of the page features a dramatic image of a firefighter in silhouette, wearing a helmet and breathing apparatus, positioned against a backdrop of intense, bright orange and yellow flames. The firefighter is facing the fire, and the scene is captured from a low angle, emphasizing the scale of the fire.

A1

Appendix 1

Resumes of Key Personnel

Appendix 1 **Resumes of Key Personnel**

RESUMES OF KEY PERSONNEL

This section includes detailed resumes for the key personnel proposed for this project. These resumes provide additional information on the education, professional certifications and affiliations, experience, roles, and pertinent skill sets for all Tindale Oliver Team key staff.

Professional references are provided for the Project Management Team proposed for this contract, as they have direct contact with our clients.



Office Location

Tampa, FL

Education

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

Years of Experience

50

Years with Tindale Oliver

30

Certifications

- > Florida P.E. #16434
- > AICP #14432

Professional Affiliations

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

Professional References

- > Raymond Liggins, P.E.
Village of Royal Palm Beach
(561) 790-5103
- > Bryan Cobb
City of Oviedo
(407) 977-6043
- > Charles Barmby
City of Lakeland
(863) 834-6006

Steve Tindale, P.E., FAICP

Principal/President and Chief Executive Officer

Role: Principal-In-Charge

Steve's primary work activities over the last 30 years have involved public funding studies and implementation of related ordinances. He has been involved in the development of impact fees, assessments, and user fees for a variety of infrastructure types, including fire/EMS, schools, parks and recreation, law enforcement, libraries, solid waste, government buildings, and transportation. Prior to this, he was the Public Works Director for the City of Tampa. At this capacity, he worked with several departments, addressing operating and capital budgets and balancing revenues with the level of service provided. His involvement includes studies for the Cities of Oviedo, Bartow, Tampa, Lakeland, Parkland, Hallandale Beach, and Palm Beach Gardens, as well as Collier, Orange, Brevard, Broward, Palm Beach, Marion, Hernando and Charlotte counties. Steve introduced the concepts of "marginal costs" and "value added" to impact fee analysis. This was accomplished through the use of extensive database and spreadsheet analysis allowing sophisticated calculations to be made for complete systems and system improvements.

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

Representative Projects

Transportation/Mobility

- | | |
|---|---|
| > Sumter County (2008, 2014, 2018) | > Pasco County (2001, 2006, 2013) |
| > City of Mount Dora (2018) | > Charlotte County (1997, 2013) |
| > City of Tamarac (2018) | > Hernando County (2013) |
| > City of Oviedo (2005, 2013, 2018) | > City of Casselberry (2013) |
| > City of Hallandale Beach (2018) | > Osceola County (2012) |
| > Orange County (2013, 2017) | > City of Orlando (2012) |
| > City of Bozeman, MT (2007, 2017) | > City of North Port (2011) |
| > St. Lucie County (2016) | > Panama City (2008) |
| > City of Sarasota (2013, 2016) | > City of Bozeman, MT (2007) |
| > City of St. Cloud (2003, 2006, 2016) | > City of Helena, MT (2007, 2009) |
| > Hillsborough County (2016) | > City of Haines City (2009) |
| > City of Palm Beach Gardens (2016) | > Leon County (2008) |
| > Brevard County (1990, 1999, 2014) | > City of Ft. Pierce (2006) |
| > City of Lakeland (1991, 2008, 2014) | > Polk County (2005, 2009) |
| > Palm Beach County (2014) | > Lake County (2001, 2007) |
| > Marion County (2014) | > Pinellas County (1990) |
| > Sumter County (2008, 2014) | > City of Plant City (1989, 2001, 2002) |
| > City of Tampa (2007, 2014) | |
| > Indian River County (2013) | |
| > Collier County (1999, 2002, 2005, 2008, 2009, 2010, 2013) | |

Law Enforcement

- > City of Mount Dora (2018)
- > City of Oviedo (2005, 2013, 2018)
- > City of Hallandale Beach (2018)

- > Orange County (2017)
- > City of Palm Beach Gardens (2016)
- > Collier County (2005, 2006, 2010, 2015)
- > Palm Beach County (2014)
- > City of Lakeland (2006, 2009, 2014)
- > Indian River County (2013)
- > Charlotte County (2013)
- > City of Tavares (2006)
- > City of Casselberry (2013)
- > City of North Port (2011)
- > Panama City (2008)
- > City of St. Pete Beach (2006, 2007)
- > City of Tavares (2006)
- > City of Plant City (1989, 2006)

Fire/EMS

- > City of Mount Dora (2018)
- > City of Oviedo (2005, 2013, 2018)
- > City of Hallandale Beach (2018)
- > City of Lauderdale Lakes (2018)
- > City of Bozeman, MT (2017)
- > Orange County (2013, 2017)
- > City of Palm Beach Gardens (2016)
- > Greater Naples Fire District (2015)
- > North Collier Fire District (2015)
- > Palm Beach County (2014)
- > Brevard County (2014)
- > City of Lakeland (2006, 2009, 2014)
- > Collier County (2005, 2010, 2014)
- > Indian River County (2013)
- > Charlotte County (2013)
- > City of Casselberry (2013)
- > City of Hollywood (2013)
- > City of Palm Bay (2011)
- > City of North Port (2011)
- > City of Bartow (2010)
- > Sumter County (2009)
- > Panama City (2007-2008)
- > City of St. Pete Beach (2006, 2007)
- > St. Lucie County (2007)
- > City of Tavares (2006)
- > City of Plant City (1999, 2006)

Parks and Recreation

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

Government Buildings

- > City of Tamarac (2018)
- > City of Oviedo (2005, 2013, 2018)
- > City of Palm Beach Gardens (2016)
- > Collier County (2003, 2006, 2010, 2015)
- > Palm Beach County (2014)
- > Indian River County (2013)
- > Charlotte County (2013)
- > City of Parkland (2011)
- > City of North Port (2011)
- > City of Ft. Pierce (2006)
- > City of Deland (2004)



Office Location

Tampa, FL

Education

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

Years of Experience

25

Years with Tindale Oliver

15

Certifications

AICP #19238

Professional Affiliations

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

Professional References

- > Keven Klopp
City of Hallandale Beach
(954) 457-1375
- > Raymond Liggins, P.E.
Village of Royal Palm Beach
(561) 790-5103
- > Niki Spencer
City of Palm Beach Gardens
(561) 799-4275

A. Nilgün Kamp, AICP

Principal/Director of Public Finance

Role: Project Manager

Nilgün has been involved in public infrastructure financing for over 25 years. She has served as the project manager for approximately 200 impact fee, assessment, and user fee development and implementation studies for transportation, fire, EMS, schools, law enforcement, correctional facilities, government buildings, solid waste, libraries, and parks and recreational facilities.

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

Representative Projects

Transportation/Mobility

- > Sumter County (2008, 2014, 2018)
- > City of Mount Dora (2018)
- > City of Tamarac (2018)
- > City of Apopka (2018)
- > City of Oviedo (2005, 2013, 2018)
- > City of Hallandale Beach (2018)
- > Orange County (2013, 2017)
- > City of Bozeman, MT (2007, 2017)
- > St. Lucie County (2016)
- > City of Sarasota (2016)
- > City of St. Cloud (2003, 2006, 2016)
- > Hillsborough County (2016)
- > City of Palm Beach Gardens (2016)
- > Village of Royal Palm Beach (2016)
- > Marion County (2014)
- > Palm Beach County (2014)
- > Brevard County (2014)
- > City of Lakeland (2008, 2014)
- > Charlotte County (2013)
- > Collier County (2005, 2008, 2010, 2013)
- > Hernando County (2013)
- > Indian River County (2004, 2013)
- > City of Orlando (2012)
- > Osceola County (2011)
- > City of North Port (2011)
- > City of Haines City (2009)
- > Sumter County (2008, 2014)

- > Leon County (2008)
- > Panama City (2008)
- > City of Helena, MT (2007, 2009)
- > Lewis & Clark County, MT (2007, 2009)
- > Highlands County (2006)
- > City of Deltona (2006)
- > City of Ft. Pierce (2006)
- > Polk County (2005, 2009)
- > City of Palm Coast (2004)
- > City of Kissimmee (2003, 2006)
- > Pasco County (2006)
- > Lake County (2007)

Law Enforcement

- > City of Mount Dora (2018)
- > City of Oviedo (2005, 2013, 2018)
- > City of Hallandale Beach (2018)
- > Orange County (2017)
- > City of Palm Beach Gardens (2016)
- > Collier County (2005, 2006, 2010, 2015)
- > Palm Beach County (2014)
- > City of Lakeland (2006, 2009, 2014)
- > Indian River County (2004, 2013)
- > City of Casselberry (2013)
- > City of North Port (2011)
- > Panama City (2008)
- > City of Helena, MT (2007)
- > Lewis & Clark County, MT (2007)
- > City of St. Pete Beach (2006, 2007)
- > Highlands County (2006)

- > Citrus County (2006)
- > City of Tavares (2006)
- > City of Fruitland Park (2005)
- > City of Deltona (2005)

Fire/EMS

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

Parks and Recreation

- > City of Mount Dora (2018)
- > City of Tamarac (2018)
- > City of Hallandale Beach (2018)

- > City of Oviedo (2005, 2013, 2018)
- > Town of Wake Forest, NC (2017)
- > Orange County (2004, 2012, 2017)
- > Village of Royal Palm Beach (2017)
- > City of Largo (2016)
- > Palm Beach County (2014)
- > Brevard County (2014)
- > Indian River County (2004, 2013)
- > Collier County (2009, 2013)
- > City of Casselberry (2013)
- > City of North Port (2011)
- > Volusia County (2008)
- > Panama City (2008)
- > Lake County (2007)
- > City of Helena, MT (2007, 2009)
- > Lewis & Clark County, MT (2007, 2009)
- > City of Kissimmee (2007)
- > City of St. Pete Beach (2006, 2007)
- > City of Ft. Pierce (2006)
- > City of Tavares (2006)
- > City of Apopka (2006)
- > City of DeBary (2006)
- > Highlands County (2006)
- > Citrus County (2006)
- > City of Deltona (2005)

Government Buildings

- > City of Tamarac (2018)
- > City of Oviedo (2005, 2013, 2018)
- > Village of Royal Palm Beach (2017)
- > City of Palm Beach Gardens (2016)
- > Palm Beach County (2014)
- > Collier County (2003, 2006, 2010, 2015)
- > Indian River County (2004, 2013)
- > City of Parkland (2011)
- > City of North Port (2011)
- > Highlands County (2006)
- > City of DeBary (2006)
- > City of Ft. Pierce (2006)
- > Citrus County (2003, 2006)
- > City of Deland (2004)
- > City of Deltona (2004)
- > City of Inverness (2004)



E. Tyson Smith, Esq., AICP

Role: Legal Support

White & Smith Planning and Law Group

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



BACKGROUND

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

RECENT IMPACT FEE CLIENTS

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

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

EDUCATION BACKGROUND

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

PROFESSIONAL REFERENCES

- > Bryan Cobb, City Manager, City of Oviedo, (407) 977-6043
- > Charles Barmby, Transportation & Development Review Manager, City of Lakeland, (863) 834-6006
- > Stan Boling, Director, Community Development Department, Indian River County, (772) 226-1253

EXPERT WITNESS

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

AFFILIATIONS

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

LICENSES AND CERTIFICATIONS

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

**Office Location**

Tampa, FL

Education

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

Years of Experience

11

Years with Tindale Oliver

11

Professional Affiliations

American Planning Association (APA)

Robert Layton

Assistant Project Manager/Planner

Role: Project Planner

Robert joined Tindale Oliver in 2007 and has since been involved primarily in public finance studies, including impact fee and assessment studies for fire, EMS, schools, law enforcement, correctional facilities, government buildings, transportation, solid waste, libraries, and parks and recreational facilities. His background in economics enables him to work effectively with economic/demographic variables, capital improvement programs, expenditure and revenue figures, and other financial material. He also has an extensive experience with property appraiser databases.

Robert also has been involved in the preparation of administrative manuals for several jurisdictions.

Representative Projects***Impact Fees/Mobility***

- Hillsborough County (2016)
- City of Sarasota (2016)
- City of St. Cloud (2016)
- St. Lucie County (2016)
- Palm Beach County (2015)
- City of Palm Beach Gardens (2016)
- City of Tampa (2014)
- Pasco County (2014)
- Brevard County (2014)
- Marion County (2014)
- City of Tampa (2009, 2014)
- Osceola County (2011, 2014)
- Sumter County (2008, 2014)
- City of Lakeland (2013)
- Hernando County (2013)
- Charlotte County (2013)
- Indian River County (2013)
- City of Oviedo (2013)
- City of Casselberry (2013)
- Orange County (2013)
- Collier County (2008, 2013)
- City of Orlando (2012)
- City of North Port (2011)
- City of Haines City (2009)
- City of Helena (MT) (2007, 2009)
- Polk County (2009)
- Lewis & Clark County (MT) (2007, 2009)
- Leon County (2008)
- Panama City (2008)

Fire/EMS

- City of Lakeland (2013)
- Collier County (2013)

Parks and Recreation

- Collier County (2013)



Office Location

Tampa, FL

Education

BA, Geography, Laurentian University (1994)

Years of Experience

16

Years with Tindale Oliver

5

Certifications

- > AICP #022648
- > GIS Applications Specialist Graduate Certificate

Professional Affiliations

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

Steve Infanti, AICP

Assistant Project Manager/Senior Planner

Role: Planner/Travel Demand Modeler

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

Representative Projects

Transportation Modeling for Impact Fee Studies

- > Collier County Impact Fee Studies (Ongoing)
- > City of Oviedo (2013, 2018)
- > City of Hallandale Beach (2018)
- > City of Bozeman, MT (2017-2018)
- > Pasco County MPO Mobility Fee Update Study (2015)
- > Pasco County Mobility Fee Update (2015)
- > Palm Beach County Impact Fee Update (2014)
- > City of Lakeland Impact Fee Update (2014)
- > City of Lakeland Fire, Law Enforcement, and Parks Impact Fee Update (2014)
- > Indian River County Impact Fee Update (2013)

Travel Demand Modeling

- > Collier County MPO 2040 Long Range Transportation Plan Amendment (2017-2018)
- > Sarasota County Evaluation of Proposed Amendment to Thoroughfare Plan (2016)
- > Pasco County Ridge Road Extension (2013)

Traffic Impact Analysis

- > Marco Island Marriott Redevelopment (2014)
- > One Palm, Mixed-use (2014)
- > Due Diligence Reports, various locations (2013, 2014)

Corridor Studies and Freight Corridor Screening

- > Broward County MPO SR 7 Multimodal Corridor Study (2016)

GIS Analysis, Mapping and Development

- > St. Lucie TPO LRTP Update (2015)
- > Hernando/Citrus MPO 2040 LRTP Update (2014)
- > Pasco County MPO 2040 LRTP Update (2014)
- > Ocala/Marion County TPO Transportation Data Update (2013)

Transportation Data Analysis and Database Update

- > Ocala/Marion County TPO vTIMAS Update (2014, 2015)
- > Hernando County MPO vTIMAS Update (2014)
- > Volusia Concurrency Data Management Tool (CDMT) Update (2013)
- > St. Lucie TPO Traffic Data Management System Update (2013)

**Office Location**

Tampa, FL

Education

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

Years of Experience

4

Years with Tindale Oliver

4

Professional Affiliations

American Planning Association (APA)

Patrick Dougherty

Planner

Role: Planner/GIS Support

Patrick is Planner on Tindale Oliver's Community Planning & Design Team. With a background in human geography, GIS and spatial analysis, he is experienced in visualizing and analyzing data for an array of projects. He has gained experience working in both community and transportation planning projects.

Representative Projects**Public Finance Planning**

- > Collier County Impact Fee Updates (Ongoing)
- > City of Sarasota Multimodal Impact Fee Discount Analysis (Ongoing)
- > City of Hallandale Beach Financial Study (2017-2018)
- > Broward County Schools Student Generation Rate/School Impact Fee (2017-2018)
- > Hillsborough County Schools Long Range Plan (2017)
- > City of Palm Beach Gardens Impact Fee Study (2015-2016)
- > Sarasota County Schools Long Range Plan (2015)
- > Naples Fire Department - Impact Fee Update (2015)
- > North Collier Fire District - Impact Fee Update (2015)

Community/CRA Planning

- > Bayshore CRA (Collier County) (Ongoing)
- > Ft. Walton Beach CRA (2017-2018)
- > Port St. Lucie Neighborhood Plans (2014-2018)
- > Ft. Lauderdale Uptown Village LUPA and Form Based Code (2016-2017)
- > Longboat Key Town Center Master Plan and Overlay (2014-2015)
- > Lakeland East Main Street Economic Development Strategic Action Plan (2014-2015)

Transit/Transportation Planning

- > Hernando/Citrus Long Range Transportation Plan (2014-2016)
- > Hillsborough MPO - Mobility Fee Study (2015-2016)
- > Pasco MPO Long Range Transportation Plan (2014)
- > Charlotte MPO Long Range Transportation Plan (2014)
- > FDOT- Pedestrian and Bicycle Strategic Safety Plan (2015)

Parks, Recreation and Trail Planning

- > Lake County Parks and Trails Master Plan (2016-2017)
- > Haines City Parks and Recreation Master Plan (2016)
- > St. Cloud Citywide Trails Master Plan (2016)
- > Casselberry Parks and Recreation Master Plan (2016)
- > Hillsborough MPO - Greenways and Trails Master Plan Update (2016)
- > Hernando/Citrus MPO—Good Neighbor Trail Extension Feasibility Study (2015-2016)



Office Location

Fort Lauderdale, FL

Education

- > ME, Civil Engineering, University of Florida
- > MA, Urban & Regional Planning, University of Florida
- > BS, Civil Engineering, University of Florida

Years of Experience

7

Years with Tindale Oliver

3

Certifications

Florida E.I. #1100012957

Professional Affiliations

American Society of Civil Engineers

Awards

Women in Transportation Seminar Scholar

Jessica Mackey, E.I.

Planner

Project Role: Planner/Local Coordination

Jessica's areas of expertise include parking policies, geographic information systems, highway capacity, and signalization. Prior to joining Tindale Oliver, she served as a Lead Researcher for FDOT District 6, where she assisted with parking and circulation studies, level of service studies, signal warrant studies, transit feasibility studies, and long range transportation planning. She also served as a consultant for the Inter-American Development Bank to evaluate the current state of rental housing policies in Latin America. At the University of Florida, she was a lead researcher for a study that focused on how parking policies can be used in congestion management for downtown Miami and Fort Lauderdale.

Representative Projects

Impact Fees

- > City of Hallandale Beach Impact Fee and In-Lieu Fee Study (2017-ongoing)

Long Range Transportation Planning

- > Broward County MPO 2045 Metropolitan Transportation Plan (MTP) (2017-ongoing)

Transit Projects

- > City of Fort Lauderdale Mobility Management Consultant Services (2015-2017)
- > Ocala/Marion County and SunTran TDP (2016-2017)
- > Okaloosa County TDP (2016)
- > Escambia County Area Transit (ECAT) TDP (2016)

Transportation Safety

- > FDOT District 7 Bicycle/Pedestrian Access to Transit Safety Plan (2013-2018)

Multimodal Transportation Planning

- > FDOT District 6 Express Bus Future Needs and Park & Ride Assessment (ongoing)
- > SR 5/US 1 /Biscayne Blvd. Corridor Study (2015-2018)
- > Broward MPO SR 7 Corridor Study (2016)
- > US 17/SR 15 Multimodal Corridor Planning Study - Phase II (2016)
- > Hillsborough MPO Florida Ave. & Tampa Street/Highland Ave. Corridor Study (2015)
- > City of Fort Lauderdale Las Olas Mobility Study Meeting Support (2015)
- > City of Miami Gardens SR 7 Livable Communities Corridor Study(2005)*

Parking and Circulation Studies

- > Impact of Parking Supply/Demand Management in Miami and Fort Lauderdale Central Business Districts; FDOT District 6, Miami and Fort Lauderdale, FL (2010-2011)*
- > Tri-Rail Parking and Circulation Study ; SFRTA, Dade, Broward and West Palm Beach Counties, FL (2006)*

**Work performed Prior to joining Tindale Oliver*



A2

Appendix 2 Financial Report

Photo courtesy of www.facebook.com/BrowardCountyTransit

Appendix 2 **Financial Report**

In accordance with RFQ-4601-19-PB, the following financial documentation is included in this section:

- > Tindale Oliver 2017 Balance Sheet and Income Statement

Balance Sheet

Wednesday, July 18, 2018
11:43:30 AM

TINDALE-OLIVER AND ASSOCIATES, INC.

As of period 12/31/2017

		Balance
		Assets
101.00	CHECKING ACCOUNT	104,246.82
101.01	TOA DESIGN GROUP- CHECKING ACCOUNT	33,827.61
107.00	Money Market Account	16,013.99
	Subtotal	154,088.42
111.00	ACCTS RECEIVABLE - CLIENT	1,715,924.14
112.04	A/R OTHER - MANUAL CHECKS	546.21
114.02	LONG TERM NOTES REC	32,909.36
116.00	RETAINAGE (Held by Client)	7,953.11
	Subtotal	1,757,332.82
121.00	UNBILLED SERVICES - WIP	349,464.58
	Subtotal	349,464.58
150.00	LEASEHOLD IMPROVE-TAMPA	46,653.08
150.77	LEASEHOLD IMPROVE-FT.LAUDERDALE	3,072.53
150.88	LEASEHOLD IMPROVE-BALTIMORE	6,369.00
151.00	FURNITURE & FIXTURES - TAMPA	164,005.26
151.55	FURNITURE & FIXTURES - ORLANDO	26,142.21
153.00	MACHINERY & EQUIPMENT - TAMPA	55,579.15
153.55	MACHINERY & EQUIPMENT - ORLANDO	7,243.56
153.77	MACHINERY & EQUIPMENT - BALTIMORE	3,233.92
155.00	COMPUTER EQUIPMENT - TAMPA	447,884.69
155.55	COMPUTER EQUIPMENT - ORLANDO	42,808.36
155.68	COMPUTER EQUIPMENT -FT. LAUDERDALE	37,437.48
155.77	COMPUTER EQUIPMENT - BALTIMORE	26,282.21
155.78	COMPUTER EQUIPMENT - SEATTLE	1,777.27
157.00	COMPUTER SOFTWARE	577,828.77
159.00	ACCUMULATED DEPRECIATION	-1,435,359.38
159.50	GOODWILL- HHI AQUISITION	30,000.00
159.60	ACCUMULATED AMORTIZATION	-10,000.15
	Subtotal	30,957.96
161.00	REFUNDABLE SEC DEPOSIT	9,168.40
161.01	REFUND SEC DEPOSIT-TAMPA- NEW	17,882.69
162.55	REFUND SEC DEPOSIT-ORLANDO-NEW	5,302.68
164.00	Prepaid Maintenance	74,447.41
165.00	Prepaid Insurance	13,715.31
166.00	FSA Medical	-7,454.56
166.01	FSA - Dependent Care	-1,793.75
	Subtotal	111,268.18
	Total Assets	2,403,111.96
		Liabilities
211.00	ACCTS. PAYABLE-CONSULTNT	198,899.56
212.00	ACCTS. PAYABLE - OTHER	39,029.07
213.00	Employee Expense	7,064.85
214.00	Rent Balance	102,829.68
	Subtotal	347,823.16
222.00	Subconsultant Accrual	8,858.00
	Subtotal	8,858.00
231.03	EE/SHARE-SALARIES PAYABLE	140,000.00
	Subtotal	140,000.00
250.04	Short Term Stock Note Payable-WEO	15,113.11
250.06	Long Term Stock Note Payable-R.Wallace	403,561.92
250.08	Short Term Stock Note Payable-R.Wallace	82,730.92
250.09	Long Term Note Payable- L. Everitt	35,471.87
250.10	Short Term Note Payable- L. Everitt	6,692.80
250.12	Long Term Note Payable- D. Latkovic	62,397.92

		Balance
252.04	Short Term Note Payable-BOT#2	5,212.48
253.00	Line of Credit	140,000.00
	Subtotal	751,181.02
	Total Liabilities	1,247,862.18
		Net Worth
301.00	COMMON STOCK	3,796.94
302.00	PAID IN CAPITAL	18,225.26
303.00	TREASURY STOCK	-833,935.60
	Subtotal	-811,913.40
311.00	PREV YRS RETAINED EARNGS	1,678,545.65
312.00	CURRENT YRS PROFIT(LOSS)	288,617.53
	Subtotal	1,967,163.18
	Total Net Worth	1,155,249.78
	Total Liabilities and Net Worth	2,403,111.96

Lucy Bayler 7/18/18
Controller

Income Statement

Wednesday, July 18, 2018

11:16:24 AM

TINDALE-OLIVER AND ASSOCIATES, INC.

As of period 12/31/2017

		Current	Year-to-Date	% of Rev Current	% of Rev YTD
Revenue					
401.00	BILLED FEE REVENUE	824,739.31	9,146,953.99	126.05%	94.57%
402.00	UNBILLED REVENUE	-172,649.27	124,576.65	-26.39%	1.29%
	Subtotal	652,090.04	9,271,530.64	99.66%	95.85%
421.00	REIMB CONSULTANT REVENUE	2,210.26	400,939.35	.34%	4.15%
	Subtotal	2,210.26	400,939.35	.34%	4.15%
	Total Revenue	654,300.30	9,672,469.99	100.00%	100.00%
Reimbursables					
511.00	PLANNING CONSULTANT		236,610.07		2.45%
512.00	LEGAL CONSULTANT		9,563.30		.10%
514.00	DATA COLLECTION CONSULT	11,400.00	13,686.50	1.74%	.14%
517.00	OTHER CONSULTANT	53,862.00	1,535,780.36	8.23%	15.88%
	Subtotal	65,262.00	1,795,640.23	9.97%	18.56%
521.00	TRAVEL - MILEAGE ONLY	4,057.51	39,864.50	.62%	.41%
521.01	MEALS	2,221.04	19,525.29	.34%	.20%
521.02	TRAVEL-HOTEL/CAR RENTAL/TOLLS	12,858.76	86,232.96	1.97%	.89%
522.00	LONG DISTANCE	18.00	18.00	.00%	.00%
523.00	SHIPPING/DELIVERY/POSTAG	10,828.88	19,034.01	1.66%	.20%
524.00	PRINT/REPRODUCT/COPIES	142.31	3,861.79	.02%	.04%
525.00	MODELS/RENDERINGS/PHOTOS		2,096.47		.02%
526.00	SUPPLIES	193.30	1,623.79	.03%	.02%
527.00	MISCELLANEOUS	-38,174.42	11,973.62	-5.83%	.12%
528.03	RENT EXPENSE - BARTOW		995.14		.01%
	Subtotal	-7,854.62	185,225.57	-1.20%	1.91%
536.00	Education/Seminars	7,641.50	8,061.50	1.17%	.08%
	Subtotal	7,641.50	8,061.50	1.17%	.08%
	Total Reimbursables	65,048.88	1,988,927.30	9.94%	20.56%
	Revenue Less Reimbursables	589,251.42	7,683,542.69	90.06%	79.44%
Directs					
601.00	DIRECT LABOR - PRINCIPALS	35,061.91	365,637.15	5.36%	3.78%
602.00	DIRECT LABOR - SAL. EMPL.	163,315.07	2,369,440.28	24.96%	24.50%
604.01	PREM OVERTIME - HOURLY-DIRECT	1,549.71	9,498.11	.24%	.10%
	Subtotal	199,926.69	2,744,575.54	30.56%	28.38%
	Total Directs	199,926.69	2,744,575.54	30.56%	28.38%
	Revenue Less Reimbursables, Directs	389,324.73	4,938,967.15	59.50%	51.06%
Indirects					
701.00	INDIRECT LABOR - PRINCIPAL	55,897.07	816,806.23	8.54%	8.44%
702.00	INDIRECT LABOR - SAL. EMPL	82,077.44	1,377,773.25	12.54%	14.24%
702.01	INDIRECT LABOR - HRLY. EMP	-41.03	-518.29	-.01%	-.01%
702.02	PREM OVERTIME - HOURLY- INDIRECT	41.03	518.29	.01%	.01%
703.00	JOB COST VARIANCE	-417,947.59	-5,430,731.83	-63.88%	-56.15%
703.11	JCV - Transportation	238,738.50	2,970,248.83	36.49%	30.71%
703.13	JCV - Public Finance	24,393.97	279,084.65	3.73%	2.89%
703.14	JCV - Urban Design & Planning	23,284.29	373,736.18	3.56%	3.86%
703.15	JCV - Corporate	125,924.43	1,374,507.47	19.25%	14.21%
703.16	JCV - Roadway Design	13,333.00	126,150.60	2.04%	1.30%
706.00	EMPLOYER'S FICA TAX	43,468.62	382,396.88	6.64%	3.95%
707.00	FUTA #940 TAXES	284.62	3,369.82	.04%	.03%
708.00	ST UNEMP TAX (SUTA)	608.53	4,826.54	.09%	.05%
709.00	WORKER'S COMPENSATION	1,669.60	19,011.76	.26%	.20%
	Subtotal	191,732.48	2,297,180.38	29.30%	23.75%
711.00	GROUP MEDICAL	18,773.34	224,167.40	2.87%	2.32%
712.00	GROUP LIFE INSURANCE	185.38	1,873.92	.03%	.02%
712.01	OTHER LIFE INSURANCE-UNALLOWABLE		8,838.00		.09%

Income Statement

Wednesday, July 18, 2018

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TINDALE-OLIVER AND ASSOCIATES, INC.

As of period 12/31/2017

		Current	Year-to-Date	% of Rev Current	% of Rev YTD
713.01	SHORT-TERM DISABILITY - GROUP	553.85	5,902.86	.08%	.06%
713.02	LONG-TERM DISABILITY - PROJ MGRS	865.15	9,648.25	.13%	.10%
713.03	LONG TERM CARE - COMPANY	252.30	2,661.30	.04%	.03%
714.00	GEN/PROF LIABILITY	4,906.91	59,022.86	.75%	.61%
715.00	OTHER INSURANCE		487.00		.01%
716.02	CORP 401(k) MATCH	9,620.25	118,019.59	1.47%	1.22%
716.04	401k DISTRIB EXPENSE		1,950.00		.02%
717.06	SHAREHOLDERS -STOCK AWARD	7,331.90	151,492.46	1.12%	1.57%
717.08	EMPLOYEE/**SPOT BONUS	992.38	12,799.64	.15%	.13%
718.01	EMPLOYEE/LEAVE	5,093.59	491,576.81	.78%	5.08%
718.02	EMPLOYEE BONUS	-1,114.34	474,112.58	-.17%	4.90%
	Subtotal	47,460.71	1,562,552.67	7.25%	16.15%
721.00	TRAVEL/HOTEL - ALL EMPLOYEES	3,416.04	61,068.53	.52%	.63%
721.01	TRAVEL/HOTEL-Educ/Semnr/L&L/Mentor	494.62	9,219.48	.08%	.10%
721.02	TRAVEL/HOTEL-CONFERENCES ONLY	7.49	6,528.97	.00%	.07%
721.06	TRAVEL - EMPLOYEE BUS PASSES	236.00	1,754.39	.04%	.02%
721.10	MEALS - ALL EMPLOYEES	1,069.79	15,547.93	.16%	.16%
721.11	MEALS-Educ/Seminar/L&L/Mentor	1,071.26	6,443.07	.16%	.07%
721.12	MEALS-CONFERENCES ONLY		568.01		.01%
721.20	Travel/Meals - Unallowable	34.61	5,305.38	.01%	.05%
722.00	CONFERENCE CALL/LONG DISTANCE	155.00	1,860.00	.02%	.02%
722.03	OFFICE PHONES/INTERNET	10,682.11	119,528.87	1.63%	1.24%
722.20	CELL PHONES	2,731.06	36,599.74	.42%	.38%
723.00	POSTAGE	436.39	4,712.37	.07%	.05%
723.01	SHIPPING/DELIVERY - ADMIN	587.42	3,497.69	.09%	.04%
723.02	SHIP/DELIVERY - PROPOSALS/CONTRACTS	379.53	4,753.34	.06%	.05%
724.00	PRINT/COPY/PROOF- PROPOSAL	80.00	7,911.46	.01%	.08%
726.00	OFFICE SUPPLY - SHORT TERM	3,772.35	23,015.81	.58%	.24%
726.01	OFFICE SUPPLY - LONG TERM		456.88		.00%
726.02	OFFICE FURNITURE - UNDER \$500		4,352.23		.04%
726.03	Office Supplies-Unallowable		110.87		.00%
726.11	OFFICE REFRESHMENTS	538.65	6,094.56	.08%	.06%
726.12	STAFF LUNCHEONS	2,384.37	9,525.20	.36%	.10%
726.13	GIFTS/ CELEBRATIONS (UNALLOW.)	1,662.41	4,956.01	.25%	.05%
727.10	MISCELLANEOUS - Unallowable	123.60	696.78	.02%	.01%
728.00	RENT - OFFICE SPACE - ALL OFFICES	32,521.83	401,207.44	4.97%	4.15%
728.01	TIMES BLDG PKG - EMPLOYEE	250.60	1,169.60	.04%	.01%
728.02	TIME BLDG PKG - CLIENTS	120.00	1,892.00	.02%	.02%
728.03	HVAC & OFFICE IMPROVEMENTS	413.96	6,794.82	.06%	.07%
729.10	DONATIONS-COMPANY	100.00	300.00	.02%	.00%
	Subtotal	63,269.09	745,871.43	9.67%	7.71%
730.01	COPIER - LEASE - REPAIR - MAINT	1,687.52	20,567.00	.26%	.21%
730.03	PRINTERS - REPAIR - MAINT		3,189.04		.03%
730.04	PRINTER SUPPLIES	782.28	10,093.10	.12%	.10%
730.21	COPIER PAPER USAGE	1,193.33	19,518.89	.18%	.20%
731.00	COMPUTER REPAIR - MAINT		221.74		.00%
731.02	COUNTERS/COUNTER SUPPLIES		484.55		.01%
731.05	HOURLY COMP TECH SUPPORT	6,127.75	62,129.15	.94%	.64%
731.06	ANNUAL COMP SUPPORT/LICENSE RENEWAL	13,490.36	130,826.40	2.06%	1.35%
731.07	COMPUTER HARDWARE		6,789.16		.07%
731.10	SHORT-TERM COMPUTER SUPPLIES	181.11	2,384.39	.03%	.02%
731.11	LONG-TERM COMPUTER SUPPLIES		239.98		.00%
731.13	WEB PAGE		480.47		.00%

Income Statement

Wednesday, July 18, 2018

11:16:24 AM

TINDALE-OLIVER AND ASSOCIATES, INC.

As of period 12/31/2017

		Current	Year-to-Date	% of Rev Current	% of Rev YTD
732.01	OTHER EQUIP REPAIR - MAINT	1,185.05	2,449.91	.18%	.03%
733.00	DEPRECIATION - TPA/ORL/BAR	-7,164.66	76,937.61	-1.10%	.80%
733.01	AMORTIZATION EXPENSE	166.67	2,000.04	.03%	.02%
735.00	BOOKS - SUBSCRIPTIONS - PUBLICATIONS	590.64	9,856.35	.09%	.10%
736.00	CONFERENCES / CONF. WORKSHOPS		5,004.64		.05%
736.01	EDUCATION/ SEMINARS/ L&L (Allowable)	175.81	8,693.97	.03%	.09%
736.10	EDUCATION/SEMINARS/L&L(Unallow)		527.86		.01%
737.00	PROF ASSOC MEMBER DUES (Allowable)	3,985.09	23,967.75	.61%	.25%
737.01	CIVIC ASSOC MEMBERSHIPS (Unallowable)	103.79	5,866.29	.02%	.06%
738.00	LICENSES/TAXES (All offices)	2,032.09	12,634.00	.31%	.13%
739.00	PROMOTIONAL / SPONSORSHIPS (Unallowable)	250.00	9,249.72	.04%	.10%
739.01	CLIENT RELATIONS		38.00		.00%
	Subtotal	24,786.83	414,150.01	3.79%	4.28%
741.00	RECRUITMENT EXPENSES	92.70	2,259.93	.01%	.02%
742.00	RELOCATION EXPENSES - TAMPA		1,293.35		.01%
742.66	RELOCATION EXPENSES - BARTOW		379.85		.00%
743.01	CONSULTANT SERVICES	400.00	400.00	.06%	.00%
743.02	CONSULTANT SERVICES - Unallowable		9,000.00		.09%
744.00	LEGAL SERVICES	2,497.50	18,157.36	.38%	.19%
745.00	ACCOUNTING SERVICES	747.51	20,715.39	.11%	.21%
746.00	BANK CHARGES	75.84	2,572.48	.01%	.03%
747.00	LOAN INTEREST PAID	1,680.11	22,222.88	.26%	.23%
	Subtotal	5,493.66	77,001.24	.84%	.80%
751.00	MISC MOVING EXPENSES - TAMPA		4,798.66		.05%
751.55	MISC MOVING EXPENSES - ORLANDO		1,069.00		.01%
751.66	MISC MOVING EXPENSES - BARTOW		1,245.00		.01%
752.00	GAIN/LOSS DISPOSAL ASSET	7,024.63	7,024.63	1.07%	.07%
	Subtotal	7,024.63	14,137.29	1.07%	.15%
	Total Indirects	339,767.40	5,110,893.02	51.93%	52.84%
	Total Operating Expenses	604,742.97	9,844,395.86	92.43%	101.78%
	Total Operating Profit/Loss	49,557.33	-171,925.87	7.57%	-1.78%
Other Charges					
800.00	OTHER REVENUE		-459,691.90		-4.75%
800.01	INTEREST INCOME	-136.05	-2,567.20	-.02%	-.03%
801.00	Other Expenses	107.89	1,715.70	.02%	.02%
	Subtotal	-28.16	-460,543.40	-.00%	-4.76%
	Total Other Charges	-28.16	-460,543.40	-.00%	-4.76%
	Total Profit/Loss	49,585.49	288,617.53	7.58%	2.98%
*DISCRETIONARY BONUS					
		6,217.56	625,605.04		
OPERATING PROFIT-BEFORE DISCRETIONARY BONUS		55,774.89	453,679.17		

Lucy Bengochea 7/18/18
Controller



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Appendix 3 Litigation Statement

Appendix 3 **Litigation Statement**

LITIGATION STATEMENT

Tindale Oliver has no past, pending, or present litigation, arbitration, or dispute relating to the services described herein, nor has Tindale Oliver been involved in any litigation within the last five (5) years. In addition, no claims have been made against our errors and omissions insurance carrier for any service rendered, nor for any other purpose.



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