# Development-Related Impact Fee & Excise Taxes Project

<table>
<thead>
<tr>
<th>Phase I (Aug – Feb 2016)</th>
<th>Phase II (Feb – April)</th>
<th>Phase III (May – August)</th>
<th>Phase IV Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Background</strong></td>
<td><strong>Policy Analysis</strong></td>
<td><strong>Recommendations and Decision making</strong></td>
<td><strong>Implementation</strong></td>
</tr>
<tr>
<td>Intro Seminar</td>
<td>Working Group #1</td>
<td>CC Study Session</td>
<td>CC Public Hearing</td>
</tr>
<tr>
<td>Feb 1, 5:30 – 7:30</td>
<td>March 2, 5:00 -8:00</td>
<td>April 12 6:00</td>
<td>Sept 13 Recommended Budget</td>
</tr>
<tr>
<td>Council Chambers</td>
<td>Boulder Creek Room</td>
<td>Council Chambers</td>
<td>CC Meeting</td>
</tr>
<tr>
<td>Introductory seminar</td>
<td>Background Scope</td>
<td>Project update</td>
<td>Oct 4 1st reading of the budget</td>
</tr>
<tr>
<td>Required for working group; also open to the public</td>
<td>Research &amp; Best practices Assumptions</td>
<td>CC Feedback on Policy Options - service levels, allocations, funding strategies</td>
<td>CC Meeting</td>
</tr>
<tr>
<td><em>Video taped</em></td>
<td></td>
<td>Targeted public outreach</td>
<td>Oct 18 2nd reading of the budget</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th><strong>Impact Fees/Excise Tax</strong></th>
<th><strong>Transportation</strong></th>
<th><strong>Housing</strong></th>
<th><strong>Public Art</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Initiation</td>
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<td>• Project Initiation</td>
<td>• City Program Analysis</td>
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<tr>
<td>• Land use assumptions</td>
<td>• Review literature/best practices/legal guidelines</td>
<td>• Nexus Analysis Jobs/Housing</td>
<td>• Research on other Programs</td>
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<td>• Capital facility needs</td>
<td>• Determine demand factors</td>
<td>• Affordability gap</td>
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<td>• Service levels</td>
<td>• Operating needs/ growth impacts</td>
<td>• Max Fee level</td>
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<tr>
<td>• Allocation scenarios</td>
<td>• Preliminary Recommendations –Policy Issues</td>
<td>• Development cost context</td>
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<tr>
<td>• Comparative study</td>
<td>• Capital facility needs&amp; service levels</td>
<td>• Relationship to IZ/HET</td>
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<td>• Cost allocation methodologies</td>
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<td>• Revenue credits</td>
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<td>• Revenue Projections and funding strategy</td>
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<td>• Draft report</td>
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<td>• Final report (Fee levels)</td>
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<td>• Economic analysis</td>
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**2017 Implementation**

- CC Study Session
- June 14 Council Chambers
- Draft reports Comparative study
- Economic Analysis
- Scenarios Implementation timing
- Public Information Session - June 13

**CC SS**
- Sept 13 Recommended Budget

**CC Meeting**
- Oct 4 1st reading of the budget

**CC Meeting**
- Oct 18 2nd reading of the budget

**CC Public Hearing**
- July 19 Council Chambers
- Direction from Council

**Public Information Session**
- June 13

**CC Study Session**
- April 12 6:00

**WG 2.1**
- Working Group #1
  - Feb 2, 5:00 - 8:00
  - Boulder Creek Room

**WG 2.2**
- Background
  - Scope
  - Research & Best practices

- Assumptions

**Introductory seminar**
- Open to the public
- Video taped

- Policy Analysis
  - Service levels
  - Allocation scenarios
  - Comparative study

- Recommendations and Decision making
  - CC Feedback on Policy Options
  - Service levels, allocations, funding strategies

- Implementation timing

- CC Study Session
  - June 14 Council Chambers

- Draft Report

- Final Report

- Economic Analysis

- Scenarios

- Public Information Session
  - June 13

- CC Study Session
  - April 12 6:00

- Council Chambers

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This update will include all of the components of the capital facility impact fee (Fire, Human Services, Library, Municipal Services, Parks & Recreation, and Police) and an update to the Park land component of the City’s excise tax. This update will look at the current and projected development, and capital facility needs.

The purpose of the study would be to develop a multimodal transportation impact fee and/or excise tax as well as other mechanisms to provide capital improvements and possibly initial and on-going operations and maintenance funding associated with new development. This study will go beyond impact fees and into operational funding tools including some level of consideration of both the needed capital facilities created by new growth as well as identifying revenue sources for programs, operations and maintenance.

The city recently adopted an affordable housing linkage fee that was recommended by the 2009 impact fee and excise tax studies. This component will include preparation of a nexus study for an affordable housing linkage fee on new non-residential development that would mitigate the need for affordable and workforce housing created by the development.

The City Council recently accepted the Community Cultural Plan. One recommendation of the plan is to reinvest the public art program, including a sustainable and sufficient source of funding to implement. The purpose of this study would be to identify best practices across the country including both regulatory and fee based approaches, to compliment a standard source of funding, and recommend options for the city to develop a private arts requirement for new development.
Development Related Impact Fee and Excise Tax Studies
Technical Working Group Contact Information

City Staff

Chris Meschuk  Project Manager  
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Devin Billingsley  Impact Fee/Excise Tax Team Leader  
Senior Budget Analyst, Finance Department  

Kristin Hyser  Housing Comm. Linkage Fee Team Leader  
Community Investment Program Manager, Dept. of Planning, Housing, & Sustainability  

Chris Hagelin  Transportation Team Leader  
Senior Transportation Planner, Department of Public Works – Transportation Division  

Matt Chasansky  Public Art Team Leader  
Office of Arts & Culture Manager, Library and Arts Department  

Working Group Members

Alan Rudy  
Alan Rudy has experience in public policy development, and is engaged in numerous boards and organizations for the arts. He chaired a strategic planning committee that developed a plan for the Arts for the City of Houston.  
Phone: 303-579-3316  
Email: alanrudy@comcast.net  

Andria Bilich  
Dr. Andria Bilich has lived in Boulder for 15 years and is concluding her term on the Transportation Advisory Board. She also served on the Transportation Maintenance Fee working group.  
Phone: 303-995-1156  
Email: boulderfuzz@gmail.com  

Ben Doyle  
Ben Doyle is a Boulder resident and works in the Boulder County attorney’s office and was on one of the Housing Boulder working groups.  
Phone: 303-596-5384  
Email: doyle.bc@gmail.com  

Benita A. Duran  
Benita A. Duran is a longtime Boulder resident with a variety of local government experience, including neighborhood engagement, affordable housing and education.  
Phone: 303-350-6963  
Email: bduran80304@comcast.net  

Clif Harald  
Clif Harald is the Executive Director of the Boulder Economic Council. He has a background in economic consulting and fiscal impact analysis, and he works closely with the Boulder business community. He has a long interest in transportation issues.  
Phone: 303-786-7567  
Email: clif.harald@boulderchamber.com
David Becher
David Becher is a lifelong Boulder resident with a strong interest in local government policy. He has worked for RRC Associates for more than 20 years, currently as director of research, and has a technical understanding of impact fees and excise taxes having done fee studies for communities.
Phone: 303-396-1611
Email: david@rrcassociates.com

Jeffrey Flynn
Jeffrey Flynn is a Boulder resident very interested in development and its impact, in particular the issue of development paying its fair share.
Phone: 404-218-6224
Email: jflynn@jmflynn.net

John Koval
John Koval is a Boulder resident and principal in a local development company. He recognizes the importance of understanding the impacts of development on the city infrastructure and has served on numerous city and community boards and groups over the past 15 years.
Phone: 303-442-3351 x 1112
Email: jkoval@coburnpartners.com

Juana Gómez
Juana Gómez is a longtime Boulder resident and residential architect, and has been active in many Boulder Valley School District committees as a volunteer.
Phone: 720-971-6989
Email: juana@lawrenceandgomez.com

Kenneth Hotard
Kenneth Hotard is the Senior Vice President of the Boulder Area Realtor Association and a longtime Boulder resident. He has been civically engaged in housing, business and transportation for the past 32 years.
Phone: 720-328-6781
Email: khotard@barastaff.com

Lauren Schevets
Lauren Schevets is a project manager for Boulder Housing Partners, with a background in land use, real estate, financing and construction management.
Phone: 720-473-4464
Email: SchevetsL@boulderhousing.org

Mark Wallach
Mark Wallach recently moved to Boulder, with a background as a real estate lawyer with affordable housing experience. He is concerned with providing effective funding mechanisms to provide more affordable housing in Boulder and to provide adequate infrastructure.
Phone: 917-282-3552
Email: mfwesq@aol.com

Steve Pomerance
Steve Pomerance is a former city council member, is very familiar with the city’s past efforts to implement impact fees and excise taxes, and he is interested in ensuring full implementation of the city’s policy that growth pay its own way.
Phone: 303-447-8026
Email: stevepom335@comcast.net
Development Related Impact Fee and Excise Tax Studies
Technical Working Group Purpose, Roles and Draft Operating Agreements

Purpose of the Technical Working Group
The purpose of the technical working group will be to review and discuss all four of the component areas, and to provide comments, feedback and input to the city staff and consultants on the project. City staff will utilize the technical working group’s feedback when developing recommendations and materials for City Council consideration.

The group is not expected to come to consensus or otherwise come to an agreement or resolution, or to provide a recommendation. The role of the group is to provide a diverse range of opinions and perspectives to assist the city staff and consultants in the project.

Roles
To guide the development fees project, several teams have been created including the Core Team, and four different project teams supplemented by two consulting firms. The Core Team includes an executive sponsor, a project manager, four project team leaders, and various subject matter experts.

Technical Working Group
- Provide input to city staff and consultants on the development fees project.
- Discuss assumptions, options on service levels, and allocation methodologies prepared by the consultants and identify ideas/ issues to consider
- Review draft report material prepared by the consultants
- Provide feedback about how to communicate the issues and options to the public.

Project Manager
- Work with the working group, consultants and city staff to finalize meeting agendas
- Work with city staff to manage the project work plan and schedule
- Be available to working group members to ensure that questions are answered in a timely fashion & to address any process issues or concerns

City Staff & Consultants
- Prepare information for working group review & comment
- Keep city council informed & seek policy direction as needed through the process
- Make recommendations to city council
- Coordinate public input and outreach

Expectations
Working group members will be expected to:
- Attend four to six working group meetings.
- Review technical materials prior to working group meetings.
- Have experience, interest and/ or expertise related to development, development financing, and development related impacts from a diversity of perspectives such as neighborhood, business, development, government, affordable housing, public art, transportation or academics.
- Bring expertise and interests but participate as an individual, not as a representative from a particular group, sector or industry.
- Provide feedback to the project team on information prepared by city staff and the consultants to ensure it is understandable, accurate and complete.
- Identify areas and issues to consider, and provide feedback on how to communicate information.
- Engage in a shared and constructive dialogue with other members of the group, the consultants, and city staff.

Draft Operating Agreements and Discussion Guidelines
The guidelines below are meant to encourage productive discussions and deliberation.
Fairness
One person speaks at a time; be recognized by the facilitator/presenter before speaking.
Share “air time.” Be succinct.
Everyone participate!

Listening
Focus on each speaker rather than preparing your response
Avoid side conversations or interruptions

Respect
Judge ideas, not people; keep the discussion civil
If you don’t like something that happened in the meeting, bring it up or discuss it with the project manager later so that it can be resolved. Don’t let things fester.

Commitment
Prepare for each session
Attend each meeting
Begin and end on time
Get up to speed if you didn’t attend
Ask questions if you don’t understand—either in the meeting or afterward by calling or emailing the project manager.

Communication with Other Groups, Individuals and the Media
All meetings are open to the public and the press and all members are free to comment publicly on the progress of the working group and the issues being discussed. However, in making public comments, each group member agrees to speak only for him or herself (and make this clear to the reporter); to avoid characterizing the personal position or comments of other members; and to be thoughtful of the impact that specific public statements may have on the group and its ability to complete its work.
Development Related Impact Fee and Excise Tax Studies
Online Resources

Upcoming Public Meetings

*Any upcoming meetings will be listed under this section along with a brief description

Background Information

Requirements of New Development
Development Related Fees and Taxes Update
Working Group Solicitation

Development-related Studies and Resource Library

2009 TischlerBise Development Excise Tax Study
2009 TischlerBise Development Impact Fee Study
Boulder Valley Comprehensive Plan Growth Policies
Boulder Valley Comprehensive Plan Service Criteria and Standards
Master Plans for City Departments
Paying for Growth: Impact Fees under Senate Bill 15 from the Colorado Municipal League

Virtual Technical Working Group Binder

Group Information
Timeline
Operating Agreements & Roles

Background

City Council Study Session Memo – 10/13/2015
City Council Study Session Summary – 11/10/2015