PROPOSAL

IMPACT FEE STUDY

September 25, 2025

RFP No. 20250641

CHARLOTTE COUNTY

SUBMITTED BY:

Kuda Wekwete
Managing Director

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CHARLOTTE COUNTY
RFP NO. 20250641
IMPACT FEE STUDY

PROPOSAL SUBMISSION DEADLINE:
SEPTEMBER 25, 2025, AT 3:00 P.M.

Prepared for:
Charlotte County
18500 Murdock Circle
Port Charlotte, FL 33948
Attention: Kim Chamberlain, Senior Contract Specialist

Project Contact:
Kuda Wekwete
Managing Director, DTA
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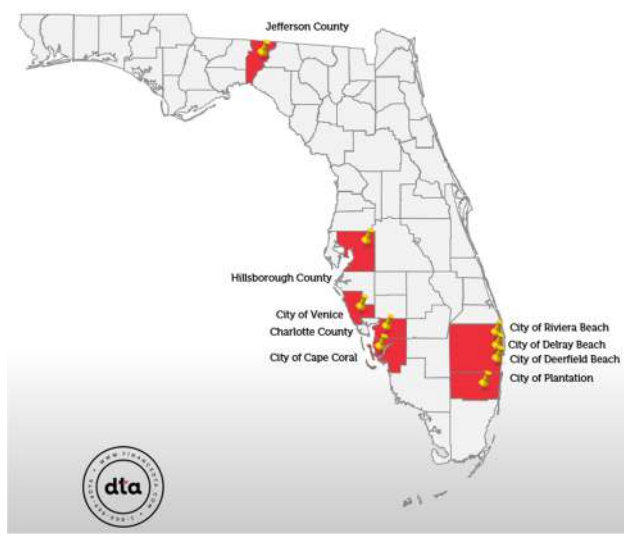
September 23, 2025

RE: Request for Proposals ("RFP") No. 20250641 for an Impact Fee Study

Dear Ms. Chamberlain:

DTA Public Finance, Inc. ("DTA"), is pleased to submit this proposal to Charlotte County (the "County"). It is our understanding that the County is seeking a qualified consultant to review the existing impact fee schedule adopted October 12, 2022, for all impact fees, including transportation. All work to be completed will satisfy the requirements of Florida Statutes 163.31801 (the "Florida Impact Fees Act"). The Florida Impact Fees Act-compliant Development Impact Fee ("DIF") Nexus Study ("Fee Study") would recommend the appropriate fee justification methodology and fee levels to support specific types of County-selected capital facilities needed to serve new growth.

DTA has substantial impact fee experience throughout Florida and is well-versed with the Florida Impact Fees Act, House Bill ("HB") 337, HB 479, and Senate Bill ("SB") 1080. DTA completed a DIF study for the City of Riviera Beach, Florida (Palm Beach County), and applied the knowledge and practice of the important impact fee legislation signed by the Governor's Office (HB 337). This DIF assignment also included law enforcement and fire rescue impact fees. DTA was also hired by the City of Delray Beach, Florida (Palm Beach County), to develop, review, and implement a DIF study, which shall provide the basis and rational support for the DIF schedule to include but not be limited to parks, public buildings, potable water, sanitary sewer, stormwater, and public safety, comprising law enforcement and fire rescue services. Most recently, DTA has been engaged by the City of Plantation, Florida (Broward County), to develop a Municipal Service Impact Fees Study that evaluates and updates its current Parks, City Library, Fire, Police, and General Government Municipal Services Impact Fees. In addition, DTA is currently working on the analysis and implementation of school impact fee projects, including the 7th largest school system in the U.S. **DTA is a member of the Florida Sheriff's Association and is committed to backing the State's Sheriffs and letting them know we're on the side of public safety for law enforcement and fire rescue.**



As described in greater detail in the attached proposal, DTA is a public finance consulting firm with offices in Irvine, San Jose, San Francisco, and Riverside, California, as well as Dallas and Houston, Texas, Raleigh, North Carolina, and Tampa, Florida. Since its establishment in 1985, DTA has completed consulting assignments for more than 3,000 clients in 26 states. During this period, the firm has been involved in the formation of more than 2,000 public finance districts, with total bond authorizations exceeding $75 billion. Our financing programs have utilized a variety of public financing mechanisms, such as Special Assessment Areas ("SAAs"), Public Improvement Districts ("PIDs"), Assessment Districts ("ADs"), Community Facilities Districts ("CFDs"), Certificates of Participation, Tax Allocation Bonds, Sewer and Water Revenue Bonds, Marks-Roos Bond Pools, Landscaping and Lighting Districts ("LLDs"), Integrated Financing Districts, and various types of fee programs. **Notably, DTA is licensed and registered with the U.S. Securities and Exchange Commission ("SEC") and Municipal Securities Rulemaking Board ("MSRB") as a Municipal Advisor (No. 867-01160) and follows all the fiduciary requirements associated with this designation.**

Each of DTA's DIF studies includes a cost-benefit analysis and the determination of nexus between the facilities financed and financing mechanism. DTA has prepared approximately 700 fee justification studies to date for a variety of public improvements, including transportation, water, sewer and flood control facilities, fire protection districts, fire and police stations, parks, libraries, schools, and other types of infrastructure. DTA is also currently involved in impact fee engagements in Arizona, Arkansas, Illinois, New Hampshire, New Mexico, North Carolina, South Carolina, and **Florida**.

DTA has assembled a project team for the County with the breadth of experience required to provide impact fee consulting services in a professional and timely manner. **This project would be primarily handled out of DTA's Tampa office located at 2202 N. West Shore Blvd., Suite 200, Tampa, FL 33607**. I, Kuda Wekwete, a Managing Director at DTA, would be the Principal-in-Charge and have the County's primary account responsibility. Hector Perez, a Senior Manager at DTA, and Richard Ruiz, a Manager at DTA, will serve jointly as the primary points of contact and be assisted by other support staff. Steve Runk, P.E., Vice President of Engineering Services at DTA, and David Taussig, Chairman/Managing Director, will provide engineering expertise and technical advisory services, respectively.

I hold a Series 50 license as a Municipal Advisor with the SEC/MSRB under rules promulgated following the Dodd-Frank Act in 2010. Brief resumes for each of our team members are included in Section III of this proposal. Key personnel will be available to the extent proposed, or designated by the County, for the duration of the project and no person designated as "key" to the project shall be removed or replaced without the prior written concurrence of the County. All personnel will be available full-time (100%) for the duration of the project and a proposed schedule can be found in Section V. Given the County's desired project timeline, this timeline of events can and will be completed within the proposed time frame according to the County's specifications.

If you have questions regarding this proposal, please contact me by phone at (800) 969 4DTA x204 or by e-mail at Kuda@FinanceDTA.com. Thank you for the opportunity to work with the County on this engagement.

Best Regards,

Kuda Wekwete, Managing Director
Phone: (800) 969-4DTA x204
Kuda@FinanceDTA.com

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I TEAM ORGANIZATION, MANAGEMENT, AND GENERAL QUALIFICATIONS

DTA is pleased to submit this proposal to Charlotte County (the "County"). It is our understanding that the County is seeking a qualified consultant to review the existing impact fee schedule adopted October 12, 2022, for all impact fees including transportation. All work to be completed will satisfy the requirements of Florida Statutes 163.31801 (the "Florida Impact Fees Act"). The Florida Impact Fees Act-compliant Fee Study would recommend the appropriate fee justification methodology and fee levels to support specific types of County-selected capital facilities needed to serve new growth. The study will assess the current fees as they relate to existing land use categories, taking sales tax projects into consideration, and make recommendations for any changes to the fee amounts, fee structure, and land use categories, as appropriate. The study will also address any recommendations for annual adjustments of those impact fees, suggest a methodology for calculating any annual adjustment, and analyze the economic impact of any increase in impact fees.

A Firm Overview

DTA is a public finance and urban economics consulting firm specializing in infrastructure and public services finance. Our firm, which provides public finance consulting services to both public and private sector clients, has offices in Irvine, San Francisco, San Jose, and Riverside, California, as well as Dallas and Houston, Texas, Raleigh, North Carolina, and Tampa, Florida. Additional information on DTA is available on our website (www.FinanceDTA.com).

DTA, a corporation, was incorporated in the State of California on May 15, 1986, and has been providing public finance consulting services for over 39 years. The corporation has two officers, specifically David Taussig, Chairman/Managing Director, and Cecily Burke, Secretary, both of whom are authorized to bind the firm. DTA does not hold controlling or financial interests in any other organization and is not owned or controlled by another person or organization. DTA's management personnel consists of four principals identified as David Taussig, Chairman/Managing Director, Kelly Wright, Chief Executive Officer, Andrea Roess, Managing Director, and Kuda Wekwete, Managing Director.

DTA has a diverse, multidisciplinary staff of approximately 50 employees, all of whom are directly involved solely in public finance. Staff members come from backgrounds in several fields, including land development, public administration, civil engineering, investment banking, economic consulting, redevelopment, law, non-profit administration, and land use planning. This diversity of experience and expertise allows DTA to meet a wide variety of challenges related to both the actual work product and client management. DTA's staff members have considerable experience in computer-based financial analyses and modeling, which is a key component of the firm's consulting services. This ensures that the development of any computer model(s) utilized in the County's potential Fee Study will be in experienced hands.

DTA has prepared approximately 700 fee justification studies to date for a variety of public improvements, including transportation, water, sewer and flood control facilities, fire protection districts, fire and police stations, parks, libraries, schools, and other types of infrastructure. DTA is also currently involved in impact fee engagements in Arizona, Arkansas, Illinois, New Hampshire, New Mexico, North Carolina, South Carolina, and Florida. **None of DTA's impact fee studies have been challenged**. In addition, DTA staff has served as expert witnesses in numerous impact fee study engagements to opine on other consultants' impact fee levels.

DTA has assembled a project team for the County with the breadth of experience required to provide impact fee consulting services in a professional and timely manner. **This project would be primarily handled out of the Tampa office**. Kuda Wekwete, a Managing Director at DTA, would be the Principal-in-Charge and have the County's primary account responsibility. Hector Perez, a Senior Manager at DTA, and Richard Ruiz, a Manager at DTA, will serve jointly as the primary points of contact and be assisted by other support staff. Steve Runk, P.E., Vice President of Engineering Services at DTA, and David Taussig, Chairman/Managing Director will provide engineering expertise and technical advisory services, respectively.

Since its formation in 1985, DTA has assisted over 3,000 public and private sector clients in meeting their infrastructure and public services goals. DTA's consulting services include the following:

- **Public infrastructure and public services financing strategies;**
- Public-private partnerships;
- Assessment engineering and special tax consulting;
- Annual administration of ADs, CFDs, SAAs, and PIDs;
- Fiscal and economic impact analyses;
- **DIF studies and user fee studies;**
- Water and wastewater rate studies; and
- Tax Increment Financing ("TIF") in Florida, New Mexico, Nevada, North Carolina, South Carolina, Texas, and other states.

DTA has also **planned and implemented Public Facilities Financing Plans ("PFFPs")** that have ranged from the quantitative analysis of a single financing mechanism for an individual facility to the preparation of a comprehensive financing plan covering multiple facilities and public services through a series of financing mechanisms. Our financial analyses provide public officials, landowners, and other interested parties with the level of information needed to make fully informed decisions regarding land use, infrastructure, and public services financing issues. DTA staff has extensive experience working with various stakeholder groups, including public agency legislative bodies, public agency municipal staff, residents, local chapters of the Building Industry Association ("BIA"), local Chambers of Commerce, and other interested parties.

DTA has provided public finance consulting services to virtually every major city and county in the State of California and completed consulting assignments for more than 3,000 clients in 26 states, including Florida, North Carolina, South Carolina, and the Southeast. DTA has also provided public finance consulting services for over 325 fire protection districts, school districts, and water districts.

Perhaps DTA's most outstanding qualification is the dedication and loyalty of our senior employees, many of whom have worked at DTA for 15 years or more and are available should any unique situations arise. **In 40 years of work establishing over 2,000 financing districts and bond programs, DTA has never been sued.** Our quality control is one of the key components in ensuring our firm's success. DTA continues to seek innovative solutions and refine our work product to better serve and protect our clients.

B DIF-Specific Experience

DTA has been performing public facilities fee consulting services for over 38 years, since 1987. We have extensive experience preparing DIF studies that have withstood legal scrutiny to the extent that none of our prior studies have been subject to any type of litigation. DTA has prepared approximately 700 fee justification studies to date for a variety of public improvements, including transportation, water, sewer and flood control facilities, fire protection districts, fire and police stations, parks, libraries, school facilities, and other types of infrastructure.

A partial list of the municipal clients whom we have completed impact fee studies for in California in recent years is provided below. **DTA is also currently involved in impact fee engagements in Arizona, Arkansas, Illinois, New Hampshire, New Mexico, North Carolina, South Carolina, and Florida, including the City of Cape Coral, City of Delray Beach, City of Deerfield Beach, City of Riviera Beach, City of Venice, City of Plantation, Hillsborough County, and Jefferson County.**

- City of Anaheim;
- City of Blythe;
- City of Brawley;
- City of Calexico;
- City of Campbell;
- City of Cathedral City;
- City of Chino;
- City of Chino Hills;
- City of Desert Hot Springs;
- City of Escalon;
- City of Firebaugh;
- City of Fontana;
- City of Fowler;
- City of Glendale;
- City of Hesperia;
- City of Ione;
- City of Kingsburg;
- City of Lakeview;
- City of Live Oak;
- City of Los Banos;
- City of Napa;
- City of Palo Alto;
- City of Pasadena;
- City of Paso Robles;
- City of Perris;
- City of Red Bluff;
- City of Redlands;
- City of Reedley;
- City of San Francisco;
- City of San Luis Obispo;
- City of Santa Ana;
- City of Soledad;
- City of South San Francisco;
- City of Tustin;
- City of Victorville;
- County of Colusa;
- County of Fresno;
- County of Kings;
- County of Riverside;
- County of San Bernardino;
- County of San Francisco;
- County of San Luis Obispo;
- County of Santa Barbara;
- County of Santa Clara Fire Department;
- County of Shasta;
- County of South Santa Clara Fire District;
- County of Yuba;
- Town of Loomis;
- Town of Mammoth Lakes;
- Beaumont Cherry Valley Recreation and Parks District;
- Denair Community Services District;
- El Dorado Hills Community Services District;
- El Dorado County Fire District;
- El Dorado Hills Fire Department;
- Jurupa Area Recreation and Park District;
- San Gorgonio Memorial Hospital;
- San Gorgonio Pass Water Agency; and
- South Yuba Transportation Improvement Authority.

II PROPOSED MANAGEMENT PLAN

DTA's client contact and interaction continue beyond the basic deliverables. DTA is a customer and community-centric firm committed to excellence, quality products, and an open and interactive communication environment. We employ these practices in the workplace, in cities, counties, and towns, and with the many clients that we have served for 40 years. **DTA realizes that every client, like every person, is a distinct entity best understood and served in a direct and collaborative manner**.

DTA serves clients in small towns, medium-sized cities, and larger municipalities. Our service philosophy is three-pronged: we strive to know our customers, understand the communities we're privileged to serve, and always provide the best care, advice, and products. At DTA, we also understand that every project is different, and every outcome is special to our team. Our values of accountability, integrity, and excellence support all work performed.

All work to be completed will satisfy the requirements of Florida Statutes 163.31801 (the "Florida Impact Fees Act"). DTA has a comprehensive understanding of this legislation and has utilized it to establish nexus in fee studies for the **Cities of Cape Coral, Deerfield Beach, Delray Beach, Plantation, Riviera Beach, and Venice and Hillsborough County**. In 2022, DTA updated the City of Rivera Beach's DIF study. The purpose of the study was to evaluate the existing fee levels and recommend appropriate fee justification methodologies and new fee levels with a legally supportable analysis based on current and projected demographics. The fees reviewed and updated included Fire and Rescue, Police, Public Buildings, Library, Parks, and Roads. Of specific concern to the City was the introduction of an important piece of legislation (HB 337), which was passed in June of 2021 and implemented retroactively to January 1, 2021. This new law placed limits on increases to impact fees and provided specific limitations on the amount by which a local government may increase its impact fees.

These limitations include the following:

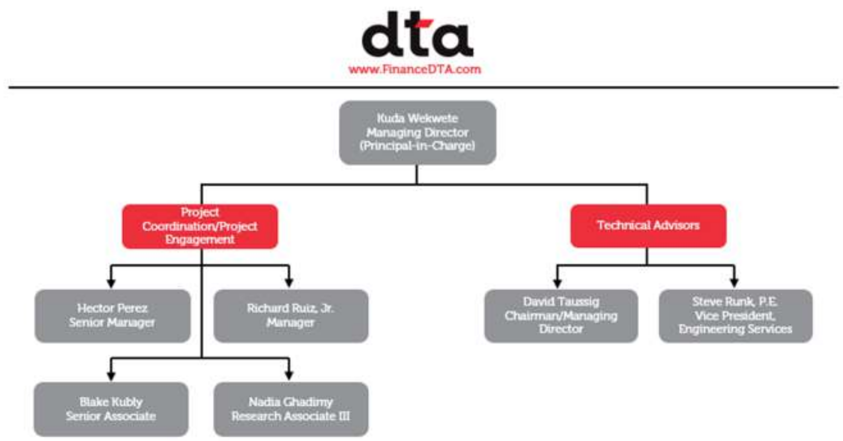
- Impact fees may only be increased once every 4 years;
- Impact fees may be increased by no more than 50%;
- Increases between 25% and 50% must be phased-in over 4 years in four equal installments; and
- Increases less than 25% must be phased-in over 2 years in two equal installments.

The law also changed the current Florida Impact Fees Act by imposing a narrower definition of how impact fees are defined. In addition, HB 337 requires the Chief Financial Officer of the City to attest annually by affidavit that, to the best of his/her knowledge, all impact fees were collected and expended in compliance with the spending period provision in the local ordinance or resolution and that impact fee funds were used only to acquire, construct, or improve specific infrastructure needs. DTA was able to successfully work with the City Attorney to make sure that the DIFs generated in the study were in compliance with HB 337. The updated fee study was presented to the City Council and approved unanimously in December 2022.

III PREVIOUS EXPERIENCE OF TEAM

DTA has assigned personnel to this project who bring experience and technical expertise to each unique element of study. Our team organization is illustrated below. Project roles of our key team members are described below and followed by professional resumes. All personnel will be available full-time (100%) for the duration of the project. **DTA does not anticipate employing subconsultants for any portion of this engagement**.

Figure 1: Team Organization Chart



DTA has assembled a project team for the County with the breadth of experience required to provide impact fee consulting services in a professional and timely manner. **This project would be primarily handled out of DTA's Tampa office**. Mr. Wekwete will serve as the Principal-in-Charge of DTA's project team and handle primary account responsibilities for this engagement. He will attend meetings as necessary and supervise all project staff.

Mr. Perez and Mr. Ruiz will be the County's primary points of contact throughout this engagement. They will manage the work of DTA's project team, including leading data collection efforts, directing the development of our technical model, providing senior-level analysis, reviewing progress and work products with County staff and community groups, presenting study findings at project meetings, and finalizing study documentation. Mr. Perez and Mr. Ruiz will be assisted in these tasks by other support staff.

Mr. Taussig will provide technical advisory services related to elements of the Fee Study, as needed, and oversee all quality assurance and quality control measures. Mr. Runk will provide engineering expertise, assist in the selection of facilities to be included on the facilities needs list, prepare and/or review facilities cost estimates, and contribute to the apportionment analysis of specific facilities to be included in the fee program.

Key personnel will be available to the extent proposed, or designated by the County, for the duration of the project and no person designated as "key" to the project shall be removed or replaced without the prior written concurrence of the County. In addition, DTA is not behind schedule or past the completion date for any active projects and has a long history of delivering projects on a timely basis and adhering to agreements.

DTA has an enviable reputation for producing high-quality work in a quick and efficient manner to correspond with even the most aggressive project schedule. DTA's clients also receive high levels of personal attention from senior staff, with a Managing Director, Senior Vice President, or Vice President always available to meet with public agency staff and other groups.

A DTA Team Resumes

David Taussig
Chairman/Managing Director | David@FinanceDTA.com
Project Role – Technical Advisor

Mr. Taussig has over 45 years of experience in the fields of real estate finance and urban economics. His areas of expertise include municipal finance programs for infrastructure and public facilities development, fiscal and redevelopment impact analyses, and land development project feasibility studies **across many states and cities, including the States of Arizona, California, Illinois, New Hampshire, Tennessee, South Carolina, and Florida**.

Mr. Taussig has an extensive background in computerized financial analyses. Since founding DTA in 1985, Mr. Taussig has developed several state-of-the-art analytical methods and modeling approaches, in addition to directing the formation of over 1,000 public financing districts and subsequent sale of tax-exempt municipal bonds. These districts have funded public infrastructure and services for many types of residential and non-residential development and included several hundred master-planned communities built throughout California and in several other western states. Mr. Taussig's work has involved both the preparation and implementation of financing plans and his public sector clients have included virtually every major urban county and city within California and hundreds of special districts. He has provided similar consulting services to many of the largest land development firms in the State of California. The financing programs implemented by Mr. Taussig have ranged from land-secured CFDs to redevelopment tax increment programs and lease revenue-based Certificates of Participation. He is also responsible for DTA's successful efforts related to funding opportunities under various tax credit programs.

Mr. Taussig has also overseen the preparation of numerous feasibility and impact studies involving computerized analyses of project cash flows and/or impacts on public agencies and landowners. He has assumed project management responsibilities for several dozen Assembly Bill ("AB") 1600 DIF justification studies, including recent studies prepared on behalf of the Cities of Blythe, Coachella, Colton, Desert Hot Springs, Fontana, Live Oak, Paso Robles, Perris, Red Bluff, San Luis Obispo, Torrance, and Tustin and the Counties of Colusa, Riverside, and Santa Barbara. He has also handled the preparation of over 100 fiscal impact studies utilized by public agencies to determine the impact of new development or annexations on a municipality.

Mr. Taussig was previously employed for 6 years by Mission Viejo Company ("MVC") where, as the Manager of Housing and Community Development, he was involved in the planning and financing of two planned communities encompassing over 50,000 homes. Mr. Taussig handled a substantial portion of MVC's mortgage and infrastructure financing during that period. He also worked for 5 years in the public sector as the Administrator of a federal housing and community development program and as a Land Use Planner. Mr. Taussig's educational background includes a master's degree in city planning from the University of California at Berkeley and B.A. in economics from Cornell University. He received full certification from the American Institute of Certified Planners in 1982.

Mr. Taussig and the firm are a registered Municipal Advisor with the SEC/MSRB. He holds a Series 54 license as a Principal Municipal Advisor and Series 50 license as a Municipal Advisor under regulations promulgated by the SEC and MSRB. Even after 45 years of experience in the industry, to this day, he continues to seek innovative answers to the industry's biggest questions and contributes to the development of public finance and development-related legislation. In addition, he is an active member of the Urban Land Institute's ("ULI's") National Council for Public-Private Partnerships ("NCPPP") and advocates and facilitates the formation of public-private partnerships at federal, state, and local levels.

Kuda Wekwete
Managing Director | Kuda@FinanceDTA.com
Project Role – Principal-in-Charge

Since joining DTA in 2005, Mr. Wekwete has been involved in all aspects of the formation and implementation of special districts to fund infrastructure and services, as well as the sale of over $300 million in CFD bonds, **across many states and cities, including the States of Florida, Illinois, New Hampshire, South Carolina, and Texas**. His work has involved the preparation of tax spreads and overlapping debt analyses for the formation and/or sale of bonds for over 175 special districts established throughout California. In this role, Mr. Wekwete has prepared Rates and Methods of Apportionment ("RMAs"), CFD and Engineer's Reports, and documents required for the formation of CFDs, sale of property, and annual levying of special taxes. He has also been responsible for preparing PFFPs involving CFDs and other public finance mechanisms.

In addition, Mr. Wekwete has been actively involved in the preparation of dozens of fee studies, especially in the area of transportation infrastructure costing, and apportionment of these costs over various land use types based on benefit criteria. His engineering background has enabled him to assist DTA's Vice President of Engineering Services in applying a variety of apportionment methodologies to the development of fee studies and establishment of Benefit ADs for public sector clients. **Mr. Wekwete's recent work on DIF studies has included engagements for the Cities of Colton, Desert Hot Springs, Fontana, Paso Robles, Perris, and Torrance and the Counties of Riverside, San Bernardino, San Luis Obispo, and Santa Barbara, among others.**

Mr. Wekwete also has experience in the preparation of Fiscal Impact Reports ("FIRs"), tax increment analyses, and PFFPs and has performed due diligence services and developed disclosure documentation for land purchasers, public agencies, and lenders.

Mr. Wekwete received his B.S. and M.S. in operations research and industrial engineering from Cornell University and Columbia University, respectively. He also holds a Series 50 license as a registered Municipal Advisor with the SEC/MSRB under rules promulgated following the Dodd-Frank Act in 2010.

Steve Runk, P.E.
Vice President, Engineering Services | Steve@FinanceDTA.com
Project Role – Engineer (State License Number C23473 – California Registered Civil Engineer)

Mr. Runk has over 45 years of experience in the design and construction management of major civil engineering projects, including roadways, bridges, sewer and water improvements, and flood control facilities, grading for public works projects, and construction of commercial and industrial buildings. Mr. Runk's specific responsibilities have included design, quality control, specifications, estimates, construction bid packages, construction coordination and management, cost analyses and cost control, scheduling, manpower forecasting, staffing, and marketing. He has also assisted public agencies and developers in the procurement of funding from the California Department of Transportation ("Caltrans") and other federal and state agencies. Mr. Runk has provided engineering services to municipalities **across many states and cities, including the States of Arizona, Arkansas, Illinois, New Hampshire, New Mexico, South Carolina, and Florida.**

Mr. Runk has a proven track record of meeting schedules and adhering to budgets. Since joining DTA in 2000, he has worked with local agencies to resolve community issues and negotiate scope changes with contractors to ensure the timely and satisfactory completion of construction projects. He has also acted as the Project Manager for the establishment of ADs and preparation of numerous AB 1600 DIF justification studies. Mr. Runk specializes in preparing assessment apportionment formulas and fee studies for roads, storm drains, and water and wastewater facilities. **He has been involved in preparing needs lists and apportioning facilities costs for many of DTA's AB 1600 studies, including those in the Cities of Anaheim, Brawley, Coachella, Chino Hills, Hesperia, Paso Robles, San Luis Obispo, Tustin, and Victorville, as well as the County of San Bernardino and a number of water districts, including the San Gorgonio Pass Water Agency. He was also closely involved in DTA's previous work as the AB 1600 consultant for the County of Riverside.**

Prior to joining DTA, Mr. Runk, as the Senior Construction Manager for Holmes & Narver, Inc., successfully completed the construction of the SR-41 Freeway in Fresno County, which was the County's first Measure "C" sales tax-funded freeway. Prior to this project, Mr. Runk successfully completed the construction of the SR-71 Freeway in Chino/Chino Hills, California. This $98 million project was the first Measure "M" sales tax-funded project for the San Bernardino Associated Governments ("SANBAG"). Mr. Runk's responsibilities on both projects included contract management, quality control, public relations, cash flow analyses, project closeout, and compliance with federal and State funding requirements.

Previously, Mr. Runk held positions with various public and private engineering entities in which he delivered projects requiring a wide variety of engineering expertise. He holds a B.S. in engineering from the University of California at Los Angeles and an M.S. in civil engineering from California State University at Long Beach. Mr. Runk is a registered Civil Engineer in the State of California.

Hector Perez
Senior Manager | Hector@FinanceDTA.com
Project Role – Project Coordination/Project Engagement

Hector Perez has significant senior management experience in municipal government, health care, resource development, and the private and public sectors. For instance, he has experience with assessing and resolving community development issues, such as capital projects, water/wastewater capacity, sports complexes, traffic impacts, and neighborhood expansions. Mr. Perez has directed strategic planning and financial management responsibilities, budgeting strategy for facilities, technology, and capital expenditures for medium to larger organizations, including public agencies with operating budgets of $400 million and 3,000 employees. He has supervised construction projects that have included architects, construction companies, space planners, scheduling consultants, and engineers while providing day-to-day budget direction and management.

Mr. Perez also has extensive experience working with municipal government staff members and departments (including countywide public safety operations), volunteers, community activists, regulatory agencies, elected officials, and law enforcement. He has worked with numerous law enforcement offices to achieve staffing levels, inventory modernization, and neighborhood coverage throughout a comprehensive budget. In addition, Mr. Perez worked for a large county in Florida supporting the administration and commissioners with growth management issues, such as roadway expansion, building permits, and related DIFs. **He is responsible for projects in Florida, Illinois, New Hampshire, North Carolina, Texas, Rhode Island, South Carolina, and the Southeast consisting of impact fees, PIDs, Special Assessment Districts, and their administration for developers and cities/counties.**

Mr. Perez has a bachelor's degree from Florida State University and a graduate certificate in non-profit management and innovation from the Sykes Graduate Business School at the University of Tampa. In addition, he completed the Certified Financial Planning Course Program at North Carolina State University. Mr. Perez is a member of American Water Works Association ("AWWA") and has the experience and work history of understanding and applying the best practices of AWWA and Water Environment Federation ("WEF") in rate studies. The firm is also a member of the American Public Works Association ("APWA") and supports those who operate, improve, and maintain public works and infrastructure through advocacy, education, and member engagement.

Richard Ruiz, Jr.
Manager | Richard@FinanceDTA.com
Project Role – Project Coordination/Project Engagement

Mr. Ruiz has a background in econometrics and industrial organization. Since joining DTA, he has been involved in the formation and administration of numerous CFDs, ADs, and LLDs throughout California and several other states, including Florida, North Carolina, Texas, and Utah. His responsibilities related to these projects have included the development of tax spread proforma analyses and preparation of overlapping debt analyses. In addition, while at DTA, he has participated in a variety of projects, including fiscal and economic impact studies for cities and counties throughout California, school district rezoning projects, city/county annexation projects, user fee calculations, and living wage analyses.

Mr. Ruiz also has extensive experience working on the preparation of DIF justification studies for cities and counties in California and numerous other states, **including Arizona, Arkansas, Illinois, New Hampshire, Rhode Island, South Carolina, and Florida**. His responsibilities during the impact fee justification and apportionment analysis process for each respective project include the preparation of capital improvement and public facilities needs lists, data collection, the development and modification of the DIF Report model, the production of a written report, and interactions with city, county, and district staff and key stakeholders. Mr. Ruiz' recent work on DIF studies in California has included engagements for the Cities of Chino Hills, Colton, Coronado, Cypress, Daly City, Desert Hot Springs, Fontana, Fowler, Inglewood, Ione, Manteca, Mammoth Lakes, Norco, Palo Alto, Perris, San Jose, Soledad, Torrance, Upland, Victorville, and Yucaipa and the Counties of San Luis Obispo and Santa Barbara, among others, in addition to the El Dorado Hills Fire Department. **East coast projects include Pickens County, South Carolina, City of Fayetteville, Arkansas, City and County of El Paso, Texas, City of Laconia, New Hampshire, Village of Oswego, Illinois, and City of Riviera Beach, City of Delray Beach, City of Plantation, City of Venice, City of Deerfield Beach, Hillsborough County, and Jefferson County, Florida**.

Prior to joining DTA, Mr. Ruiz spent 14 years with an energy economics consulting firm that focused on economic and market research studies, mergers and acquisitions analyses, market entry research strategies, and economic due diligence projects for companies seeking equity funding. He has a degree in economics from California State University at Long Beach with a concentration in public finance. Mr. Ruiz is a member of AWWA and has the experience and work history of understanding and applying the best practices of AWWA and WEF in rate studies. He is also a Professional Member with the Institute of Transportation Engineers ("ITE").

IV PROJECT CONTROL

DTA has assembled an experienced and capable team with expertise in each unique element of study requested by the County. All personnel will be available full-time (100%) for the duration of the project. As such, a key objective for this project will be to complete all tasks of the project within the agreed-upon budget and schedule. Time and time again, DTA has proven its ability to adhere to contract agreements and understand the importance of good project management. A number of key strategies employed for all of DTA's clients are listed below:

- Reviewing prior studies and effectively managing data requests and data gathering/consolidation;
- Ensuring key stakeholder input is received prior to writing any reports, so work need not be duplicated;
- Leveraging technology to request and track information from various sources and stakeholders;
- Setting up standing conference calls (i.e., bi-weekly), in addition to scheduled meetings with County staff in order to stay on track with tasks and deliverables and discuss critical project elements; and
- Preparing internal report drafts for County staff review and discussion on conference call(s).

DTA utilizes the software application BQE CORE to track project expenditures. This program is always available to DTA's employees and provides detailed project information ranging from the execution of the contract to completion of the project. To manage this contract effectively in terms of team performance, schedule compliance, and budget adherence, Mr. Wekwete, DTA's Principal-in-Charge, will utilize these tools:

- Bi-weekly assignment checklists throughout the life of the contract to ensure each task remains on schedule by utilizing proper staffing assignments.
- Consistent communication with County staff via e-mail, telephone, and in-person meetings, as needed.
- Weekly budget review to ensure no budget overruns occur. DTA's customized accounting system will enable us to track the expenditures to date each week and ensure budget compliance.
- Regular meetings with County staff to discuss progress and any issues and receive guidance.

At DTA, all our multidisciplinary team members come from diverse backgrounds, and we put people first. We pride ourselves on developing strong relationships with our clients and working closely with them to understand the big picture and goals they want to achieve as a result of our engagement, as well as how DTA's work may impact other initiatives both now and in the future. We understand that public finance is about ensuring that communities can thrive by assessing what the best solution is for the community as a whole and what will help the community reach <u>and sustain</u> infrastructure growth goals.

DTA brings a practical perspective combined with real-world experience in working with municipalities, which gives us the ability to understand and communicate with all stakeholders throughout the process. Regarding our engagement approach, we will work closely with County leadership to engage with property owners, business owners, and community leaders to understand any issues or pressure points, as well as what is envisioned for the future.

Finally, DTA will provide independent and objective work products. Our firm regularly reviews legal opinions, regulations, and statutes that impact or modify public finance-related case law. Thus, DTA is committed to providing deliverables that reflect the most current developments in public finance and real property law.

V PROPOSED DESIGN APPROACH

A Project Approach

DTA would provide all-inclusive professional and technical support to the County in developing a conceptual project scope and reviewing any existing County DIF studies related to General Plans, Specific Plans, the Comprehensive Plan, and the Capital Improvement Program ("CIP"), in addition to preparing a comprehensive review of required impact fee levels documented in the formal Nexus Study prepared under the Florida Impact Fees Act. Having been subjected to legal and developer scrutiny, DTA has developed a streamlined approach and methodology that establishes a rational and substantial nexus between new development and the need for public facilities.

DTA's Final Report shall not address whether any current or proposed DIFs are valid under the U.S. Constitution's Fifth Amendment Takings Clause. On April 12, 2024, in *Sheetz v. County of El Dorado* (2024), the U.S. Supreme Court held that its decisions in *Nollan v. California Coastal Comm'n* (1987) 483 U.S. 825 and *Dolan v. City of Tigard* (1994) 512 U.S. 374 apply to legislatively imposed conditions on land-use permits. That said, the Supreme Court left it to the California appellate court on remand to address the validity of the traffic impact fee at issue in the case and determine how to apply *Nollan/Dolan* in this context. DTA cannot predict how courts will resolve such issues in the future and is providing no services or guarantees of any kind concerning the validity of any impact fees under the U.S. Constitution's Fifth Amendment Takings Clause.

In determining a reasonable nexus for each specific type of public facility, DTA will utilize one or more of the methodologies discussed below depending upon the data and other information available from the County and its current infrastructure policies. All the fee methodologies employ the concept of an Equivalent Dwelling Unit ("EDU") to allocate benefit among various land use classes. EDUs are a means of quantifying different land uses in terms of their equivalence to a residential dwelling unit, where equivalence is measured in terms of potential infrastructure use or benefit from each type of public facility. For many types of facilities, EDUs are calculated based on the number of residents or employees generated by each land use class. For other facilities, different measures, such as the number of service calls, quantity of trip miles, or amount of storm water run-off, more accurately represent the benefit provided to each land use class. Transportation facilities typically demand EDU calculations predicated on a per unit or per trip basis. The three types of fee methodologies used by DTA to establish EDUs for a public facility within a typical Florida Impact Fees Act-compliant study are based on either an existing Infrastructure Plan, a predetermined capacity amount, or a generic standard.

Plan-Based Fees: The first method of apportioning fees is based on a "Plan," such as a Master Plan of Facilities, that identifies a finite set of improvements. These Facilities Plans generally identify a finite set of facilities needed by the public agency and are developed according to assessments of facilities needs prepared by staff and/or outside consultants and adopted by the public agency's legislative body. With this plan-based approach, specific costs can be projected and assigned to all land uses planned in the future, often with a specific time period in mind that reflects new development projections. In preparing an impact fee analysis, facilities costs can be allocated in proportion to the amount of demand caused by each type of future development. It works well when it is difficult to measure the actual service needed by a land use type or where capacity cannot be directly related to demand. These plan-based fees are typically per unit assessments. This type of plan-based approach is generally preferable to the two other approaches to cost allocation listed below, but it does require the existence of a Facilities Plan, which is not always available.

Capacity-Based Fees: A second method of fee assessment is based on the "capacity" of a service or system, such as a water tank or a sewer plant. This kind of fee is not dependent on a particular Land Use Plan (i.e., amount or intensity), but rather it is based on a rate or cost per unit of capacity that can be applied to any type of development as long as the system has adequate capacity. This type of fee is useful when the costs of the facility or system are unknown at the outset, but it requires that the amount of capacity used by a particular land use type be measurable or estimable. Capacity-based impact fees are assessed based on the demand rate per unit.

Standard-Based Fees: A third method of assessing fees is based on "standards" where costs are based on units of demand. This method establishes a generic unit cost for capacity, which is then applied to each land use per unit of demand. Parks are an excellent example of this type of fee structure. For example, a municipality may find that it currently provides five acres of parkland per thousand residents, which it may then require for all new residential development. Thus, this standard is not based on cost but rather on a standard of service. This methodology provides several advantages, including not needing to know the cost of a specific facility, identifying how much capacity or service is provided by the current system, or having to commit to a specific size of facility.

In preparing its analysis, DTA will apply one or more of these three methodologies to each facility type to generate applicable fee levels. However, the results of our quantitative analysis will be tempered by real-world factors to be at least considered by the County prior to the adoption of revised fee levels.

B Proposed Scope of Services

Work products stemming from the work plan described in this section will include a memorandum ("memo") summarizing the fee methodology options and the Draft and Final Reports.

Task 1 – Development of Project Strategy and Kickoff Meeting

DTA staff will meet with County staff in a project kickoff meeting to finalize the details of the project, deliverables, timetables, and tasks, discuss the fee methodologies and best practices, identify needed information (i.e., reports, project/needs lists, stakeholder groups, data, etc.), prepare the final schedule, discuss the public process, and resolve other concerns, as appropriate.

Task 2 – Develop Population and Dwelling Unit Projections

DTA will compile and document existing and future population, planning, and development estimates for the County. The projections resulting from this task will ultimately calculate fee levels. At this stage, DTA will evaluate County resources, economic variables, all factors affecting the existing Fee Study, and pertinent impact fee(s) as outlined by the County, including Transportation, Parks, Fire/EMS, Law/Jail, and Public Buildings Impact Fees. This task comprises four subtasks.

2A **Population Projections**: DTA will gather existing information on present and future population for the County from various sources, including staff, the General Plan, existing Master Plans, the Comprehensive Plan, the Capital Improvements Plan, the U.S. Census, the Florida Department of Transportation, the Florida Statistical Abstract, University of Florida Bureau of Economic and Business Research, the Florida Department of Financial Services, and from other data sources, as needed.

2B **Conduct Entitlement Research and Projections**: DTA will coordinate with County staff to determine existing and future residential and non-residential development within the County over the planning horizon. To complete this subtask, DTA will review the General Plan/CIP and related plans to determine expected development land use patterns in the County, assess County records to identify existing entitlements for dwelling units and commercial/industrial development, and project the number of new dwelling units and commercial/industrial development based on existing entitlements and population projections for the next 20 years, or such other target year as selected by County staff.

2C **Review Current County Fee Structure**: DTA shall review and summarize the County's current development fee structures, County policies and procedures, and other regulatory requirements affecting potential fee structures and revenue program requirements.

2D **Review Prior County Fee Justification Studies**: DTA shall review the approach and methodology utilized in prior County fee justification studies so they can be evaluated in light of the County's current needs.

Task 3 – Review Facility/Capital Needs and Levels of Service

This task entails the review of the facilities and capital needs required to serve new development in the study area projected in Task 2. DTA will use existing County materials (and any relevant reports) as base documents and focus our effort on updating this information.

For any fee program to be comprehensive in its scope, it is necessary to complete a thorough identification and review of all the facilities that will be impacted by additional growth, including those already discussed in the General Plan or CIP. This task will require close coordination with all appropriate County departments.

3A **Survey/Interview County Staff**: DTA shall survey/interview County staff to review projected facilities in the County, along with major equipment needs, the timing at which improvements will be needed, and any physical data that would assist in developing the costs estimated below in Subtask 3C. Based upon the results of the surveys and interviews, DTA will verify and, if appropriate, expand the list of new facilities found in the General Plan or CIP to be included within the fee program for the County.

3B **Facilities List**: Based on the information collected in Subtask 3A, DTA shall prepare a facilities needs list that details the new facilities and equipment to serve new development in the County.

3C **Review Cost Estimates**: DTA's engineering and technical staff will, as necessary, consult with County department heads and/or engineering staff or equivalent to ascertain and understand in-house cost data for existing and projected facilities and equipment, review and/or refine existing cost data, examine major sources of revenue to fund the construction of new public facilities, and provide a proportional estimate between projected costs for new facilities and estimated revenue from mitigation fees and other sources.

Task 4 – Develop Methodology for Calculating New Fee Amounts

This task entails developing the methodology used to establish the fee amount for each fee component to the extent appropriate. There are two critical issues that must be considered in developing a fee program. The fee program must generate revenues in a timely manner and the methodology must meet the nexus or benefit requirements of the Florida Impact Fees Act. It is critical that any fee established be legally defensible.

DTA's Fee Study methodology must meet the nexus or benefit requirements of the Florida Impact Fees Act, which requires that there be a nexus between the fees imposed, use of the fees, and development projects on which the fees are imposed. Furthermore, there must be a relationship between the amount of the fee and cost of the improvements. Implicit in these requirements is a stipulation that a public agency cannot impose a fee to cure existing deficiencies in public facilities or improve public facilities beyond what is required based on the specific impacts of new development. The benefit methodology established in this task will be documented in the Final Report.

DTA will recommend a Fee Expenditure Plan to ensure that projects can be fully funded and implemented within any required time limits for expenditures of such funds and possible flexibility to allow collected fees to be used to provide the County with a match for grant applications. Finally, the memo will include recommendations for methodology and next steps. Upon review and discussion by County staff, a methodology will be selected.

Deliverable: Memo Summarizing the Fee Methodology Options

Task 5 – Determine Fee Levels

This task entails calculating the fee amounts based upon the dwelling unit and commercial/industrial development projections completed in Task 2, facilities needs and costs determined in Task 3, and methodology selected in Task 4.

5A **Calculate Recommended Fee Amounts**: DTA shall calculate fees for the County by inputting the data compiled under the preceding tasks and computing each fee to be levied. This work will be done in a spreadsheet format that can be updated annually. **DTA will also evaluate this data in comparison to neighboring municipalities so as to arrive at comparable and acceptable fee levels.**

5B **Document Fee Derivation**: DTA shall document the methodology utilized for the fee calculation model that can be understood by the County and public. DTA shall prepare written statements documenting the validity of the methodology for deriving each of the fees for the County. These statements will be made to meet the requirements of the Florida Impact Fees Act and documented in the Final Report discussed below.

Task 6 – Prepare Draft and Final Reports

This task entails the preparation of the Draft and Final Reports for consideration by the Board of County Commissioners and County staff.

6A Based on the work completed in Tasks 1-5, DTA will prepare the Draft Report for review and consideration by County staff. The Draft Report will be prepared under the standards of the

Florida Impact Fees Act and is expected to include an executive summary, population projections, a facilities and improvements list, areas of benefit (if applicable), fee calculations, recommended fee levels, and the suggested process for keeping fees current. The report shall also contain full fee schedule tables showing input data and interim calculation results, as well as abbreviated fee schedule tables.

6B **Prepare Final Report**: Based on the incorporation of County staff comments on the Draft Report, DTA will prepare the Final Report for presentation to the Board of County Commissioners and County staff.

Deliverables: Draft and Final Reports

Task 7 – Outline Tasks Required for the Implementation and Administration of the Fee Program

DTA will prepare a list of tasks required of the County once they have adopted their new fee program. These tasks include the determination of actual fee levels if the County decides not to impose the maximum fee levels allowed under the Fee Study, the implementation of the fee credit program, and other issues the County may face when carrying out the fee program. In addition, DTA shall prepare a Draft Ordinance to adopt the fee program, subject to review and approval by the County's legal counsel.

Deliverable: Draft Ordinance

Task 8 – Attend Up to Five (5) Additional In-Person Meetings and Virtual Meetings, Plus Regular Virtual Meetings for Bi-Weekly Updates

This task entails attendance at a total of six (6) in-person meetings/workshops, including the kickoff meeting, with County staff, focus groups, stakeholders, and the Board of County Commissioners to present information regarding the status of the impact fee program update, draft study, and Final Report to obtain input. DTA will also be prepared to lead meetings and workshops with selected groups to gain better project understanding, gauge community sentiment, and determine the key objectives. During these meetings, DTA will consider community and stakeholder input. For this purpose, DTA will develop handouts for these meetings that summarize the findings and analysis from the Public Review Draft. DTA staff shall also schedule standing conference calls (i.e., bi-weekly) with County staff to stay on track with tasks and deliverables, to the extent allowable under the proposed maximum budget.

C Information to be Provided by the County

DTA requests that the following information be provided by the County at no charge and in a timely manner such that the project does not extend beyond 6 months from the date of authorization to proceed:

- Identification of offsetting revenue sources to fully understand financing options;
- The County's General Plan, any Specific/Master Plans, Development Agreements, and data regarding existing entitlements;
- To the extent available, detailed description of the proposed public facilities, including the facility name and number of square feet, acres, etc. (as applicable for each type of facility);

- Inventory of completed facilities within the County, including type, size, and location of facility;
- Cost estimates for proposed facilities (DTA anticipates that the County's cost data and estimates will be reviewed by DTA staff and discussed with County staff);
- Existing County Fee Ordinances and/or Resolutions, as applicable, and administrative decisions related to permitting, building, and the development community; and
- Identification of any committed revenue sources pledged to fund proposed facilities.

D Tentative Project Schedule

DTA's typical schedule of tasks for a DIF program/Fee Study is outlined below. Given the County's desired project timeline, this timeline of events can and will be completed within the proposed time frame according to the County's specifications. **The firm shall provide ongoing communication, education, and outreach throughout the duration of the project. DTA is able to begin work with minimal notice.**

Table 1: Proposed Schedule

Task	Description	Weeks 1 to 5	Weeks 6 to 9	Weeks 10 to 13	Weeks 14 to 18	Weeks 19 to 22	Weeks 23 to 25	Week 26
1	Development of Project Strategy and Kickoff Meeting							
2	Develop Population and Demographic Projections							
3	Review Facility/Capital Needs and Levels of Service							
4	Develop Methodology for Calculating New Fee Amounts							
5	Determine Fee Levels and Generate Cash Flow Analysis							
6	Prepare Draft and Final Reports							
7	Outline Tasks Required for the Implementation and Administration of the Fee Program, Including the Preparation of a Draft Ordinance							
8	Attend Five (5) Additional In-Person Meetings and Virtual Meetings, Plus Regular Virtual Meetings for Bi-Weekly Updates							
Ongoing	Communication, Education, and Outreach of Project							

VI EXAMPLES OF RECENTLY ACCOMPLISHED SIMILAR PROJECTS

DTA has prepared approximately 700 fee justification studies to date for a variety of public improvements, including transportation, water, sewer and flood control facilities, fire protection districts, fire and police stations, parks, libraries, schools, and other types of infrastructure. DTA is also currently involved in impact fee engagements in Arizona, Arkansas, Illinois, New Hampshire, New Mexico, North Carolina, South Carolina, and Florida. **None of DTA's impact fee studies have been challenged**. In addition, DTA staff has served as expert witnesses in numerous impact fee study engagements to opine on other consultants' impact fee levels.

DTA is not behind schedule or past the completion date for any active projects and has a long history of delivering projects on a timely basis. A key objective for this project will be to complete all tasks of the project within the agreed-upon budget and schedule. **Time and time again, DTA has proven its ability to adhere to contract agreements and understand the importance of good project management**.

Below please find a summary of three (3) representative impact fee study engagements for your reference, followed by five (5) references for DTA's recent work involving public finance consulting services for cities and counties nationwide in Section VII. <u>Notably, all these projects were completed on time and within budget</u>.

The DTA team provides a virtual kickoff meeting as an introduction and next steps. At the meeting, the Project Manager for the County is identified. The team also reviews the data request form and file share process to maximize efficiency, reduce billable hours, and enhance the quality of data. Please refer to **Appendix A** for a Sample Data Request Form. The number of follow-up meetings corresponds to communication and teamwork. Site visit and in-person meeting(s) occur soon after to identify leadership, important decisions, and the timing of the project goals. The County has regular meetings with the Project Manager and staff at DTA to maximize project flow, project understanding, and any related issues that may prompt review, such as the lack of funding to complete the transportation plan.

Please note that each reference lists the contact information for a project manager who is responsible for the coordination of data gathering, decision-making, and project leadership. Regarding meetings, the number of meetings will be determined by the project managers for both the County and DTA. The on-site and in-person meetings with department directors and leadership of the County are especially important as these will ensure that all shareholders have the most up-to-date information regarding the project. DTA also streamlines the data gathering phase by immediately sharing the Data Request Form and creating a SharePoint folder and process to review necessary documents.

City of Riviera Beach, FL

For instance, DTA updated the City of Riviera Beach impact fee schedule for parks, recreation, police, fire, library, and transportation services pursuant to the Florida Impact Fees Act. In addition, DTA reviewed Florida's 2021 impact fee legislation, HB 337, to provide and recommend best outcomes and practices for the City. To determine these updated costs, DTA conducted a detailed review of the City's budgets, Comprehensive Plans, Capital Improvement Plans, Facilities Master Plans, strategic goals, and any additional expansion of services to the community. The City has full confidence in DTA's approach to impact fee analyses. As a result, the City has rehired DTA to update the previous calculations and scope of work.

DTA was also recently hired by the City of Delray Beach to provide a comprehensive Citywide impact fee program. DTA and the City will satisfy the requirements of the Florida Impact Fees Act. The Florida Impact Fees Act-compliant DIF Nexus Study shall establish fees for various public capital programs to include but not be limited to parks, public buildings, potable water, sanitary sewer, stormwater, and public safety, comprising law enforcement and fire rescue services. As part of this study, DTA will also analyze and develop an amendment to existing fees to ensure that the fees comply with State laws regarding rational nexus between the fees and provision of capital improvements. We shall review and update the capital costs, capital programing, and minimum level of service standards used in the calculation of impact fees. DTA will also assist the City in calculating actual administration costs that can be included within the impact fee program, in addition to preparing annual reporting, as required by Florida statutes. The Draft Study shall include the review of and recommendation on the land use categories used to differentiate the various impact fees charged to new development, as well as changes to federal and State laws that affect the development and implementation of the impact fee system. DTA will coordinate with the City to carry out the scope of this service contract while meeting with and/or presenting our Draft Study to the general public, City staff, Advisory Board, and elected officials, as needed, to finalize amendments and changes to the City's impact fee ordinance. We shall also coordinate on and recommend alternatives to impact fees, such as mobility fees, that may have advantages over impact fees.

Delray Beach City Hall, FL

In addition, DTA was hired as a consultant by Jefferson County to provide a comprehensive study for the assessment and development of a County impact fee program. The County does not currently have an impact fee program and wanted DTA to determine the feasibility of implementing one. The purpose of the study was to evaluate and recommend appropriate fee justification methodologies and new fees with a legally supportable analysis based on current and projected demographics. The fees reviewed and recommended in this study include those for Fire, EMS, Law Enforcement, Transportation, and Parks and Recreation. A particular challenge in this fee study is that the County is in a region of Florida in which both the local government and developer communities are not very receptive to DIF programs. The final assessment will include a potential DIF schedule that would be acceptable to the County and building industry community, legally defensible and, therefore, in accordance with all State of Florida Laws, Codes, and Municipal Ordinances.

Jefferson County Courthouse, FL

VII RELEVANT EXPERIENCE AND REFERENCES

DTA has provided public finance consulting services to virtually every major city and county in the State of California and prepared Impact and Finance Reports for municipalities in the States of Arizona, New Mexico, Texas, and Florida. **The firm has completed consulting assignments for more than 3,000 clients in 26 states, including Arizona, Arkansas, Illinois, New Hampshire, New Mexico, North Carolina, South Carolina, and Florida.**

DTA staff has extensive experience and capabilities in numerous impact fee methodologies including but not limited to government, transportation, and school board impact fee methodologies. In fact, DTA is currently working on the analysis and implementation of school impact fee projects, including the 7th largest school system in the U.S. Hector Perez and the DTA team have spent years in Florida managing growth issues for municipal clients. Mr. Perez previously worked for a large county in Florida supporting the administration and commissioners with growth management issues, such as roadway expansion, building permits, and related DIFs, and reported directly to the County Administrator. Mr. Ruiz is also Professional Member with the ITE.

Listed below are five (5) references for DTA's recent work involving public finance consulting services for cities and counties nationwide. DTA has a long history of delivering projects on a timely basis and adhering to agreements. We encourage you to contact our references to learn firsthand how well DTA staff meets the needs of our clients.

A City of Riviera Beach

Table 2: Reference Information

Location	City of Riviera Beach, FL
Contact Name	Randy Sherman, Chief Financial Officer
Address	600 W. Blue Heron Blvd., Riviera Beach, FL 33404
E-mail Address	RSherman@RivieraBeach.org
Phone Number	(561) 845-4045
Key Project Staff	Kuda Wekwete (Project Manager), Steve Runk (Engineer), Richard Ruiz (Task Specialist), Hector Perez (Task Specialist)
Date of Service	April 2021-Ongoing

DTA updated the City of Riviera Beach impact fee schedule for parks, recreation, police, fire, library, and transportation services pursuant to the Florida Impact Fees Act. In addition, DTA reviewed Florida's 2021 impact fee legislation, HB 337, to provide and recommend best outcomes and practices for the City. To determine these updated costs, DTA conducted a detailed review of the City's budgets, Comprehensive Plans, Capital Improvement Plans, Facilities Master Plans, strategic goals, and any additional expansion of services to the community. **The City has full confidence in DTA's approach to impact fee analyses. As a result, the City has rehired DTA to update the previous calculations and scope of work.**

B City of Delray Beach

Table 3: Reference Information

Location	City of Delray Beach, FL
Contact Name	Jeff Oris, Assistant City Manager
Address	100 NW 1st Avenue, Delray Beach, FL 33444
E-mail Address	OrisJ@MyDelrayBeach.com
Telephone Number	(561) 243-7099
Key Project Staff	Kuda Wekwete (Project Manager), Steve Runk (Engineer), Richard Ruiz (Task Specialist), Hector Perez (Task Specialist)
Date of Service	August 2023-Ongoing

DTA was recently hired by the City of Delray Beach to provide a comprehensive Citywide impact fee program. DTA and the City will satisfy the requirements of the Florida Impact Fees Act. The Florida Impact Fees Act-compliant DIF Nexus Study shall establish fees for various public capital programs to include but not be limited to parks, public buildings, potable water, sanitary sewer, stormwater, and public safety, comprising law enforcement and fire rescue services. As part of this study, DTA will also analyze and develop an amendment to existing fees to ensure that the fees comply with State laws regarding rational nexus between the fees and provision of capital improvements. We shall review and update the capital costs, capital programing, and minimum level of service standards used in the calculation of impact fees. DTA will also assist the City in calculating actual administration costs that can be included within the impact fee program, in addition to preparing annual reporting, as required by Florida statutes. The Draft Study shall include the review of and recommendation on the land use categories used to differentiate the various impact fees charged to new development, as well as changes to federal and State laws that affect the development and implementation of the impact fee system. DTA will coordinate with the City to carry out the scope of this service contract while meeting with and/or presenting our Draft Study to the general public, City staff, Advisory Board, and elected officials, as needed, to finalize amendments and changes to the City's impact fee ordinance. We shall also coordinate on and recommend alternatives to impact fees, such as mobility fees, that may have advantages over impact fees.

C Jefferson County

Table 4: Reference Information

Location	City of Monticello, FL
Contact Name	Shannon Metty, Jefferson County Manager
Address	445 W. Palmer Mill Road, Monticello, FL 32344
E-mail Address	SMetty@JeffersonCountyFL.gov
Phone Number	(850) 342-0223
Key Project Staff	Kuda Wekwete (Project Manager), Steve Runk (Engineer), Richard Ruiz (Task Specialist), Hector Perez (Task Specialist)
Date of Service	March 2024-Ongoing

DTA was hired as a consultant by Jefferson County to provide a comprehensive study for the assessment and development of a County impact fee program. The County does not currently have an impact fee program and wanted DTA to determine the feasibility of implementing one. The purpose of the study was to evaluate and recommend appropriate fee justification methodologies and new fees with a legally supportable analysis based on current and projected demographics. The fees reviewed and recommended in this study include those for Fire, EMS, Law Enforcement, Transportation, and Parks and Recreation. A particular challenge in this fee study is that the County is in a region of Florida in which both the local government and developer communities are not very receptive to DIF programs. The final assessment will include a potential DIF schedule that would be acceptable to the County and building industry community, legally defensible and, therefore, in accordance with all State of Florida Laws, Codes, and Municipal Ordinances.

D City of Plantation

Table 5: Reference Information

Location	City of Plantation, FL
Contact Name	Danny Holmes, Director of Planning, Zoning, and Economic Development
Address	401 NW 70 Terrace, Plantation, FL 33317
E-mail Address	DHolmes@Plantation.org
Telephone Number	(954) 513-3509
Key Project Staff	Kuda Wekwete (Project Manager), Steve Runk (Engineer), Richard Ruiz (Task Specialist), Hector Perez (Task Specialist)
Date of Service	December 2024-Ongoing

DTA was hired as a consultant by the City of Plantation to develop a Municipal Service Impact Fees Study that includes an appropriate and legally defensible municipal services impact fee methodology and fee schedules. The City had not updated its current Municipal Services Impact Fee Schedule since 2013. Specifically, the City was seeking to update its current Parks, City Library, Fire, Police, and General Government Municipal Services Impact Fees. DTA also provided a multi-modal Transportation Impact Fee for consideration to the City. The purpose of the study was to evaluate and recommend appropriate fee justification methodologies and new fees with a legally supportable analysis based on current and projected demographics. The final assessment will include a potential DIF schedule that would be acceptable to the City and building industry community, legally defensible and, therefore, in accordance with all State of Florida Laws, Codes, and Municipal Ordinances.

E Pickens County

Table 6: Reference Information

Location	Pickens County, SC
Contact Name	Trad Julian, Planning Supervisor
Address	222 McDaniel Avenue, Suite B-10, Pickens, SC 29671
E-mail Address	TradJ@Co.Pickens.SC.US
Phone Number	(864) 898-5989
Key Project Staff	Kuda Wekwete (Project Manager), Steve Runk (Engineer), Richard Ruiz (Task Specialist), and Hector Perez (Task Specialist)
Date of Service	July 2023-Ongoing

In 2023, DTA was hired as a consultant by Pickens County, South Carolina, to provide a comprehensive study for the assessment and development of a County DIF program. The County does not currently have a DIF program and wanted DTA to determine the feasibility of implementing one. The purpose of the study was to evaluate and recommend appropriate fee justification methodologies and new fees with a legally supportable analysis based on current and projected demographics. The fees reviewed and recommended in this study included County Administration, Fire, EMS, Emergency Management, Roads and Bridges, Solid Waste, Library, Parks, and Sheriff's Department. A particular challenge in this fee study was that the County is in a region of the Country in which both the local government and developer communities are not very receptive to DIF programs. The final assessment included a potential DIF schedule that would be legally defensible and, therefore, in accordance with all South Caroline State Codes and Municipal Ordinances.

VIII REQUIRED STATEMENTS

A Volume of Work

Although DTA has not yet had the opportunity to work with the County, Hector Perez and the DTA team have spent years in Florida managing growth issues for municipal clients. In addition, Mr. Perez is familiar with the history, legacy, and growth of Charlotte County and the surrounding Cities of Charlotte Harbor, Port Charlotte, Punta Gorda, and smaller areas. DTA understands the funding challenges to the County with regards to resource allocation, demographic changes, weather concerns, and the influence of development on budgets, staff, and leadership decisions.

B Location

DTA has assembled a project team for the County with the breadth of experience required to provide impact fee consulting services in a professional and timely manner. **This project would be primarily handled out of the Tampa office**. DTA is available at all times to discuss and meet with County staff.

C Litigation

DTA has not been named a defendant or co-defendant in a lawsuit in the last 5 years, nor in the firm's history. **The result of our experience and expertise is that in 40 years of work establishing over 2,000 financing districts and bond programs, DTA has never been sued.**

D Minority Business

This designation is not applicable as DTA is not classified as a Minority Business Enterprise ("MBE").

APPENDIX A

Charlotte County, FL
Request for Proposals
RFP No. 20250641
Impact Fee Study

SAMPLE DATA REQUEST FORM

www.FinanceDTA.com

MEMORANDUM

September 23, 2025

To:	Charlotte County, FL
From:	DTA
Subject:	Data Request/Information Form for an Impact Fee Study

1. Documents/Data Request by DTA (some items may be available online) for the Impact Fee Study, including those for Transportation, Parks, Fire/Emergency Medical Services ("EMS"), Law/Jail, and Public Buildings Impact Fees:
   - Latest General Plan (of particular interest, Housing Element or Land Use Element);
   - Any Specific Plan and/or Master Plan information;
   - Development Agreements and data regarding existing entitlements;
   - Capital Improvement Plan ("CIP");
   - Any existing Impact Fee Study, Ordinance, and Fee Schedule;
   - Latest Public Safety Study, including Police, Fire, and EMS, if available;
   - Latest school system data, including the Strategic Plan, approved budgets, Master Facilities Plan(s), CIP, current and projected student enrollment, and offsetting revenues for the last 3 years, if available;
   - Impact Fee Annual Reports/3-Year Reports;
   - Current account balances for fees collected to date;
   - Population and development statistics;
   - Service call information for Public Safety functions, including Police, Fire, and EMS;
   - Residential Building Permits for the last 3 years (if available);
   - Details on planned development projects;
   - Identification of offsetting revenue sources to fully understand financing options;
   - Identification of any committed revenue sources pledged to fund proposed facilities;
   - Annual Comprehensive Financial Reports ("ACFRs") for the last 3 years; and
   - Debt Obligations Reports, if separate from the ACFR(s).
2. If available, please provide a list of specific facilities/improvements (and total estimated cost in 2025 dollars) to be funded by the municipal services impact fees. For each improvement:
   - Identify whether the improvement is listed in an approved planning document (e.g., General Plan, Specific Plan, or Master Plan) as a necessary facility to serve new development and, if so, list the specific document(s); and
   - If not listed in an approved planning document, please provide the rationale for the specified improvement and a listing of the County's current inventory of similar improvements in operation in the County (e.g., building sq. ft. for public facilities buildings, number of patrol vehicles for law enforcement, etc.).
3. If there isn't a list of specific improvements required for new development, please identify the required service standard. For each standard:
   - Identify the approved planning document(s) justifying such standards; and
   - Provide information on the existing standard (e.g., existing park acres per 1,000 residents, based on the current population). The County may also provide necessary data for DTA to calculate/verify standards (e.g., for parks, an inventory of existing parks and associated acres).

For more information about this Data Request Form, please contact Hector Perez by e-mail at Hector@FinanceDTA.com or by phone at (919) 247-9449. Thank you!

APPENDIX B

Charlotte County, FL
Request for Proposals
RFP No. 20250641
Impact Fee Study

REQUIRED FORMS

- Proposal Submittal Signature Form
- Drug Free Workplace Form
- Human Trafficking Affidavit

PART IV - SUBMITTAL FORMS
PROPOSAL SUBMITTAL SIGNATURE FORM

1.	Project Team Name and Title	Years experience	City of office individual will work out of for this project	City individual's office is normally located	City of individual's residence
	Kuda Wekwete, Managing Director	20 Years	Irvine, CA	DTA staff primarily works remotely and reports to their respective offices once per week.	Irvine, CA
	David Taussig, Chairman/Managing Director	45 Years	Irvine, CA		Newport Coast, CA
	Steve Runk, Vice President, Engineering Services	45 Years	Irvine, CA		Irvine, CA
	Hector Perez, Senior Manager	20 Years	Tampa, FL		Raleigh, NC
	Richard Ruiz, Manager	7 Years	Tampa, FL		Costa Mesa, CA
	Blake Kubly, Senior Associate	9 Years	Irvine, CA		San Clemente, CA
	Nadia Ghadimy, Research Associate III	1 Year	Irvine, CA		Irvine, CA

2.	Magnitude of Company Operations	
	A) Total professional services fees received within last 24 months:	$ 26,433,505
	B) Number of similar projects started within last 24 months:	39 Projects
	C) Largest single project to date:	$ 2,234,000

3.	Magnitude of Charlotte County Projects	
	A) Number of current or scheduled County Projects	Not Applicable
	B) Payments received from the County over the past 24 months (based upon executed contracts with the County).	$ Not Applicable

4.	Sub-Consultant(s) (if applicable)	Location	% of Work to be Provided	Services to be Provided
	Not Applicable			

5.	Disclosure of interest or involvement: List below all private sector clients with whom you have an active pending contract and who have an interest within the areas affected by this project. Also, include any properties or interests held by your firm, or officers of your firm, within the areas affected by this project.	
	Firm	Address
	Phone #	Contact Name
	Start Date	Ending Date
	Project Name/Description	
	Not Applicable	

NAME OF FIRM DTA Public Finance, Inc.

(This form must be completed and returned)

6. Minority Business: Yes ______ No __X__
The County will consider the firm's status as an MBE or a certified MBE, and also the status of any sub-contractors or sub-consultants proposed to be utilized by the firm, within the evaluation process.
Comments or Additional Information:

The undersigned attests to his/her authority to submit this proposal and to bind the firm herein named to perform as per contract, if the firm is awarded the Contract by the County. The undersigned further certifies that he/she has read the Request for Proposal, Terms and Conditions, Insurance Requirements and any other documentation relating to this request and this proposal is submitted with full knowledge and understanding of the requirements and time constraints noted herein.

By signing this form, the proposer hereby declares that this proposal is made without collusion with any other person or entity submitting a proposal pursuant to this RFP.

In accordance with section 287.135, Florida Statutes, the undersigned certifies that the company is not on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, and does not have business operations in Cuba or Syria (if applicable) or the Scrutinized Companies that Boycott Israel List, or is not participating in a boycott of Israel.

As Addenda are considered binding as if contained in the original specifications, it is critical that the Consultant acknowledge receipt of same. The submittal may be considered void if receipt of an addendum is not acknowledged.

Addendum No.______ Dated______ Addendum No.______ Dated_____ Addendum No.______ Dated______

Addendum No.______ Dated______ Addendum No.______ Dated_____ Addendum No.______ Dated______

Type of Organization (please check one): INDIVIDUAL (_) PARTNERSHIP (_)
CORPORATION (X) JOINT VENTURE (_)

DTA Public Finance, Inc.
Firm Name

(800) 969-4DTA
Telephone

DTA
Fictitious or d/b/a Name

33-0171945
Federal Employer Identification Number (FEIN)

18201 Von Karman Avenue, Suite 220
Home Office Address

Irvine, CA 92612
City, State, Zip

40 Years
Number of Years in Business

2202 N. West Shore Blvd., Suite 200, Tampa, FL 33607
Address: Office Servicing Charlotte County, other than above

Hector Perez, Senior Manager
Name/Title of your Charlotte County Rep.

(919) 247-9449
Telephone

Kuda Wekwete, Managing Director
Name/Title of Individual Binding Firm (Please Print)

Signature of Individual Binding Firm

September 23, 2025
Date

Kuda@FinanceDTA.com
Email Address

(This form must be completed & returned)

DRUG FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that DTA Public Finance, Inc. (name of business) does:

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 employees 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 this section.

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

Proposer's Signature

September 23, 2025

Date

NAME OF FIRM DTA Public Finance, Inc.

(This form must be completed and returned)

HUMAN TRAFFICKING AFFIDAVIT
for Nongovernmental Entities Pursuant To FS. §787.06

Charlotte County Contract #20250641

The undersigned on behalf of the entity listed below, (the "Nongovernmental Entity"), hereby attests under penalty of perjury as follows:

1. I am over the age of 18 and I have personal knowledge of the matters set forth except as otherwise set forth herein.

2. I am an officer or representative of the Nongovernmental Entity and authorized to provide this affidavit on the Company's behalf.

3. Nongovernmental Entity does not use coercion for labor or services as defined in Section 787.06, Florida Statutes.

4. This declaration is made pursuant to Section 92.525, Florida Statutes. I understand that making a false statement in this declaration may subject me to criminal penalties.

Under penalties of perjury, I declare that I have read the foregoing Human Trafficking Affidavit and that the facts stated in it are true.

Further Affiant sayeth naught.

____
Signature

Kuda Wekwete
Printed Name

Managing Director
Title

DTA Public Finance, Inc.
Nongovernmental Entity

September 23, 2025
Date

END OF PART IV

NAME OF FIRM DTA Public Finance, Inc.

(This form must be completed and returned)

www.FinanceDTA.com

2202 N. WEST SHORE BLVD., SUITE 200
TAMPA, FL 33607
PHONE: (800) 969-4DTA

Public Finance
Public-Private Partnerships
Development Economics
Clean Energy Bonds