



Impact Fee Study Scope of Services

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 the 1950s and 1960s, and is the third largest city in Broward County. As shown in Figure 1 on the next page, the City's population increased by an average annual rate of 0.5% between 2000 and 2007. After a period of decline, the City started to experience population growth again in 2012. Since 2015, the City's permitting activity has 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's 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 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 parks 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:

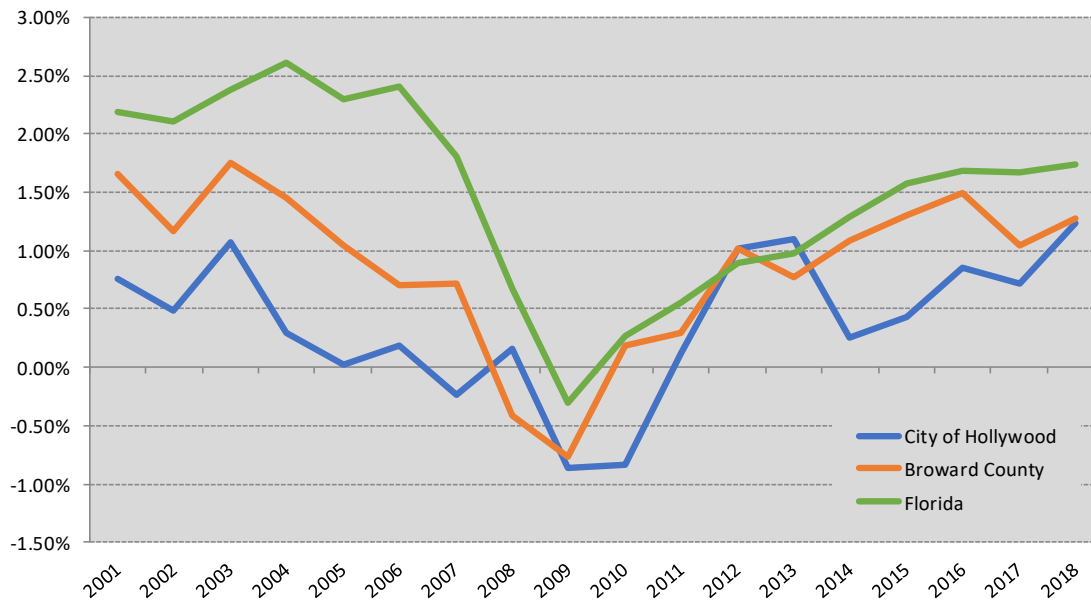
- > Mobility and Transportation
- > General Government Buildings
- > Law Enforcement
- > Fire Rescue
- > Affordable Housing

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 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.

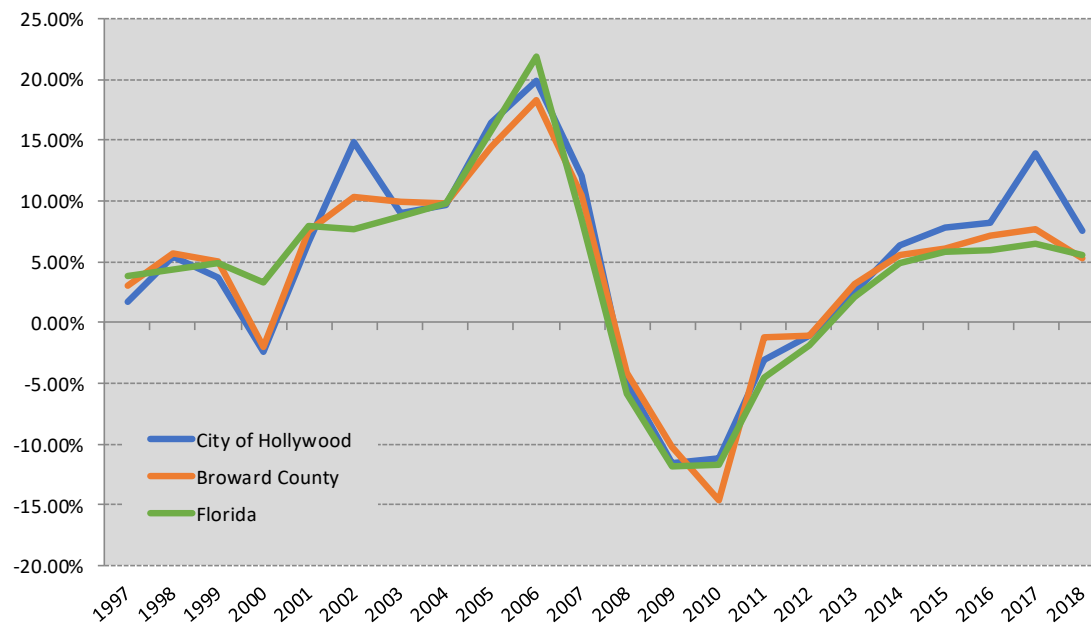
The remainder of this section includes the approach and methodology that will be used to update the City's impact fee program.

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

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 ensure that the City is accurately accounting for the true cost of providing future services within the City, and that the fees collected reflect these costs.

The scope of services is 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, and 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 impacts 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 In-Lieu 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.

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 the 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.

- > A review and documentation of 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.
- > An estimation of the cost of providing affordable/workforce housing in Hollywood.
- > An establishment of the relationship (proportionality test) of the need generated by development for affordable housing.
- > A calculation of the in-lieu fee.

This task will incorporate requirements of the House Bill 7103 that was approved in 2019. 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. 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, the sample ordinance, and other related information.

Tindale Oliver will attend the public hearing for the adoption of the 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.

PROPOSED PROJECT BUDGET

The professional fees and expenses associated with the Impact Fee Study for the City of Hollywood are estimated at \$141,815.

This is a lump sum budget which includes all services and necessary travel, and the City will be invoiced monthly for the portion of the work completed.

A detailed breakdown of the budget is included on the following page. Tindale Oliver will be happy to respond to any questions from City staff to clarify our proposed cost and/or provide additional information as necessary.

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 Development Impact Fee Calculation Reports and Consulting
Tindale Oliver Proposed Project Budget**

| SUB TASK # | SUBTASK DESCRIPTION | Project Director \$195.00 | Project Manager \$175.00 | Legal Attorney \$210.00 | Senior Eng/Pln \$135.00 | Planner/ Engineer \$80.00 | Sr Planning/ GIS Tech \$75.00 | Admin/ Clerical \$70.00 | TOTAL TASK HOURS | BURDENED COST/ TASK |
|---|--|---------------------------------|--------------------------------|-------------------------------|-------------------------------|---------------------------------|-------------------------------------|-------------------------------|------------------------|---------------------------|
| PHASE I - IDENTIFY IMPACT FEES TO BE DEVELOPED | | | | | | | | | | \$97,980 |
| TASK 1 | BACKGROUND & METHODOLOGY REVIEW | 11.0 | 14.0 | 0.0 | 5.0 | 2.0 | 0.0 | 2.0 | 34.0 | \$5,570 |
| 1.1 | Send Data Request Memorandum | 1.0 | 2.0 | | 1.0 | | | 1.0 | 5.0 | \$750 |
| 1.2 | Review Background Materials | 1.0 | 3.0 | | 2.0 | 1.0 | | | 7.0 | \$1,070 |
| 1.3 | Review Study Methodology/Approach | 1.0 | 1.0 | | 1.0 | | | | 3.0 | \$505 |
| 1.4 | Kick-off Meeting | 8.0 | 8.0 | | 1.0 | 1.0 | | 1.0 | 19.0 | \$3,245 |
| TASK 2 | IMPACT FEE TECHNICAL ANALYSIS | | | | | | | | | |
| 2.A | DEVELOP TRANSPORTATION IMPACT FEE | 11.0 | 26.0 | 0.0 | 52.0 | 41.0 | 17.0 | 1.0 | 148.0 | \$18,340 |
| 2.A1 | Inventory | 2.0 | 6.0 | | 12.0 | 8.0 | 1.0 | 1.0 | 30.0 | \$3,845 |
| 2.A2 | LOS Analysis | 2.0 | 4.0 | | 5.0 | 6.0 | | | 17.0 | \$2,245 |
| 2.A3 | Demand Component and Land Uses | 3.0 | 5.0 | | 15.0 | 12.0 | 6.0 | | 41.0 | \$4,895 |
| 2.A4 | Cost Component | 2.0 | 6.0 | | 12.0 | 8.0 | 5.0 | | 33.0 | \$4,075 |
| 2.A5 | Credit Component | 2.0 | 5.0 | | 8.0 | 7.0 | 5.0 | | 27.0 | \$3,280 |
| 2.B | UPDATE PARKS AND RECREATION IMPACT FEE | 7.0 | 26.0 | 0.0 | 34.0 | 26.0 | 6.0 | 1.0 | 100.0 | \$13,105 |
| 2.B1 | Inventory | 2.0 | 7.0 | | 8.0 | 6.0 | 2.0 | 1.0 | 26.0 | \$3,395 |
| 2.B2 | LOS Analysis | 1.0 | 3.0 | | 3.0 | 1.0 | | | 8.0 | \$1,205 |
| 2.B3 | Demand Component and Land Uses | 1.0 | 3.0 | | 4.0 | 2.0 | | | 10.0 | \$1,420 |
| 2.B4 | Cost Component | 2.0 | 8.0 | | 12.0 | 11.0 | 4.0 | | 37.0 | \$4,590 |
| 2.B5 | Credit Component | 1.0 | 5.0 | | 7.0 | 6.0 | | | 19.0 | \$2,495 |
| 2.C | DEVELOP GENERAL GOVERNMENT IMPACT FEE | 6.0 | 23.0 | 0.0 | 34.0 | 27.0 | 3.0 | 1.0 | 94.0 | \$12,240 |
| 2.C1 | Inventory | 1.0 | 5.0 | | 5.0 | 4.0 | 1.0 | 1.0 | 17.0 | \$2,210 |
| 2.C2 | LOS Analysis | 2.0 | 4.0 | | 6.0 | 4.0 | | | 16.0 | \$2,220 |
| 2.C3 | Demand Component and Land Uses | 1.0 | 4.0 | | 6.0 | 7.0 | | | 18.0 | \$2,265 |
| 2.C4 | Cost Component | 1.0 | 6.0 | | 9.0 | 7.0 | 2.0 | | 25.0 | \$3,170 |
| 2.C5 | Credit Component | 1.0 | 4.0 | | 8.0 | 5.0 | | | 18.0 | \$2,375 |
| 2.D | DEVELOP FIRE RESCUE IMPACT FEE | 7.0 | 21.0 | 0.0 | 33.0 | 32.0 | 3.0 | 1.0 | 97.0 | \$12,350 |
| 2.D1 | Inventory | 2.0 | 4.0 | | 5.0 | 6.0 | 1.0 | 1.0 | 19.0 | \$2,390 |
| 2.D2 | LOS Analysis | 2.0 | 3.0 | | 5.0 | 7.0 | | | 17.0 | \$2,150 |
| 2.D3 | Demand Component and Land Uses | 1.0 | 3.0 | | 6.0 | 7.0 | | | 17.0 | \$2,090 |
| 2.D4 | Cost Component | 1.0 | 7.0 | | 9.0 | 8.0 | 2.0 | | 27.0 | \$3,425 |
| 2.D5 | Credit Component | 1.0 | 4.0 | | 8.0 | 4.0 | | | 17.0 | \$2,295 |
| 2.E | DEVELOP LAW ENFORCEMENT IMPACT FEE | 6.0 | 15.0 | 0.0 | 29.0 | 30.0 | 3.0 | 1.0 | 84.0 | \$10,405 |
| 2.E1 | Inventory | 1.0 | 3.0 | | 5.0 | 6.0 | 1.0 | 1.0 | 17.0 | \$2,020 |
| 2.E2 | LOS Analysis | 1.0 | 2.0 | | 3.0 | 6.0 | | | 12.0 | \$1,430 |
| 2.E3 | Demand Component and Land Uses | 1.0 | 3.0 | | 6.0 | 7.0 | | | 17.0 | \$2,090 |
| 2.E4 | Cost Component | 2.0 | 4.0 | | 8.0 | 7.0 | 2.0 | | 23.0 | \$2,880 |
| 2.E5 | Credit Component | 1.0 | 3.0 | | 7.0 | 4.0 | | | 15.0 | \$1,985 |
| 2.F | DEVELOP AFFORDABLE HOUSING IN-LIEU FEE | 12.0 | 30.0 | 0.0 | 37.0 | 22.0 | 0.0 | 3.0 | 104.0 | \$14,555 |
| 2.F1 | Review of Background Documents/Studies | 5.0 | 8.0 | | 12.0 | 6.0 | | 1.0 | 32.0 | \$4,545 |
| 2.F2 | Calculation of the In-Lieu Fees | 6.0 | 18.0 | | 15.0 | 8.0 | | 1.0 | 48.0 | \$7,055 |
| 2.F3 | Comparison to Other Jurisdictions | 1.0 | 4.0 | | 10.0 | 8.0 | | 1.0 | 24.0 | \$2,955 |
| 2.H | Comparative Fee Data & Fiscal Analysis | 5.0 | 8.0 | | 25.0 | 15.0 | 1.0 | 1.0 | 55.0 | \$7,095 |
| 2.I | Workshop with the City Staff to Review Results | 8.0 | 8.0 | | 6.0 | 6.0 | | 1.0 | 29.0 | \$4,320 |
| PHASE II - DEVELOP SPECIFIC IMPACT FEES FOR IMPLEMENTATION | | | | | | | | | | \$13,110 |
| TASK 3 | DEVELOPMENT OF FEE SCHEDULES | 14.0 | 20.0 | 0.0 | 34.0 | 24.0 | 4.0 | 1.0 | 97.0 | \$13,110 |
| 3.1 | Finalize Technical Analysis and Develop Fee Schedules | 6.0 | 12.0 | | 30.0 | 20.0 | 4.0 | | 72.0 | \$9,220 |
| 3.2 | Interactive Work Session with City Staff & Prepare Materials for City Commission Meeting | 8.0 | 8.0 | | 4.0 | 4.0 | | 1.0 | 25.0 | \$3,890 |
| PHASE III - IMPLEMENTATION ASSISTANCE | | | | | | | | | | \$30,725 |
| TASK 4 | Meetings and Presentations with City Manager & City Commission (2) | 16.0 | 16.0 | | 8.0 | 6.0 | | 2.0 | 48.0 | \$7,620 |
| TASK 5 | Draft and Final Technical Reports | 4.0 | 12.0 | 16.0 | 22.0 | 9.0 | | 1.0 | 64.0 | \$10,000 |
| TASK 6 | Ordinance Preparation | 5.0 | 4.0 | 38.0 | | | | 1.0 | 48.0 | \$9,725 |
| | Adoption Hearing | 8.0 | 8.0 | | 2.0 | 1.0 | | 1.0 | 20.0 | \$3,380 |
| | TOTAL PROJECT BUDGET | 120.0 | 231.0 | 54.0 | 321.0 | 241.0 | 37.0 | 18.0 | 1,022 | \$141,815 |