

**Department: Planning & Community Development**  
**Project: Impact Fee Study**  
**Vendor: Hatley Plans, LLC**

**Reference #1: City of Milton (GA) Impact Fee Program**

Type of Project: Preparation of Initial Impact Fee Program (2016); Full Update to Impact Fee Program (2024)

Contact: Bernadette Harvill 678-242-2510 [bernadette.harvill@miltonga.gov](mailto:bernadette.harvill@miltonga.gov)

Questions:

1. What was the project's scope? **Hatley Plans, LLC/Ross + Associates have helped the City of Milton create the Impact Fee Ordinance as well as the initial. CIE/methodology, annual CIE reports, and our recent updated methodology/CIE.**
2. How long did it take to complete the project? **I was not part of the initial ordinance development or methodology project, but all work we have done with Paige or Bill has been timely and the knowledge they bring is invaluable. Any changes to the anticipated timeline were driven by decisions made by the City not by fault of the vendor.**
3. Did they complete the project on schedule? **Yes.**
4. Were there any project issues? **No.**
5. If yes, how did the vendor rectify the issue? **N/A**
6. Were you satisfied with the quality of the final work product provided? **Abundantly so.**
7. Did you encounter additional costs outside of the awarded contract amount? **No, and they are always willing to help with any questions after the work is complete.**
8. How would you rate the company's level of professionalism (1-10)? **10+**

**Reference #2: City of Savannah (GA) Impact Fee Program**

Type of Project: Preparation of Impact Fee Program (2023)

Contact: Bridget Lidy 912-729-5603 [blidy@savannahga.gov](mailto:blidy@savannahga.gov)

Questions:

1. What was the project's scope? **The scope included:**
  - Advice and assistance to the city on impact fees in general,**
  - Assistance with the appointment of an Impact Fee Advisory Committee within the guidelines of the State Law,**
  - The preparation of population, housing and employment forecasts to the target year 2045 for the city, as well as property tax base and/or SPLOST collection projections,**
  - The preparation of an Impact Fee Methodology Report which will include all impact fee calculations and a Maximum Impact Fee Schedule for each public facility category,**
  - The preparation of a Capital Improvements Element for Regional and State review,**

•The preparation of an Impact Fee Ordinance in conformance to current state law requirements and City interests, and including discussion with the City Council regarding the final impact fees to be charged, and

•Preparation of an Administrator’s Procedures Manual, and development of a Microsoft Access-based Impact Fee Assessment computer program for installation by the City staff, along with documentation in an Operations Manual for the operation and upkeep of the program. (As an alternate, we would consult with the City for inclusion of impact fee collection and reporting functions in existing permitting software used by the City.)

The results of our proposed services will be the design and creation of an impact fee program, the adoption of the City’s Impact Fee Ordinance incorporating the approved fee schedule, and initiation of impact fee collections and administrative activities.

2. How long did it take to complete the project? **Approximately 12 months.**
3. Did they complete the project on schedule? **Yes, they completed the project on schedule.**
4. Were there any project issues? **We had one issue with the Homebuilders Association challenging the program.**
5. If yes, how did the vendor rectify the issue? **The consultant team were quick to advise and respond to issues raised by the Homebuilders Association. Their expertise on the issues raised helped us to secure approval for the program. Regarding other questions, they were always available to provide their expertise and responded very quickly.**
6. Were you satisfied with the quality of the final work product provided? **Yes, I was satisfied with the quality of the final work product.**
7. Did you encounter additional costs outside of the awarded contract amount? **No, I did not encounter additional costs outside of the awarded contract amount.**
8. How would you rate the company’s level of professionalism (1-10)? **10**

**Reference #3: City of Sandy Springs (GA) Impact Fee Program**

Type of Project: Preparation of Full Updates to Impact Fee Program (2016 and 2024)

Contact: Michele McIntosh-Ross 770-206-1539 [mmcintosh-ross@sandyspringsga.gov](mailto:mmcintosh-ross@sandyspringsga.gov)

Questions:

1. What was the project’s scope? **Update the entire Impact Fee program with a new Methodology Report and a new list of impact fee eligible projects.**
2. How long did it take to complete the project? **This project is still ongoing.**
3. Did they complete the project on schedule? **No, the City had some staff changes that led to adjusting the schedule.**
4. Were there any project issues? **Just the adjustment of the schedule due to City staff changes.**
5. If yes, how did the vendor rectify the issue? **The vendor responded with a new schedule to put the project onto a path for completion.**
6. Were you satisfied with the quality of the final work product provided? **The final work is not yet provided.**

## REFERENCE CHECKS

7. Did you encounter additional costs outside of the awarded contract amount? **No. There was a cost adjustment due to the change order caused by the schedule change, but there were no additional costs outside of the awarded contract.**
8. How would you rate the company's level of professionalism (1-10)? **8/10, I would seek and use the services of Ross and Associates/ Hatley Plans for future needs.**