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**Re: Phase 2 Economic Analysis for the City of Oviedo**

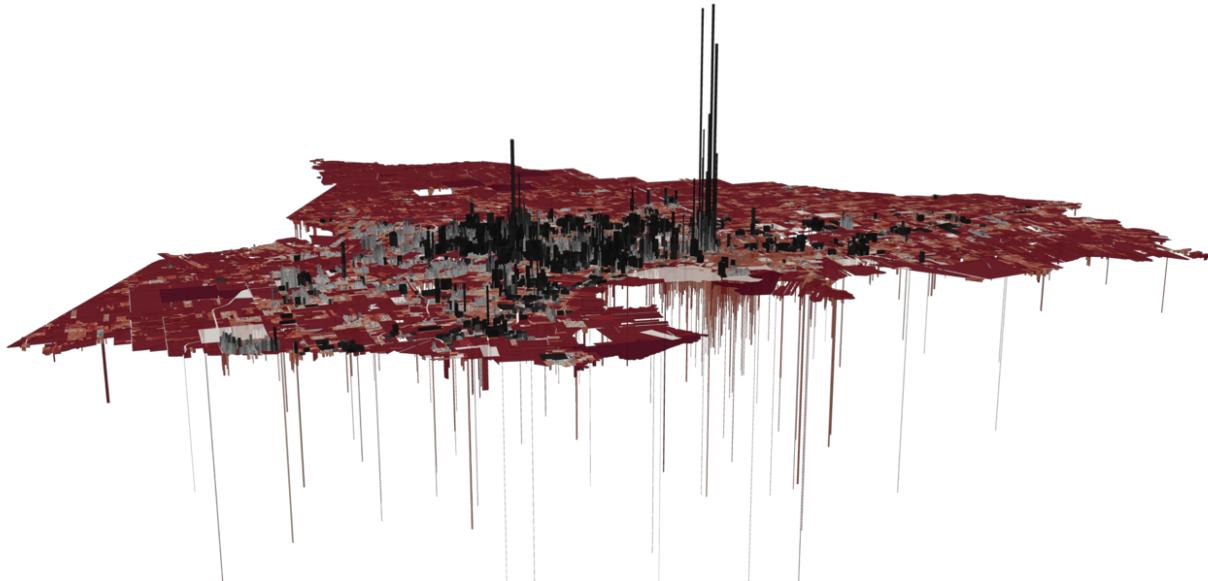
Thank you for the opportunity to submit our proposal to conduct Phase 2 of an Economic Analysis for the City. We look forward to potentially working with your team to provide insights and useful metrics of the fiscal health of your community.

We look forward to hearing thoughts on our proposal, and welcome any questions you and your team may have about our process and deliverables. This proposal is valid until May 31, 2021.

Respectfully,

A handwritten signature in black ink that reads "Cate Ryba".

Cate Ryba  
Chief Operating Officer



## Phase 2 Analysis: City of Oviedo Cost of Infrastructure Study

A Cost of Infrastructure analysis by Urban3 will assist policy makers, city staff and the community of Oviedo in understanding the role development patterns play in the cost of infrastructure and its relationship to city finances. This project will present and compare the recently created Revenue Model (Property Taxes and Fees) with a Cost Model (All relevant infrastructure, including streets and pipes).

Phase 1 of this analysis included creating a Value Per Acre Model for Oviedo, including an analysis of the amount of streets owned by the City.

Phase 2 will build upon Phase 1, as Urban3 staff works collaboratively with Oviedo staff to create the Cost Model.

Phase 2 will consist of the following tasks:

- **Fiscal Research:** Urban3 will examine the sources and uses for city finances and catalogue the mechanisms that fund local services, infrastructure, and capital projects. This includes research from reports, documents, and data and interviewing staff. Staff interviews can be held via phone or video conference conference and questions provided beforehand may include: How are capital projects funded? How does debt and debt service come into play? Are there existing projects or documents that outline service and infrastructure costs?
- **Cost Data Correction:** Typical corrections include addressing parcel anomalies, fixing road topology issues, and preparing street and pipe data for network analysis.
- **Overall Infrastructure Liability Analysis:** Urban3 will determine if the city will be able to maintain its infrastructure footprint. They will analyze how the City's revenue capacity compares to the long-term maintenance and replacement needs of its transportation and pipe systems. Urban3 will compare the City's total infrastructure liability to its long term

fiscal health. Our work will determine if the city will be able to maintain its infrastructure footprint. Urban3 will investigate these items by analyzing and visualizing data of current land use conditions, how those conditions evolved through past development, and how these conditions may affect the long term financial future of the City.

The analysis will further explore any discrepancies between the real, complete costs for infrastructure and the amount the City has budgeted for maintenance. The transportation system and underground infrastructure will be the primary focus, as these are heavily impacted by the pattern and location of development.

Urban3 will evaluate the fiscal sustainability of the City's development footprint. The analysis will determine if its current footprint pays for itself and what the cash flow will be over time given long term infrastructure liabilities. This analysis will allow the City to use data when considering potential annexation and determining what types of development to incentivize.

- **Final Presentations:** At the end of this process Urban3 will organize the work into a final presentation document to present virtually to staff and the community explaining the analyses. The three key elements which they will convey are: the inner-workings of the revenue system, the distribution of costs, and the methodology for distributing relevant costs spatially.

From the Phase 2 analysis, the City will have data and a model revealing the fiscal impact of development patterns in the community. This analysis and model will lead to stronger decision-making based on the public's return on investment. It is sometimes assumed that budget problems can be solved by creating more growth, yet more growth in unproductive patterns—more cost than revenues—will only increase economic problems. Urban3's analysis will provide transparency regarding the cost of growth and long-term obligations, with the goal of creating a healthy, sustainable fiscal future for the City.

## BUDGET

Task	Position		Total
Fiscal Research and Data Collection	McCarty		\$4,080
	Justad-Sandberg		\$2,400
Cost Data Correction and Model Processing	McCarty		\$5,440
	Justad-Sandberg		\$2,400
Cost Analysis	McCarty		\$6,800
	Justad-Sandberg		\$2,200
Storyboarding	McCarty		\$1,360

	Justad-Sandberg		\$800
	Minicozzi		\$1,280
Presentation prep	Minicozzi		\$4,480
Final presentations	Minicozzi		\$4,480
	Justad-Sandberg		\$1,400
Map Package	Justad-Sandberg		\$800
Project Management	Walters		\$3,960
Administration	Nelis-Masters		\$680
		TOTAL:	\$42,560

## STAFF HOURLY RATES

Staff	Position	Hourly	Day Rate	Travel Rate
Joe Minicozzi	Principal	\$320	\$2,560	\$1,280
Cate Ryba	COO/Planner	\$220	\$1,760	\$880
Phillip Walters	Project Manager/Planner	\$180	\$1,440	\$720
Josh McCarty	Lead Analyst	\$170	\$1,360	\$680
Will Creasy	Analyst	\$140	\$1,120	\$560
Ori Baber	Analyst	\$140	\$1,120	\$560
Cade Justad-Sandberg	Analyst	\$100	\$800	\$400
Caitlen Nelis-Masters	Administrative	\$68	-	-