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TO: Paul Raco, Planning Director
Jefferson County, West Virginia

FROM: Chris Cullinan
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DATE: June 10, 2003

SUBJECT: Cash Flow Analysis

This cash flow analysis is based on the impact fees and costs per demand unit in the June 10, 2003 copy of Jefferson County's Development Fee Report. FY2004 (beginning July 1, 2003) is the first projection year.

Fiscal Impact Analysis
•
Capital Improvements Programs
•
Impact Fees
•
Growth Policy Planning
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Economic and Market Analysis
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Fiscal and Economic Software

Schools Cash Flow Analysis

During the next six years, School impact fee revenue should average approximately \$3.685 million per year, with \$3.3 million coming from single family housing units, \$150,000 from townhouse units, and \$209,000 from multi-family housing units. Expenditures should average \$1.843 million annually for elementary schools, \$921,000 for middle schools annually, and \$921,000 a year for high schools.

Capital Improvements Cash Flow Summary

Jefferson County, WV

(Current \$ in thousands)

| Fiscal Year => | 1 | 2 | 3 | 4 | 5 | 6 | Cumulative | Average |
|-------------------------------------|---------|---------|---------|---------|---------|---------|------------|---------|
| | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | Total | Annual |
| REVENUES | | | | | | | | |
| 22 Schools - SF | \$3,326 | \$3,326 | \$3,326 | \$3,326 | \$3,326 | \$3,326 | \$19,956 | \$3,326 |
| 23 Schools - TH | \$150 | \$150 | \$150 | \$150 | \$150 | \$150 | \$900 | \$150 |
| 24 Schools - MF | \$209 | \$209 | \$209 | \$209 | \$209 | \$209 | \$1,254 | \$209 |
| Subtotal Schools Fee | \$3,685 | \$3,685 | \$3,685 | \$3,685 | \$3,685 | \$3,685 | | |
| CAPITAL COSTS | | | | | | | | |
| Schools - Elementary | \$1,843 | \$1,843 | \$1,843 | \$1,843 | \$1,843 | \$1,843 | \$11,058 | \$1,843 |
| Schools - Middle | \$921 | \$921 | \$921 | \$921 | \$921 | \$921 | \$5,526 | \$921 |
| Schools - High | \$921 | \$921 | \$921 | \$921 | \$921 | \$921 | \$5,526 | \$921 |
| Subtotal School Expenditures | \$3,685 | \$3,685 | \$3,685 | \$3,685 | \$3,685 | \$3,685 | | |

NET CASH FLOW - Schools

| | Initial Balance | 1 | 2 | 3 | 4 | 5 | 6 | Current \$ in thousands | |
|---------------------------------|-----------------|------|------|------|------|------|------|-------------------------|--------|
| | | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | Total | Annual |
| Annual Surplus (or Deficit) | | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Cumulative Surplus (or Deficit) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

Parks & Recreation Cash Flow Analysis

Impact fee revenue for Parks and Recreation is projected to average approximately \$270,000 per year over the next six years. To maintain the existing LOS standards for parkland, park improvements, and vehicles and equipment, the County will need to spend \$135,000 annually. The planned improvements at Sam Michaels Park will benefit both current and existing development, which accounts for the deficits in the cash flow analysis. The County will need to supplement impact fee revenues with funds from other sources.

Capital Improvements Cash Flow Summary

Jefferson County, WV

(Current \$ in thousands)

| Fiscal Year => | 1 | 2 | 3 | 4 | 5 | 6 | Cumulative | Average | |
|---|-----------------|--------------|----------------|--------------|--------------|--------------|------------|-----------|---------|
| | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | Total | Annual | |
| REVENUES | | | | | | | | | |
| 13 Park and Rec Fee - SF | \$240 | \$240 | \$240 | \$240 | \$240 | \$240 | \$1,438 | \$240 | |
| 14 Park and Rec Fee - TH | \$11 | \$11 | \$11 | \$11 | \$11 | \$11 | \$63 | \$11 | |
| 15 Park and Rec Fee - MF | \$20 | \$20 | \$20 | \$20 | \$20 | \$20 | \$121 | \$20 | |
| Subtotal Park and Recreation Fee | \$270 | \$270 | \$270 | \$270 | \$270 | \$270 | | | |
| CAPITAL COSTS | | | | | | | | | |
| Parkland | \$83 | \$83 | \$83 | \$83 | \$83 | \$83 | \$498 | \$83 | |
| Park Improvements | \$40 | \$40 | \$40 | \$40 | \$40 | \$40 | \$238 | \$40 | |
| Sam Michaels Park Imp | \$0 | \$0 | \$5,070 | \$0 | \$0 | \$0 | \$5,070 | \$845 | |
| Park Vehicles and Equip | \$10 | \$10 | \$10 | \$10 | \$10 | \$10 | \$58 | \$10 | |
| Park Consult | \$3 | \$3 | \$3 | \$3 | \$3 | \$3 | \$18 | \$3 | |
| Subtotal Parks and Recreation Facilities | \$135 | \$135 | \$5,205 | \$135 | \$135 | \$135 | | | |
| NET CAPITAL CASH FLOW - Parks and Recreation | | | | | | | | | |
| Annual Surplus (or Deficit) | Initial Balance | \$135 | \$135 | (\$4,935) | \$135 | \$135 | \$135 | (\$4,261) | (\$710) |
| Cumulative Surplus (or Deficit) | \$0 | \$135 | \$270 | (\$4,665) | (\$4,531) | (\$4,396) | (\$4,261) | | |

Current \$ in thousands

County Facilities and Vehicles Cash Flow Analysis

Over the next six years, impact fees for County Facilities and Vehicles are projected to yield average revenue of approximately \$457,000 per year. Because the LOS standards for buildings and vehicles were calculated using an incremental expansion methodology, the development fees may be used to expand the County's buildings and expand the vehicle fleet as needed to accommodate new development. The County may not use development fee revenue to replace the existing vehicles.

Capital Improvements Cash Flow Summary

Jefferson County, WV

(Current \$ in thousands)

| Fiscal Year => | 1 | 2 | 3 | 4 | 5 | 6 | Cumulative | Average | |
|---|-----------------|--------------|--------------|--------------|--------------|--------------|------------|---------|------|
| | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | Total | Annual | |
| REVENUES | | | | | | | | | |
| 7 County Fac Veh Fee - SF | \$331 | \$331 | \$331 | \$331 | \$331 | \$331 | \$1,984 | \$331 | |
| 8 County Fac Veh Fee - TH | \$15 | \$15 | \$15 | \$15 | \$15 | \$15 | \$87 | \$15 | |
| 9 County Fac Veh Fee - MF | \$30 | \$30 | \$30 | \$30 | \$30 | \$30 | \$181 | \$30 | |
| 10 County Fac Veh Fee - Comm | \$47 | \$47 | \$47 | \$47 | \$47 | \$47 | \$279 | \$47 | |
| 11 County Fac Veh Fee - Office | \$31 | \$35 | \$35 | \$35 | \$35 | \$35 | \$204 | \$34 | |
| 12 County Fac Veh Fee - Ind Flex | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | |
| Subtotal County Facilities and Vehicle Fee | \$453 | \$457 | \$457 | \$457 | \$457 | \$457 | | | |
| CAPITAL COSTS | | | | | | | | | |
| County Fac - Res | \$365 | \$365 | \$365 | \$365 | \$365 | \$365 | \$2,188 | \$365 | |
| County Fac - Nonres | \$65 | \$65 | \$65 | \$65 | \$65 | \$65 | \$391 | \$65 | |
| County Veh - Res | \$6 | \$6 | \$6 | \$6 | \$6 | \$6 | \$38 | \$6 | |
| County Veh - Nonres | \$2 | \$2 | \$2 | \$2 | \$2 | \$2 | \$12 | \$2 | |
| County Consult - Res | \$2 | \$2 | \$2 | \$2 | \$2 | \$2 | \$12 | \$2 | |
| County Consult - Nonres | \$1 | \$1 | \$1 | \$1 | \$1 | \$1 | \$5 | \$1 | |
| Subtotal County Facilities and Vehicles | \$441 | \$441 | \$441 | \$441 | \$441 | \$441 | | | |
| NET CASH FLOW - County Facilities and Vehicles | | | | | | | | | |
| Annual Surplus (or Deficit) | Initial Balance | \$12 | \$15 | \$16 | \$15 | \$16 | \$16 | \$89 | \$15 |
| Cumulative Surplus (or Deficit) | \$0 | \$12 | \$27 | \$43 | \$58 | \$74 | \$89 | | |

Law Enforcement Cash Flow Analysis

Projected revenue from the Law Enforcement impact fees should average \$80,000 per year over the next six years. The LOS standards for law enforcement were calculated using an incremental expansion methodology. To maintain current LOS, the County will need to spend \$48,000 annually on facilities, \$3,000 a year on communications, and \$24,000 annually on vehicles.

Capital Improvements Cash Flow Summary

Jefferson County, WV

(Current \$ in thousands)

| | Fiscal Year => | | | | | | Cumulative | Average |
|--|----------------|-------------|-------------|-------------|-------------|-------------|------------|---------|
| | 1 | 2 | 3 | 4 | 5 | 6 | Total | Annual |
| | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | | |
| REVENUES | | | | | | | | |
| 1 Law Enforcement Fee - SF | \$42 | \$42 | \$42 | \$42 | \$42 | \$42 | \$254 | \$42 |
| 2 Law Enforcement Fee - TH | \$2 | \$2 | \$2 | \$2 | \$2 | \$2 | \$11 | \$2 |
| 3 Law Enforcement Fee - MF | \$4 | \$4 | \$4 | \$4 | \$4 | \$4 | \$21 | \$4 |
| 4 Law Enforcement Fee - Comm | \$25 | \$25 | \$25 | \$25 | \$25 | \$25 | \$151 | \$25 |
| 5 Law Enforcement Fee - Office | \$6 | \$7 | \$7 | \$7 | \$7 | \$7 | \$41 | \$7 |
| 6 Law Enforcement Fee - Ind Flex | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Subtotal Law Enforcement Fee | \$79 | \$80 | \$80 | \$80 | \$80 | \$80 | | |
| CAPITAL COSTS | | | | | | | | |
| Law Enforcement Fac - Res | \$28 | \$28 | \$28 | \$28 | \$28 | \$28 | \$169 | \$28 |
| Law Enforcement Fac - Nonres | \$20 | \$21 | \$21 | \$21 | \$21 | \$21 | \$123 | \$21 |
| Law Enforcement Comm - Res | \$1 | \$1 | \$1 | \$1 | \$1 | \$1 | \$4 | \$1 |
| Law Enforcement Comm - Nonres | \$2 | \$2 | \$2 | \$2 | \$2 | \$2 | \$10 | \$2 |
| Law Enforcement Veh - Res | \$14 | \$14 | \$14 | \$14 | \$14 | \$14 | \$85 | \$14 |
| Law Enforcement Veh - Nonres | \$10 | \$10 | \$10 | \$10 | \$10 | \$10 | \$62 | \$10 |
| Law Enforcement Consult - Res | \$1 | \$1 | \$1 | \$1 | \$1 | \$1 | \$4 | \$1 |
| Law Enforcement Consult - Nonres | \$2 | \$2 | \$2 | \$2 | \$2 | \$2 | \$12 | \$2 |
| Subtotal Law Enforcement Facilities | \$78 | \$79 | \$79 | \$79 | \$79 | \$79 | | |

NET CASH FLOW - Law Enforcement

| | Initial Balance | Current \$ in thousands | | | | | | | |
|---------------------------------|-----------------|-------------------------|------|------|------|------|------|-------|--------|
| | | 1 | 2 | 3 | 4 | 5 | 6 | Total | Annual |
| | | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | | |
| Annual Surplus (or Deficit) | | \$1 | \$1 | \$1 | \$1 | \$1 | \$1 | \$8 | \$1 |
| Cumulative Surplus (or Deficit) | \$0 | \$1 | \$3 | \$4 | \$5 | \$7 | \$8 | | |

Fire/EMS Cash Flow Analysis

Projected revenue from the Fire/EMS impact fees should average \$405,000 per year over the next six years. Because the LOS standards were calculated using an incremental expansion methodology, the development fees may be used to expand the current station or build an additional station and expand the vehicle fleet as needed to accommodate new development. The County may not use development fee revenue to replace the existing vehicles. To maintain current LOS, the County will need to spend \$91,000 annually on stations, \$2,000 a year on communications, and \$303,000 annually on apparatus and equipment.

Capital Improvements Cash Flow Summary

Jefferson County, WV

(Current \$ in thousands)

| | Fiscal Year => | | | | | | Cumulative | Average |
|-------------------------------------|-----------------|--------------|--------------|--------------|--------------|--------------|--------------------------------|--------------|
| | 1 | 2 | 3 | 4 | 5 | 6 | Total | Annual |
| | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | | |
| REVENUES | | | | | | | | |
| 16 Fire/EMS Fee - SF | \$190 | \$190 | \$190 | \$190 | \$190 | \$190 | \$1,142 | \$190 |
| 17 Fire/EMS Fee - TH | \$8 | \$8 | \$8 | \$8 | \$8 | \$8 | \$50 | \$8 |
| 18 Fire/EMS Fee - MF | \$16 | \$16 | \$16 | \$16 | \$16 | \$16 | \$96 | \$16 |
| 19 Fire/EMS Fee - Comm | \$149 | \$149 | \$149 | \$149 | \$149 | \$149 | \$896 | \$149 |
| 20 Fire/EMS Fee - Office | \$37 | \$41 | \$41 | \$41 | \$41 | \$41 | \$244 | \$41 |
| 21 Fire/EMS Fee - Ind Flex | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Subtotal Fire/EMS Fee | \$401 | \$405 | \$405 | \$405 | \$405 | \$405 | | |
| CAPITAL COSTS | | | | | | | | |
| Fire/EMS Stations Land - Res | \$45 | \$45 | \$45 | \$45 | \$45 | \$45 | \$269 | \$45 |
| Fire/EMS Stations Land - Nonres | \$46 | \$47 | \$47 | \$47 | \$47 | \$47 | \$279 | \$46 |
| Fire/EMS App - Res | \$150 | \$150 | \$150 | \$150 | \$150 | \$150 | \$901 | \$150 |
| Fire/EMS App - Nonres | \$153 | \$156 | \$156 | \$156 | \$156 | \$156 | \$934 | \$156 |
| Fire/EMS Comm - Res | \$1 | \$1 | \$1 | \$1 | \$1 | \$1 | | |
| Fire/EMS Comm - Nonres | \$1 | \$1 | \$1 | \$1 | \$1 | \$1 | | |
| Fire/EMS Consult - Res | \$1 | \$1 | \$1 | \$1 | \$1 | \$1 | | |
| Fire/EMS Consult - Nonres | \$2 | \$2 | \$2 | \$2 | \$2 | \$2 | | |
| Subtotal Fire/EMS Facilities | \$399 | \$403 | \$403 | \$403 | \$403 | \$403 | \$2,415 | \$402 |
| NET CASH FLOW - Fire/EMS | | | | | | | <i>Current \$ in thousands</i> | |
| Annual Surplus (or Deficit) | Initial Balance | \$2 | \$2 | \$2 | \$2 | \$2 | \$14 | \$2 |
| Cumulative Surplus (or Deficit) | \$0 | \$2 | \$5 | \$7 | \$9 | \$11 | \$14 | |