

Resolution 2026-27

A Resolution to Amend the Fiscal Year 2026 Budget for The City of New Castle, Delaware, for the Twelve (12) Months Beginning July 1, 2025, and ending June 30, 2026, Appropriating Money for Each Item of Expenditure Therin Provided for; and for Other Purposes

WHEREAS, in accordance with Section 18 (Budget) of the City of New Castle Charter, the City Council reviewed and approved the proposed Fiscal Year 2026 budget at the June 26th, 2025 City Council Special Meeting; and

WHEREAS, City Council has deemed necessary that a revision be made to increase the reallocate the expenditures of the FY 2026 budget from Salaries- Public Safety PSAF to Uniforms/ Maintenance- PSAF and Prof Development and Travel to account for officers who have retired and to hire and send two new officers to the Academy; and

WHEREAS, the City of New Castle City Council wishes to determine if impact fees could be imposed on new development in order to increase revenues for capital expenditures which will increase with new development; and

WHEREAS, the City of New Castle has reached out to a company called Tischler Bise to obtain a quote to conduct a study to determine if impact fees could be established for the City of New Castle; and

WHEREAS, the reallocation of expenses does not impact the bottom line of the Fiscal Year 2026 Budget

NOW, THEREFORE, IT IS RESOLVED, by the City Council of the City of New Castle City that:

Section 1. This resolution shall amend the FY 2025 budget for the City of New Castle for the twelve (12) month period beginning July 1, 2024, and ending June 30, 2025. The attached budget is amended for the following items within the General Budget:

1. Reducing Public Safety Salaries expenses in the amount of \$10,000.
2. Increasing Public Safety Prof Development and Travel – PSAF expenses in the amount of \$3,000.
3. Increasing Public Safety Uniforms/Maintenance – PSAF expenses in the amount of \$7,000.
4. Reducing Salaries Bldg Code Enforcement – PSERV expenses in the amount of \$30,270.
5. Reducing Temporary Labor/Consultant- HR expenses in the amount of \$7,000.
6. Reducing Computer, Hardware & IT Services - ADMIN expenses in the amount of \$8,000.
7. Reducing Sea Level Rise Task Force expenses in the amount of \$5,000

8. Reducing Sea Level Rise Task Force expenses in the amount of \$3,000
9. Increasing Special Projects and Grants- Admin expenses in the amount of \$50,270 to account for a study by Tishcler Bise for Impact Fees

Section 2. The respective funds for each item of expenditure proposed in the budget for Fiscal Year 2026 are hereby approved and adopted for the operation of the City of New Castle by the City Council on this date and constitute an appropriation of funds which are lawfully applicable to the items contained within the budget. This budget may be altered or revised by action of City Council and unpledged funds may be subsequently appropriated to another purpose except as prohibited by law.

Section 3. The City Council hereby amends the FY 2026 Budget as approved and recommended by the City Administrator and Finance Office of the City of New Castle. This resolution is effective on this 14th day of April 2026, for Fiscal Year 2026, upon its enactment by the Council of the City of New Castle.

PASSED this 14th day of April, 2026.

Suzanne Souder, City Council President

Joseph F. Day, III, Councilperson

Nermin Zubaca, Councilperson

Andrew Zeltt, Councilperson

Brian Mattaway, Councilperson

Attest:

Courtaney Taylor, City Clerk

CITY OF NEW CASTLE
FISCAL YEAR 2026 ADOPTED BUDGET- GRANT FUND REVENUES

Account Number	Revenue Account Description	FY2026 Revenues
10-0000-420-0001	Property Tax Current Year	4,645,765.00
10-0000-420-0002	Tax Penalties	25,000.00
10-0000-420-0003	Property Tax Transfers	450,000.00
10-0000-420-0004	Delinquent Tax Collection	20,500.00
10-0000-430-0001	Business Licenses	135,000.00
10-0000-430-0002	Rental	51,000.00
10-0000-430-0003	Building/HAC Applications	205,000.00
10-0000-430-0004	Bldg Dept Penalties	1,000.00
10-0000-430-0005	Vacant Bldg Registration Fees	5,000.00
10-0000-430-0006	Code Violation Penalties	25,000.00
10-0000-430-0007	Code Enforcement Cost Reimbursements	2,000.00
10-0000-430-0008	Special Trash	9,000.00
10-0000-440-0001	State Courts	30,000.00
10-0000-440-0002	Towing/Storage Fees	15,000.00
10-0000-450-0003	Impact Fees-Riverbend	40,000.00
10-0000-450-0004	Accident Reports	5,000.00
10-0000-450-0005	Engineering/Planning Dev Reimbursement	5,000.00
10-0000-450-0006	Zoning/BOA Hearings	4,000.00
10-0000-455-0001	Franchise Fees	80,000.00
10-0000-470-0001	CCATT, Verizon	110,000.00
10-0000-470-0004	Trustees Appropriations	225,000.00
10-0000-470-0005	MSC Appropriation	808,218.00
10-0000-470-0007	Rivertown Ride and Festival	0.00
10-0000-480-0001	Interest Other	150,000.00
10-0000-480-0002	Insurance Reimbursement	0.00
10-0000-480-0003	Misc Income Gen Fund	2,000.00
10-0000-480-0004	Proceeds - Sale of Assets	1,500.00
10-0000-511-0001	Loan Proceeds	0.00
10-0000-511-0005	Restricted Fund Balance Carry Forward	385,163.00
10-0000-511-0006	Unreserved Fund Balance Carry Forward	0.00
10-0000-524-0000	Police Pension Supplement	70,000.00
10-0000-526-0000	Pay Job Reimbursement	93,500.00
GRAND TOTAL GENERAL FUND REVENUES:		7,598,646.00

CITY OF NEW CASTLE
FISCAL YEAR 2026 ADOPTED BUDGET- GRANT FUND REVENUES

Account Number	Account Description	Adopted Budget	FY2026 Amendments
<u>PUBLIC SAFETY</u>			
10-0101-001-6001	Salaries - PSAF	1,438,559.00	1,428,559.00
10-0101-001-6002	Salaries Supervision - PSAF	359,241.00	
10-0101-001-6003	Shift Differential - PSAF	0.00	
10-0101-001-6004	Salaries Civilian - PSAF	58,174.00	
10-0101-001-6005	Overtime/Contract Holiday - PSAF	165,000.00	
10-0101-001-6008	Vacation/Sick Sellback - PSAF	30,000.00	
10-0101-001-6010	FICA Expense - PSAF	156,900.00	
10-0101-001-6015	Health/Life/Dental Expense - PSAF	430,404.00	
10-0101-001-6020	Pension Plan - PSAF	276,454.00	
10-0101-001-6105	Prof Development & Travel - PSAF	5,000.00	8,000.00
10-0101-001-6110	Books/Publications/Dues/Tolls - PSAF	1,500.00	
10-0101-001-6120	Computer - PSAF	3,000.00	
10-0101-001-6155	Maintenance Contracts - PSAF	21,000.00	
10-0101-001-6170	Office Supplies/Equipment - PSAF	5,500.00	
10-0101-001-6180	Postage - PSAF	500.00	
10-0101-001-6195	Phone Service - PSAF	12,520.00	
10-0101-001-7066	Security Cameras/Citywide - PSAF	4,170.00	
10-0101-001-7080	Body Cameras - PSAF	13,400.00	
10-0101-001-7120	Administrative Expense - PSAF	500.00	
10-0101-001-7200	Uniforms/Maintenance - PSAF	9,510.00	16,510.00
10-0101-001-8020	Medical Testing - PSAF	3,000.00	
10-0101-001-8030	Janitorial Services - PSAF	7,382.00	
10-0101-001-8050	Bldg Repairs/Maint - PSAF	8,000.00	
10-0101-001-8060	Preventative/Termite/Pest Control - PSAF	400.00	
10-0101-001-8070	Building Heat/Electric - PSAF	22,000.00	
10-0101-001-8085	Special Events Supplies - PSAF	0.00	
10-0101-001-8095	SEO Pay Job Overtime - PSAF	80,000.00	
10-0101-001-8098	Investigative/Evidence Testing - PSAF	5,000.00	
10-0101-002-7005	Range Supplies - PSAF	10,000.00	
10-0101-002-7125	Motor Fuel - PSAF	45,000.00	
10-0101-002-7150	Radar/Radio repair - PSAF	2,000.00	
10-0101-002-7220	Vehicle Parts/Repair - PSAF	20,000.00	
10-0107-001-6198	Debt Service / Vehicles - PSAF	101,995.00	
10-0107-001-7350	Leased Color Copier - PSAF	3,990.00	
10-0107-004-7355	Capital Outlays/Equip & Vehicles - PSAFE	24,436.00	
Public Safety Total =		3,324,535.00	3,324,535.00
Account Number	Expenses Account Description	FY2026 Expenses	FY2026 Amendments
<u>PUBLIC SERVICES</u>			
10-0200-001-6001	Salaries Supervision - PSERV	154,800.00	
10-0200-001-6003	Salaries Bldg Code Enforcement - PSERV	112,818.00	82,548.00
10-0200-001-6005	Overtime - PSERV	22,000.00	
10-0200-001-6006	Salaries - PSERV	485,254.00	
10-0200-001-6008	Vacation & Sick Sellback - PSERV	10,000.00	
10-0200-001-6010	FICA - PSERV	58,745.00	
10-0200-001-6015	Health/Life/Dental Expense - PSERV	256,401.00	
10-0200-001-6020	Pension Plan - PSERV	41,538.00	
10-0200-001-6105	Professional Dev & Travel - PSERV	10,000.00	
10-0200-001-6110	Book/Reference Materials - PSERV	0.00	
10-0200-001-6120	Computer & Software Expense - PSERV	4,500.00	
10-0200-001-6170	Office Supplies/Equip/Printing - PSERV	4,000.00	

CITY OF NEW CASTLE
FISCAL YEAR 2026 ADOPTED BUDGET- GRANT FUND REVENUES

10-0200-001-6175	Operating Supplies - PSERV	8,500.00
10-0200-001-6180	Postage - PSERV	1,600.00
10-0200-001-6195	Phone Service - PSERV	7,331.00
10-0200-001-7075	Reimbursable Private Prop. Maint. - CODE	2,000.00
10-0200-001-7120	Administrative Expense- PSERV	500.00
10-0200-001-8020	Medical Testing - PSERV	3,000.00
10-0200-001-8030	Janitorial Services - PSERV	2,217.00
10-0200-001-8040	Temporary Labor	500.00
10-0200-001-8050	Bldg Repairs/Sec Maint - PSERV	12,000.00
10-0200-001-8060	Preventative/Termite/Pest Control	550.00
10-0200-001-8070	Bldg Heat/Electric/Street lights - PSERV	48,000.00
10-0200-003-7085	Fuel & Lubricants - PSERV	40,000.00
10-0200-003-7105	Landfill Fees/Recycle - PSERV	145,000.00
10-0200-003-7106	Yard Waste - PSERV	18,500.00
10-0200-003-7155	Safety Equipment/Signs/Markings - PSERV	5,150.00
10-0200-003-7170	Small Tools/Equip Repairs/Maint. - PSERV	4,000.00
10-0200-003-7171	Radio Repairs - PSERV	250.00
10-0200-003-7195	Truck/Vehicle Repair/Maint. - PSERV	55,000.00
10-0200-003-7200	Uniforms/Maintenance - PSERV	10,000.00
10-0200-003-8095	Special Event Overtime - PSERV	3,500.00
10-0200-003-8105	Street Materials - PSERV	8,000.00
10-0200-004-8120	Street Repairs - PSERV	1,000.00
10-0203-003-8080	Sand & Abrasives/ Snow & Ice Control	8,000.00
10-0203-003-8090	Outside Contractors / Snow & Ice Control	1,000.00

Account Number	Expense Account Description	FY2026 Expenses	FY2026 Amendments
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PW PARKS & PUBLIC PROPERTY

10-0204-003-7060	Equipment - PARKS	107,261.00
10-0204-003-7061	Pruning/Planting Trees - ROW/PARKS	40,000.00
10-0204-003-7100	Playground Maintenance/Wood Carpet-PARKS	42,875.00
10-0204-003-7430	Contract Maintenance - City Prop/PARKS	115,000.00
10-0204-003-7432	Dog Park - PARKS	25,000.00

CAPITAL OUTLAY - PSERV

10-0205-004-7355	Capital Outlays/Equip & Vehicles - PSERV	15,000.00
10-0205-004-7446	Handicap Curb Ramps	25,000.00
10-0205-004-7533	Debt Service / Vehicle lease - PSERV	105,684.00
10-0205-004-7534	Debt Service / Road Repair -GO Bond 2018	225,000.00
10-0205-004-7536	Storm Drainage/MS4 - PSERV	130,000.00
10-0205-004-7540	Capital Improvement/Road Repairs - PSERV	54,700.00

Public Services Total =	2,431,174.00	2,400,904.00
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MAYOR AND COUNCIL

10-0301-001-6001	Salaries - M&C	20,100.00	
10-0301-001-6010	FICA Expense - M&C	1,540.00	
10-0301-001-6101	Advertising - M&C	15,500.00	
10-0301-001-6105	Prof Development - M&C	600.00	
10-0301-001-6106	Association Dues - M&C	4,200.00	
10-0301-001-6550	Economic Dev Activities - M&C	15,000.00	
10-0301-001-6560	Sea Level Rise Task Force	40,000.00	32,000.00
10-0301-001-7024	General Code Updates - M&C	4,000.00	
10-0301-001-7040	Contributions - M&C	98,500.00	
10-0301-001-7055	Meeting Security/Rental Fees - M&C	7,000.00	
10-0301-001-7065	Equipment Purchases - M&C	1,000.00	
10-0301-003-6185	Election Expenses - M&C	0.00	

CITY OF NEW CASTLE
FISCAL YEAR 2026 ADOPTED BUDGET- GRANT FUND REVENUES

10-0301-003-6190	Rivertowns Ride & Festival - M&C	0.00	
10-0301-003-7010	Annual Calendar/Monthly Newsletter - M&C	4,500.00	
10-0301-003-7011	Transcription Services - M&C	16,444.00	
10-0301-003-7042	Fees to Good Will Riverbend - M&C	6,000.00	
Mayor & Council Total =		234,384.00	226,384.00

CITY CLERK / CITY TREASURER

10-0302-001-6001	Salaries - CLERK/TREAS	2,260.00	
10-0302-001-6010	FICA Expense - CLERK/TREAS	160.00	
City Clerk/City Treasurer Total =		2,420.00	2,420.00

FINANCE

10-0303-001-6001	Salaries - FIN	0.00	
10-0303-001-6008	Sellback Vacation & Sick - FIN	0.00	
10-0303-001-6010	FICA Expense - FIN	0.00	
10-0303-001-6015	Health/Life/Dental Expense - FIN	0.00	
10-0303-001-6020	Pension Plan - FIN	0.00	
10-0303-003-7090	FY Audit - FIN	45,000.00	
Finance Total =		45,000.00	45,000.00

Account Number	Expense Account Description	FY2026 Expenses	FY2026 Amendments
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ADMINISTRATION

10-0304-001-6001	Salaries - ADMIN	389,533.00	
10-0304-001-6005	Overtime - ADMIN	1,000.00	
10-0304-001-6008	Sellback Vacation & Sick - ADMIN	0.00	
10-0304-001-6010	FICA Expense - ADMIN	29,800.00	
10-0304-001-6015	Health/Life/Dental Expense - ADMIN	96,831.00	
10-0304-001-6020	Pension Plan - ADMIN	21,347.00	
10-0304-001-6100	Employee Retention	10,000.00	
10-0304-001-6105	Professional Development - ADMIN	4,000.00	
10-0304-001-6115	City Administrator Expense - ADMIN	4,000.00	
10-0304-001-6120	Computer, Hardware & IT Services - ADMIN	60,000.00	52,000.00
10-0304-001-6130	Dues & Publications - ADMIN	1,000.00	
10-0304-001-6170	Office Supplies/Printing - ADMIN	5,000.00	
10-0304-001-6180	Postage - ADMIN	3,500.00	
10-0304-001-6195	Telephone/Internet Service - ADMIN	5,052.00	
10-0304-001-7120	Administrative Expense - ADMIN	5,500.00	
10-0304-001-8020	Medical Testing - ADMIN	250.00	
10-0304-001-8030	Janitorial Services - ADMIN	1,377.00	
10-0304-001-8050	Building Repairs - ADMIN	3,500.00	
10-0304-001-8055	Bldg Security Maintenance - ADMIN	5,500.00	
10-0304-001-8060	Preventative/Termite/Pest Control -ADMIN	950.00	
10-0304-001-8070	Building Heat - ADMIN	5,500.00	
10-0304-002-7085	Fuel & Oil - ADMIN	3,500.00	
10-0304-003-6122	Software Support - ADMIN	38,291.00	
10-0304-004-7350	Lease Copier ADMIN	3,313.00	
10-0304-005-7000	Special Projects & Grants	35,000.00	85,270.00
Administration Total =		733,744.00	776,014.00

HUMAN RESOURCES

10-0308-001-6101	Advertising- HR	1,000.00	
10-0308-001-6105	Professional Development- HR	0.00	
10-0308-001-6130	Dues & Publications- HR	0.00	
10-0308-001-6183	Temporary Labor/Consultant- HR	10,000.00	3,000.00
10-0308-001-7404	Employee Training Programs- HR	1,000.00	
10-0308-001-8096	Contract Reimbursements- HR	3,000.00	

CITY OF NEW CASTLE
FISCAL YEAR 2026 ADOPTED BUDGET- GRANT FUND REVENUES

10-0308-001-8098	Pre-employ Background Investigation- HR	300.00	
Human Resources Total =		15,300.00	8,300.00
<u>BOARD OF ADJUSTMENT</u>			
10-0801-001-6101	Advertising - BOA	1,000.00	
10-0801-001-6105	Professional Fees - BOA	6,000.00	
Board of Adjustment Total =		7,000.00	7,000.00
Account Number	Expense Account Description	FY2026 Expenses	FY2026 Amendments
<u>BUILDING MAINTENANCE</u>			
10-0901-001-7045	County Sewer Assessments - BLDG	3,000.00	
10-0901-001-7135	Contractual Services - BLDG	6,000.00	
10-0901-003-8082	Capital Reserves - BLDG	259,500.00	
10-0901-004-8085	Battery Park / Porta Potties - BLDG	5,000.00	
Building Maintenance Total =		273,500.00	273,500.00
<u>INSURANCE</u>			
10-1001-001-7145	Public Officials Liability - INS	5,927.00	
10-1001-001-8055	Police Liability - INS	6,596.00	
10-1001-001-8065	Property and Liability - INS	138,776.00	
10-1001-001-8130	Workers Compensation - INS	77,000.00	
10-1001-001-8135	Unemployment Insurance - INS	11,000.00	
Insurance Total =		239,299.00	239,299.00
<u>PROFESSIONAL/CONTRACTUAL SERVICES</u>			
10-1002-001-8011	City Engineer - CONT	40,000.00	
10-1002-001-8025	City Solicitor - CONT	125,000.00	
10-1002-003-6140	AFSCME Contract Negotiations - CONT	5,000.00	
10-1002-003-6141	HR/Other Legal - CONT	5,000.00	
10-1002-003-6145	FOP Contract Negotiations - CONT	0.00	
Professional/Contractual Total =		175,000.00	175,000.00
<u>PLANNING COMMISSION</u>			
10-1102-003-6105	Professional Dev & Training - PC	500.00	
10-1102-003-6190	Contractual Services - PC	40,000.00	
10-1102-003-7004	Comprehensive Plan Update - PC	14,000.00	
Planning Commission Total =		54,500.00	54,500.00
<u>HISTORIC AREA COMMISSION</u>			
10-1103-003-6105	Prof Development - HAC	200.00	
10-1103-003-6140	Historic Preservation	7,000.00	
10-1103-003-6162	Architect - HAC	25,000.00	
10-1103-003-6190	Meeting Security	3,000.00	
Historic Area Commission Total =		35,200.00	35,200.00
<u>BOARD OF HEALTH</u>			
10-1109-001-6105	Professional Development - BOH	500.00	
10-1109-001-6170	Supplies - BOH	250.00	
10-1109-001-6180	Postage - BOH	1,000.00	
10-1109-001-7080	Meeting Security - BOH	840.00	
Board of Health Total =		2,590.00	2,590.00
<u>LONG TERM FINANCING/RESERVES</u>			
10-1110-004-6124	Accrued Benefits	25,000.00	
Long Term Financing/Reserves Total =		25,000.00	25,000.00
GRAND TOTAL GENERAL FUND EXPENSES:		7,598,646.00	7,595,646.00

CITY OF NEW CASTLE
FISCAL YEAR 2026 ADOPTED BUDGET- GRANT FUND REVENUES

Account Number	Grant Revenue Account Description	FY2026 Revenues
20-0000-500-0000	Municipal Street Aid	116,100.00
20-0000-500-0001	Municipal Street Aid Reserve carry over	625,067.00
23-0000-500-0000	CTF 24-P-PROG-67 GoodWill Fire Co.	5,697.00
24-0000-500-0000	DNREC (FY22 Bond) Cap Improv/Trans Trust	80,000.00
25-0000-500-0000	CTF P-PROG-01 (Road Repairs)	65,000.00
26-0000-500-0000	CRF (FY25 BOND) Roads /Playground /PSAF	1,233,589.23
27-0000-500-0000	CRF (FY23 BOND) \$605,654	88,206.95
28-0000-500-0000	CRF (FY24 BOND) \$765,000	598,015.43
40-0000-500-0000	DEMA FY19 PDM Grant	12,727.04
41-0000-500-0000	DelDOT CYCLING Trail Feasibility Study	15,180.00
42-0000-500-0000	DEMA FY25 CYBERSECURITY GRANT	6,764.90
80-0000-500-0000	CJC - 2023-AR-P/T-3188 Grant	215,738.36
84-0000-500-0000	SALLE Grant	6,000.00
85-0000-500-0000	Highway Safety Grants	8,000.00
88-0000-500-0000	EIDE Grant	4,746.00
89-0000-500-0000	FCVC GRANT / V-67-25	24,893.60
95-0000-500-0000	Separation Day Grant	36,000.00
95-0000-500-0001	Separation Day -Fees/Contributions	33,000.00
95-0000-500-0002	Separation Day - Admission/Sales	8,500.00
Grant Revenue Total =		3,183,225.51

Account Number	Grant Expense Account Description	FY2026 Expenses
20-0208-001-8121	MSAF Expenses	116,100.00
20-0208-001-8125	MSAF Reserve Expenses	625,067.00
23-0205-004-7540	CTF 24-P-PROG-67 GoodWill Fire Co.	5,697.00
24-0205-001-8015	DNREC (FY22 BOND) / Floating Pier	80,000.00
25-0207-001-8120	CTF P-PROG-01 (Road Repairs)	65,000.00
26-0205-001-7540	CRF (FY25 Bond) Road Repair	858,589.23
26-0205-001-7541	CRF (FY25 Bond) Battery Park Playground	375,000.00
27-0205-001-7542	CRF (FY23 BOND) City Wide Cameras	28,428.98
27-0205-001-8015	CRF (FY23 BOND) Floating Pier	59,777.97
28-0205-001-7540	CRF (FY24 BOND) Misc Capital Projects	598,015.43
40-0205-004-7536	Contractual Service - DEMA FY19 PDM	12,727.04
41-0205-004-8015	DelDOT CYCLING Trail Feasibility Study	15,180.00
42-0205-004-7536	DEMA FY25 CYBERSECURITY GRANT	6,764.90
80-0101-001-7060	CJC/ 2023-AR-P/T-3188	215,738.36

CITY OF NEW CASTLE

FISCAL YEAR 2026 ADOPTED BUDGET- GRANT FUND REVENUES

84-0104-001-7060	Equipment/Rental - SALLE	6,000.00
85-0102-001-6005	Overtime - Hightway Safety	8,000.00
88-0103-001-6005	Overtime - EIDE	4,746.00
89-0101-001-6005	Overtime / V-67-25	24,893.60
95-1108-001-6105	Professional Fees - SEPDAY	50,000.00
95-1108-001-6170	Supplies - SEPDAY	5,000.00
95-1108-001-6185	Printing/Publications/Adv - SEPDAY	1,000.00
95-1108-001-6190	Rent - SEPDAY	4,500.00
95-1108-001-7120	Administrative Expense - SEPDAY	7,500.00
95-1108-001-7222	Police/EMS/Public Works - SEPDAY	8,500.00
95-1108-001-8065	Insurance - SEPDAY	1,000.00
Grant Expenses Total =		3,183,225.51

GRAND TOTAL GENERAL FUND & GRANT: 10,781,871.51

- (aa) To exercise all municipal powers necessary to the proper administration of the municipal government, and for the wellbeing of the inhabitants of said City, whether said powers be expressly enumerated herein or not.

interest therein, is payable from the revenue pledged to the payment thereof, and that said bond does not constitute a debt of the City of New Castle within the meaning of the bonded indebtedness limitation contained in Section 21(b) above provided, however, that in the event of some emergency, the City may temporarily borrow, advance or loan such amount as is necessary to meet current interest on outstanding bonds, such advance or loan to be repaid to the City of revenue subsequently received from the undertaking. If revenue bonds are issued, the Council shall prescribe and have collected reasonable rates, fees or charges for the service, facilities and accommodations of said undertaking and shall revise such rates, fees or charges from time to time whenever necessary so that such undertaking shall be and always remain self-supporting. The rates, fees or charges prescribed shall be such as will procure revenue at least sufficient to pay, when due, all bonds and interest thereon the payment of which such revenue is or shall have been pledged, charged or otherwise encumbered, including reserves therefore, and to provide for all expenses of operation and maintenance of such undertaking, payments in lieu of taxes, depreciation and other reserves. Any bonds or indebtedness secured by both revenues and the full faith and credit of the City, shall be subject to the limitations contained in Section 21(b).

- (e) In connection with development plans, the Mayor and Council have the power to impose, upon new development or construction, upon first-time occupancy of new construction, or upon annexed property such 'impact fees' as are reasonably calculated to recover the proportionate cost of installing, enlarging, improving or expanding public or municipal improvements including sewer, water, electric, gas, roads, parking, police and parks and to contribute to the costs of operations of those volunteer fire companies and/or ambulance/paramedic companies providing services within the City.
- (f) Any bonds, notes or evidence of indebtedness issued pursuant to this Section and the interest thereon shall be exempt from taxation by the State of Delaware, its agencies and political subdivisions. The form of the bonds or certificates of indebtedness authorized under this Section, if any, the time or times of payment, the interest rate, the classes, the series, the maturity, the registration, any callable or redeemable feature, the denomination, the name thereof, and any other relative or appurtenant matter pertaining thereto shall all be determined by the Council of the City of New Castle, by resolution. Any such bonds, notes or evidences of indebtedness may be sold in a public or private sale as determined by the said Council.
- (g) If the City shall irrevocably deposit in trust with a Delaware bank or trust company that has offices in the State of Delaware, amounts sufficient, together with investment proceeds thereof, to pay principal and interest on indebtedness of the City when due and upon maturity or earlier redemption, such indebtedness shall not be deemed outstanding for purposes of the debt limitations contained herein. Any bonds or other debt instruments issued by the City to currently or advance refund-existing indebtedness shall not require a special election, provided that the refunding results in debt service savings to the City.

CHAPTER 1 - INTRODUCTION

I Introduction

It would be difficult to improve on author Warren Boeschstein's eloquent summary of the special character of the City of New Castle in his *Historic American Towns Along the Atlantic Coast* book. It is important to note, however, that Boeschstein's evident delight is not focused on the City's well-documented architectural history, but rather on its service as an outstanding model for community planning. Equally significant is that Boeschstein refers mostly to New Castle's historic core. The mapping contained in his essay, for example, does not stray far beyond the edges of the downtown. But this, of course, is just part of the picture. The small colonial town founded on Peter Stuyvesant's fort has now expanded to contain a land area of over three-square miles and encompasses four centuries of development.

While the City is rightfully proud of the historic downtown – a pedestrian-oriented precinct of unmatched physical beauty and architectural distinction – it must likewise recognize that not all areas of the City benefit from the same level of design quality. For example the quality of life in neighborhoods on the periphery of downtown, such as Washington Park, Shawtown, and Dobbinsville, is significantly diminished by the high volumes of traffic that pass through these communities. Farther along the development timeline, the suburban-style subdivisions strung out along Route 9, such as Van Dyke Village, Boothurst and contemporary development in the Buttonwood area, are rather isolated – both from each other and the downtown. And the character of commercial and mixed use development taking shape on the City's edges is an improvement and provides a gateway transition into the City.

Clearly, with such an ideal model so close at hand, New Castle is more prepared than most communities to address the planning and design miscues of the recent decades, and to achieve the promise of “adaptive change” that Boeschstein believes is possible.

AUTHORITY TO PLAN

Title 22, Section 702(a) of the Delaware Code assigns responsibility for comprehensive plan preparation to municipal planning commissions in order to “encourage the most appropriate uses of the physical and fiscal resources of the municipality and the coordination of municipal growth, development and infrastructure investment actions with those of other municipalities, counties and the State through a process of municipal comprehensive planning.” Section 702(b) provides that:



“Comprehensive plan means a document in text and maps, containing at a minimum, a municipal development strategy setting forth the jurisdiction's position on population and housing growth within the jurisdiction, expansion of its boundaries, development of adjacent areas, redevelopment potential, community character, and the general uses of land within the community, and critical community development and infrastructure issues. The comprehensive planning process shall demonstrate coordination with other municipalities, the county and the State during plan preparation...”

Once adopted, comprehensive plans must be reviewed every five years as stated in Section 702(e):

“At least every 5 years a municipality shall review its adopted comprehensive plan to determine if its provisions are still relevant given changing conditions in the municipality or in the surrounding areas. The adopted comprehensive plan shall be revised, updated and amended as necessary, and readopted at least every 10 years; provided, however, the municipality may request an extension of such date by forwarding an official request to the Cabinet Committee at least 90 days prior to the deadline.”

In addition, Section 702(g) requires that annual reports on plan progress be filed with the Office of State Planning Coordination (OSPC):

“...describing implementation of their comprehensive plan and identifying development issues, trends or conditions since the plan was last adopted or amended. The report shall be due annually no later than on each anniversary of the effective date of the most recently adopted comprehensive plan or plan update until January 1, 2012, and annually no later than July 1 each year thereafter starting on July 1, 2012.”

REASON FOR PLAN UPDATE

Comprehensive plans are not meant to be static documents and should be re-evaluated as local and regional conditions evolve. New data has become available since the last Plan was completed in 2009, including new demographic information from the 2010 U.S. Census, demographic estimates from the annual releases of the American Community Survey, the 2017 population projections from the Delaware Population Consortium, and a variety of plans, upgrades, and implementation items that have occurred or are underway.

This Plan serves as an official statement about the future of the City. First and foremost, it is a unified advisory document to the City Council and the Planning Commission on land use and growth issues. It should be used to guide future development decisions, rezonings, annexations, and capital improvements throughout the City.

This Plan is also an informational document for the public. Citizens, business people, and government officials can turn to it to learn more about New Castle and its policies for future land use decisions. Potential new residents can use the document as an information resource about the City, its characteristics, and its facilities to help make decisions about relocating to New Castle. This document contains the most current information on population, transportation, housing, employment, and the environment, which will be of interest to developers, economic development professionals, and financial sources.

Finally, the New Castle Comprehensive Plan is a legal document. The Delaware Code specifies that “...any incorporated municipality under this chapter shall prepare a comprehensive plan for the city or town or portions thereof as the commission deems appropriate”. The Code further specifies that, “after a comprehensive plan or portion thereof has been adopted by the municipality in accordance with this chapter, the comprehensive plan shall have the force of law and no development shall be permitted except as consistent with the plan (22 Del. C. 1953 § 702 (c)).” The 2020 Comprehensive Plan meets the requirements set forth in the Delaware Code for a comprehensive plan for a city with a population greater than 2,000. It further updates the 2009 Plan to comply with new State initiatives and regulations for land use and planning.

the City. The zoning for these land areas should be provide appropriate protection for environmental resources on the site and nearby, be compatible with surrounding land uses and promote a form of development that would yield at least some open space.

S4 - 4: (a) Develop a capital improvement program identifying desirable physical street improvements throughout the City.

(b) Coordinate state and local transportation improvements to achieve better pedestrian linkages between these areas of the City and existing adjoining neighborhoods.

(c) The City should, where necessary, look to adjust zoning designations where it comports with County goals along the city limits.

(d) Review the zoning district requirements and amend where appropriate to make it conducive toward creating a vibrant, traditional mixed-use and walkable Downtown.

S4 - 5: (a) Adopt land use policies and strategies that would guide growth.

(b) Delineate high risk areas where development/redevelopment should be limited.

(c) Minimize contributing stormwater runoff to flood water receiving areas by requiring stormwater best management practices (BMPs) and porous materials where appropriate.

S4 - 6: (a) Review neighboring Delaware jurisdictions with increased land development activity and recently updated regulations for customization and consideration as new legislation within the City Code.

(b) During the review for new regulations, create process flowcharts and plan submittal checklists to include a new land development application form.

(c) Determine the level of review needed for applications; such as administrative or Planning Commission as well as involvement from other applicable advisory Boards and Commissions.

(d) Conduct a fee analysis for applications based on the process to ensure land development is paying the associated costs and not supplemented by the City.

Municipalities and Counties with Impact Fees

Dagsboro

Millsboro

Selbyville

Bridgeville

Town of Camden

Cheswald

Clayton

Delaware City

Delmar

Dewey Beach

Georgetown

Harrington

Milford

Middletown

Oceanview

Townsend

Smyrna

Laurel

Milton

New Castle County

Kent County

Sussex County

**** Governor just allowed for school Impact Fees in Sussux**

****New Castle County recently updated**

**** Delaware City is currently reviewing/updating**

****Smyrna recently updated**

****Clayton recently updated**

City of Harrington Fee Categories	Base Fee	Escrow Account Amount	Total Owed	Subject to Professional Fees
Zoning & Building Fees**, Fines				
Category B, Administrative plan review, R-1 and R-2 residential properties except in approved residential subdivisions	\$350	\$0	\$350	Yes
Category B, Administrative plan review, all others	\$500	\$0	\$500	Yes
Category B, Administrative plan review in approved subdivisions	\$200	\$0	\$200	Yes
Certificate of occupancy	\$25	\$0	\$25	No
Conditional use plus professional fees	\$500	\$0	\$500	Yes
Demolition permit				
Accessory structure	\$40	\$0	\$40	No
Residential	\$85	\$0	\$85	No
Commercial/ institutional	\$150	\$0	\$150	No
Impact fees*				
Community impact fee - library	\$400	\$0	\$400	No
Community impact fee - parks and recreation	\$400	\$0	\$400	No
Community impact fee - fire	\$600	\$0	\$600	No
Community impact fee - police	\$600	\$0	\$600	No
Water impact fee, per EDU	\$1,170* per chart	\$0	\$1,170* per chart	No



Mayor & Council
Tracy Torres, Mayor
Michael Schock, Vice Mayor
Vicky Rhodes, Councilwoman
Daniel Woodall, Councilman
Mark Girty, Councilman

TOWN OF CAMDEN

ORDINANCE #2020-O-01

New Construction Public Safety Impact Assessment

WHEREAS, the Town Council finds that there is a need to create the “New Construction Public Safety Impact Assessment:”

Effective February 1st, 2021, Town of Camden Ordinance #2020-O-01 will read;

- A. All applications for residential building permits for new construction shall be subject to an impact fee of \$585.20 per dwelling unit for the expansion of the Camden Police Department. The purpose of the impact fee is to ensure that the Camden Police Department has the capacity to respond to demands for additional services caused by growth. Funds generated by this impact fee shall be used only for the purposes associated with additional manpower such as new officers, training for officers, equipment for officers, and other related expenses.
- B. Exemptions. The following shall be exempt from the building permit surcharge;
 - a. Building permits applied for by an organization exempt from tax under § 501(c)(3) of the Federal Internal Revenue Code which provides owner-occupied housing to low-income households by rehabilitation of residential properties and reselling said properties



Mayor & Council
Tracy Torres, Mayor
Michael Schock, Vice Mayor
Vicky Rhodes, Councilwoman
Daniel Woodall, Councilman
Mark Girty, Councilman

-
- without profit, nor to the Delaware State Housing Authority, nor to any applicant funded by the Delaware State Housing Authority; and
- b. Building permits applied for by any state or local government department or agency.

C. Every two years after the enactment of this ordinance, prior to that year's new budget, the Town of Camden will review the current average number of persons per unit living in owner-occupied homes and the average number of persons per unit living in rental units to determine if an increase in public safety fee per dwelling is needed. If needed any increase will pass with a majority vote of Camden's Town Council.

The formula used to determine the amount of the impact fee is stated below.

Based on the America Community Survey and the United States Census Bureau, the 2019 data shows that in Kent County, DE, the average persons living in an owner-occupied home is 2.6. It also shows that in 2019 the average persons living in a rental unit is 2.6.

Per the Chief of Police, Camden will need a new officer for each 400-person increase in population.

$400 \text{ persons} / 2.6 \text{ persons per unit} = 153.8 \text{ units}$.

The average cost of the salary, training and equipping a new officer is \$90,000.00.

$\$90,000 / 153.8 \text{ units} = \$585.20 \text{ per new unit}$.

An impact fee of \$585.20 will allow the expansion of the Camden Police department as growth in Camden continues.

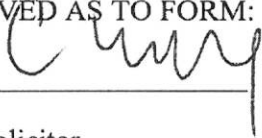


Mayor & Council
Tracy Torres, Mayor
Michael Schock, Vice Mayor
Vicky Rhodes, Councilwoman
Daniel Woodall, Councilman
Mark Girty, Councilman

HEREBY, BE IT SO ORDAINED, by the Mayor and the majority of the Council Members of the Town of Camden, present at a regular session of the Camden Town Council, to be effective upon adoption.

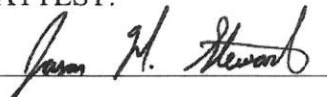
ENACTED AND ORDAINED THIS 1st DAY OF FEBRUARY 2021.

APPROVED AS TO FORM:



Town Solicitor

ATTEST:



Town Manager

1 st reading	<u>December 7th 2020</u>
2 nd reading	<u>February 1st 2021</u>
Public Hearing	<u>February 1st 2021</u>
Adopted	<u>February 1st 2021</u>



Mayor & Council
Tracy Torres, Mayor
Michael Schock, Vice Mayor
Vicky Rhodes, Councilwoman
Daniel Woodall, Councilman
Mark Girty, Councilman

Authorizing Signatures

Mayor Tracy Torres

Tracy Torres

Councilman Mark Girty

Mark Girty

Vice Mayor Michael Schock

Michael Schock

Councilman Daniel Woodall

Daniel Woodall

Councilwoman Vicki Rhodes

Vicky Rhodes



PRESS RELEASE

FOR IMMEDIATE RELEASE

June 26, 2024

Contact: Kelly Pitts

Email: Kelly.Pitts@kentcountype.gov

(302) 744-2304

Levy Court Approves New Fees for the Department of Public Works

Dover, Del. – The Department of Public Works announces new fees and an increase in sewer impact fees will go into effect July 1, 2024.

While sewer impact fees increase annually, the new residential and commercial Permit/Inspections have not been increased since 2006.

The new Capital Improvement County Impact Fee will be \$3,166 per equivalent dwelling unit (edu). The New District Expansion Impact Fee will be \$2,813.13 per edu.

The residential and commercial permit/inspection fee will be \$130.00, \$500.00 respectively.

See below for more details.

KENT COUNTY



LEVY COURT

555 Bay Rd Dover, DE 19901 &

(302) 744-2300 www.kentcountyde.gov

DEPARTMENT OF PUBLIC WORKS

Engineering Division

Wastewater Facilities Division

(302) 744-2430

(302) 335-6000

Fax (302) 736-2100

Fax (302) 335-0365

555 Bay Rd., Dover, DE 19901

139 Milford Neck Rd., Milford, DE 19963

PUBLIC NOTICE

EFFECTIVE JULY 1, 2025

In accordance with Kent County Code, Chapter 128, Tables 128 III-1 and 128 IV-1

Sewer Capital Improvement Fee and the District Expansion Fee will increase effective July 1, 2025.

The Residential Permit/Inspection Fee and the Commercial Permit/Inspection Fee has changed.

Make checks payable to Kent County.

**NEW CAPITAL IMPROVEMENT FEE
(COUNTY IMPACT/ PER EDU)**

\$3,277.00

**NEW DISTRICT EXPANSION FEE
(DISTRICT IMPACT/ PER EDU)**

\$2,911.00

RESIDENTIAL PERMIT/INSPECTION FEE

\$130.00

COMMERCIAL PERMIT/INSPECTION FEE

\$500.00

Serving Kent County With Pride!

Selbyville Fee Schedule

FISCAL YEAR 2025 (2/1/24-1/31/25)

Change of Zoning	\$	500.00
Board of Adjustment	\$	1,000.00
Sign Permit	\$	250.00
Conditional Use	\$	500.00
Business License - Resident Merchant	\$	125.00
Outside Contractor Business License	\$	125.00

Lot Line Adjustment	\$	500.00
Partitioning/Minor Subdivision	\$	500.00
		\$500 plus \$5 for every
Major Subdivision		acre over 5
Business Rental - Per Unit	\$	125.00

Building Permit Fees

Application - Residential	\$	100.00
Inspections - Residential (each)	\$	65.00

1.75% total cost of
construction plus square
footage charge

Permit - Residential		
Fire Co. Impact Fee	\$	500.00
Library Impact Fee	\$	500.00
Public Safety Impact Fee	\$	2,500.00

\$100 per hour of review
time

Review Fee - Commercial		
Application - Commercial	\$	150.00
Inspections - Commercial (each)	\$	100.00

1.75% total cost of
construction

Permit - Commercial		
Water Impact Fee	\$	4,000.00
Sewer Impact Fee	\$	4,000.00
Water Permit	\$	40.00
Sewer Permit	\$	40.00
Demolition	\$	250.00
Temporary Trailer	\$	400.00

Gross Rental Receipts Tax

Residential & Commercial 2% GRR Collected

Comp Plan Amendment Fee (per parcel)	\$	1,000.00
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**Engineering & Legal Expenses for Major Subdivisions, Change of
Zoning and Site Plan Reviews will be passed through to the applicant on
a reimbursable basis.**

Annexation Fees:

Up to (3) Acres	\$	1,000.00
Three (3) Acres and over	\$	1,750.00

Annexations with existing buildings will also
pay:

Water Impact Fee (per EDU)	\$	4,000.00
Sewer Impact Fee (per EDU)	\$	4,000.00



SCHEDULE OF RESIDENTIAL FEES

Revised 07/1/2025

THIS IS NOT A QUOTE. FEES ARE SUBJECT TO CHANGE WITHOUT NOTICE AND MAY NOT BE ALL INCLUSIVE.
 The City of Milford cannot provide a quote until all required documentation has been submitted for review and approval.

ITEM	FEE
Certificate of Occupancy	\$25
Permit Fee	\$50.00/100 heated square feet \$13.00/100 unheated square feet
Carlisle Enhancement Fund	¼ of 1% of Construction Cost
Municipal Enhancement Fund	¾ of 1% of Construction Cost
CITY WATER: Contact the Water Department for confirmation.	
Water Meter - Residential	\$200 / 1"
	Over 1" calculated on individual basis
Water Impact	\$3738/EDU
Water Line Inspection, Sewer Inspection, Water Meter Installation	\$35
Irrigation Meter	\$200
Irrigation Impact Fee	\$3738 per connection
CITY SEWER:	
Sewer Impact	\$1975/EDU
CITY ELECTRIC: Contact the Electric Department for confirmation.	
Electric Service Connection	\$50
Underground Electric, base standard	\$500
Temp Electric	\$150
Electric Impact	\$600 200 amp /ESU
Single Phase (120/240)	\$1200 400 amp /ESU
MISC:	
Kent County Impact	\$3277/EDU

Community developments may be charged a Parks & Recreation fee and a Developer Contribution fee, as determined by City Council, which varies for each community development.

*** 1 July of every year rates change ***



Town of Milton
115 Federal Street, Milton, Delaware 19968
www.milton.delaware.gov
Phone: 302-684-4110 Fax: 302-684-8999

****FEES FOR NEW CONSTRUCTION****

FOR SEWER HOOK-UP, CONTACT ARTESIAN RESOURCES (302-453-6900)

FOR FIRE PROTECTION PLAN REVIEW - CONTACT THE STATE FIRE MARSHAL (302-856-5298)

BUILDING SEWER PERMIT & INSPECTION	\$650.00
BUILDING PERMIT	2.25% OF CONSTRUCTION COST
EMERGENCY SERVICES FUND	0.25% OF 3% OF CONSTRUCTION COST
COMMUNITY ENHANCEMENT FUND	0.75% OF 3% OF CONSTRUCTION COST
WATER IMPACT	\$3,000.00 (Minimum depending on size)
WATER TAP (2 required: Domestic Service & Fire Sprinklers)	\$700.00, or actual cost plus a 10% administrative fee
WATER METER PIT	\$795.72
WATER METER (5/8 X 3/4)	\$444.41
WATER SERVICE CONNECTION INSPECTION	\$100.00 (Includes pre & final inspections)
WATER METER INSTALLATION	\$50.00

3 SETS OF HOUSE PLANS
COMPLETED PERMIT APPLICATION
ARTESIAN RECEIPT FOR SEWER SERVICE
COMPLETED BUILDING SEWER PERMIT APPLICATION
FIRE MARSHAL APPROVED FIRE PROTECTION PLAN
ENERGY COMPLIANCE CERTIFICATE
PLAT PLAN

**Effective 7/24/24 subject to change without notice

**TOWN OF TOWNSEND
FY26 BUDGET**

Account Description	General Fund	Police	Police Grants	ARPA	Total
	FY26 Proposed	FY26 Proposed	FY26 Proposed	FY26 Proposed	
Total Administrative Revenues	1,385,550.00	42,000.00	-	-	
Total Permits & Licenses Revenues	312,300.00				
Total Grant Revenues	99,800.00	378,100.00	34,000.00	50,900.00	
Total Park & Recreation Revenues	2,000.00				
Total Community Events Revenues	10,500.00				
Transfer from Fund Balance		199,970.00			
01 General Fund Revenue Total	1,810,150.00	620,070.00	34,000.00	50,900.00	2,515,120.00

General Fund Expenditures:	General Fund	Police	Police Grants	ARPA	Total
	FY26 Proposed	FY26 Proposed	FY26 Proposed	FY26 Proposed	
Total Administrative Expenditures	498,950.00	77,200.00	34,000.00	50,900.00	
Total Salary Expenditures	499,900.00	369,700.00			
Total Code & Planning Expenditures	117,400.00				
Total Street Lights Expenditures	106,070.00				
Total Public Works Expenditures	46,750.00				
Total Street Expenditures	43,400.00				
Total Community Events Expenditures	13,550.00				
Total Capital Expenditures	284,000.00	373,300.00			
01 General Fund Expend Total	1,610,020.00	820,200.00	34,000.00	50,900.00	2,515,120.00

200,130.00	(200,130.00)	-	-	-
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Original

approved 7/22

TOWN OF TOWNSEND

FY26 Draft General Fund Budget

Account Id	Account Description	FY26 Proposed
Revenues:		
01-000-5000-000	Impact Fees: Fire House Impact Fees	15,000.00
01-000-5070-000	Franchise Fees	18,000.00
01-000-5110-000	Interest Income	115,000.00
01-000-5110-001	Interest Income - Money Market	35,000.00
01-000-5110-002	Interest Income - MSA	3,500.00
01-000-5121-000	Miscellaneous Income	60,150.00
01-000-5122-000	Property Information Requests	-
01-000-5130-000	Filing Fees	500.00
01-000-5150-000	Property Transfer Taxes	300,000.00
01-000-5160-000	Real Estate Property Tax	834,200.00
01-000-5200-015	Violations, Fines & Penalties	2,500.00
01-000-5200-020	Rental Registration Fee	1,700.00
	Total Administrative Revenues	1,385,550.00
01-000-5200-021	Rental Income	-
	Total Rental Income Revenue	-
01-010-5100-010	Impact Fees: General Impact Fees	70,000.00
01-010-5100-020	Impact Fees: Roadway Impact Fees	55,000.00
01-010-5100-030	Impact Fees: Sidewalk Impact Fee	10,000.00
01-010-5140-005	Licenses & Fees: Certificate of Occupan	5,000.00
01-010-5140-010	Licenses & Fees: Administrative Fees	12,000.00
01-010-5140-011	Licenses & Fees: Plan Revision Fee	200.00
01-010-5140-015	Licenses & Fees: Inspections Fees	600.00

THE MAYOR AND COUNCIL OF ODESSA, DELAWARE

ORDINANCE 2008-05

AN ORDINANCE TO IMPOSE IMPACT FEES.

Whereas, Section 4.2.36 of the Town Charter of the Town of Odessa grants the Town the authority to impose on all new development or construction "impact fees;" and

Whereas, the Town of Odessa recognizes the increased impact on public safety, roads and sidewalks, historic preservation, and general demand of services;

NOW, THEREFORE, BE IT ORDAINED BY THE MAYOR AND COUNCIL OF ODESSA THAT THE FOLLOWING IMPACT FEES SHALL BE PAID FOR ALL NEW VACANT LOT CONSTRUCTION WITHIN THE CORPORATE LIMITS OF ODESSA:

Fire Company	\$500.00
Parks	\$500.00
Public Safety	\$500.00
Sidewalks and Roadways	\$1000.00
Historic Preservation	\$500.00
Library	\$500.00
General	\$1,000.00

This ordinance shall take effect immediately upon its enactment by the Mayor and Council of Odessa.

First reading on June 2, 2008

By Council Member _____

Final passage on _____

Vote : _____

Kathleen H. Harvey, Mayor

Attest:

Jessica Norton, Secretary

TOWN OF LAUREL

FY2026

Adopted

OPERATING BUDGET

Fiscal Year

2025-2026

FY 2026 REVENUES

DEPARTMENT	FY 2024	FY 2025 (Budget)	FY 2026 (Proposed)
General Government			
<u>Operating Revenue</u>			
Taxes			
Real Estate Taxes	\$ 1,595,833	\$ 1,596,000	\$ 1,606,249
Delinquent Taxes	\$ 315,000	\$ 315,000	\$ 380,000
Transfer Taxes	\$ 150,000	\$ 150,000	\$ 160,000
Licenses			
Business	\$ 35,000	\$ 35,000	\$ 35,000
Rental	\$ 120,000	\$ 123,000	\$ 130,500
Grants			
Municipal Street Aid	\$ 87,000	\$ 88,000	\$ 84,000
Police	\$ 120,000	\$ 199,500	\$ 286,500
General	\$ -	\$ -	\$ -
Rents	\$ 98,472	\$ 99,467	\$ 87,000
Interest & Penalties	\$ 20,700	\$ 75,700	\$ 107,700
Franchise Fees	\$ 45,500	\$ 45,500	\$ 45,500
Services Billed	\$ 50,000	\$ 60,000	\$ 55,000
Permits	\$ 26,800	\$ 66,800	\$ 70,450
Reviews, Inspections	\$ 7,000	\$ 8,000	\$ 19,000
User Fees	\$ 46,100	\$ 46,500	\$ 38,500
Fines	\$ 397,500	\$ 407,000	\$ 387,500
Insurance Claims			
Vacant Houses	\$ 10,000	\$ 10,000	\$ 10,000
<u>Capital Revenue</u>			
Sale of Surplus Property			
Fire Dept. Impact Fees	\$ -	\$ -	\$ 5,000
Public Facilities Impact Fees	\$ 12,000	\$ 30,000	\$ 30,000
Storm Water Impact Fee			\$ 13,000
P & R Impact Fee			\$ 6,500
Police Impact Fee			\$ 6,500
Fire Sprinkler Yrly Fee			\$ 500
Fire Sprinkler Impact Fee			\$ 5,000
Transfers	\$ 100,000	\$ 100,000	\$ 100,000
TOTAL	\$ 3,236,905	\$ 3,455,467	\$ 3,669,399

[Glossary of Terms \(/Resources/GlossaryOfTerms\)](/Resources/GlossaryOfTerms) [Senate Rules \(/Chambers/Senate/senate-rules\)](/Chambers/Senate/senate-rules) [House Rules \(/Chambers/House/house-rules\)](/Chambers/House/house-rules)

Senate Bill 176

153rd General Assembly (Present)

Progress

Status:

Signed 9/3/25

What typically happens next?

Becomes effective upon date of signature of the Governor or upon date specified

Details

Introduced on: ⓘ

6/5/25

Primary Sponsor: ⓘ

[Huxtable \(https://senatedems.delaware.gov/members/senate-district-6\)](https://senatedems.delaware.gov/members/senate-district-6)

Additional Sponsor(s):

Sen. [Pettyjohn \(https://senategop.delaware.gov/members/senate-district-19\)](https://senategop.delaware.gov/members/senate-district-19)

Reps. [Snyder-Hall \(https://housedems.delaware.gov/members/house-district-14\)](https://housedems.delaware.gov/members/house-district-14), [Hilovsky \(https://housegop.delaware.gov/members/house-district-4\)](https://housegop.delaware.gov/members/house-district-4)

Co-Sponsor(s):

Sen. [Hansen \(https://senatedems.delaware.gov/members/senate-district-10\)](https://senatedems.delaware.gov/members/senate-district-10)

Reps. [Bolden \(https://housedems.delaware.gov/members/house-district-2\)](https://housedems.delaware.gov/members/house-district-2), [Lambert \(https://housedems.delaware.gov/members/house-district-7\)](https://housedems.delaware.gov/members/house-district-7),

[Shupe \(https://housegop.delaware.gov/members/house-district-36\)](https://housegop.delaware.gov/members/house-district-36)

Long Title:

AN ACT TO AMEND TITLE 9 OF THE DELAWARE CODE RELATING TO BUILDING PERMIT FEES.

Original Synopsis: ⓘ

This Act allows Sussex County to apply an impact fee to building permits within the respective school district for the purpose of collecting funding for the local share of school capital construction programs.

Volume:Chapter: ⓘ

85:210

Governor's Advisory Number:

25

Fiscal Note/Fee Impact:

Not Required

Effective Date: ⓘ

9/3/25

Sunset Date:

N/A

Text

Original / Not Amended:

[View HTML \(/json/BillDetail/GenerateHtmlDocument?legislationId=142433&legislationTypeId=1&docTypeId=2&legislationName=SB176\)](/json/BillDetail/GenerateHtmlDocument?legislationId=142433&legislationTypeId=1&docTypeId=2&legislationName=SB176)

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You may need to disable your browser's pop-up blocker to view linked documents.

Session Laws

Session Law:

[View HTML \(/json/BillDetail/GenerateHtmlDocumentSessionLaw?sessionLawId=142433&docTypeId=13&sessionLawName=chp210\)](#)

[View PDF \(/SessionLaws/Chapter/GetPdfDocument?fileAttachmentId=651209\)](#)

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Amendments

Amendment	Status	Introduction Date	Primary Sponsor	View Details
No Records Available				

Committee Reports

[View Meeting History \(\)](#)

Date	Committee	# Members	Favorable	On Its Merits	Unfavorable	
6/11/25	Housing & Land Use (/CommitteeDetail?committeeId=659)	8	1	5	0	view ()
6/17/25	Housing (/CommitteeDetail?committeeId=634)	13	6	1	0	view ()

Roll Calls

Chamber	Result	Date	Vote Type	Yes	No	Not Voting	Absent	PDF
House	Passed	6/30/25 4:54 PM	SM	38	2	0	0	(/json/RollCallController/GenerateRollCallPdf?rollCallId=57533&chamberId=2) view ()
Senate	Passed	6/12/25 3:55 PM	3/4	18	0	1	2	(/json/RollCallController/GenerateRollCallPdf?rollCallId=57140&chamberId=1) view ()

Actions History

Date	Action
6/5/25	Introduced and Assigned to Housing & Land Use Committee in Senate
6/11/25	Reported Out of Committee (Housing & Land Use) in Senate with 1 Favorable, 5 On Its Merits
6/12/25	Passed By Senate. Votes: 18 YES 1 NOT VOTING 2 ABSENT
6/12/25	Assigned to Housing Committee in House
6/17/25	Reported Out of Committee (Housing) in House with 6 Favorable, 1 On Its Merits
6/30/25	Passed By House. Votes: 38 YES 2 NO 1 VACANT
9/3/25	Signed by Governor

Legislation Detail Feeds


[Roll Calls \(/rss/RssFeeds/RollCallsByLegislation?legislationId=142433\)](#) [\(/RssFeeds/RSSFeedInfo\)](#)


[View All Legislation \(/AllLegislation\)](#)

[View All Senate Legislation \(/Legislation/Senate\)](#)

[View All House Legislation \(/Legislation/House\)](#)

Contact Legislative Hall

 411 Legislative Avenue
Dover, DE 19901

 (302) 744-4114

 [Legislative Hall \(mailto:DGA_reception@delaware.gov\)](mailto:DGA_reception@delaware.gov)

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[NCSL \(/Footer/NCSL\)](#)

[RSS Feeds \(/RssFeed\)](#)

[Legislative Notifications \(/Resources/DE_NotificationService\)](#)

Other Resources

[Accessibility \(\[f669d9a7-009d-4d83-ddaa-000000000002\]2D31DCFE-AF2A-6DFE-AE60-FF0000A39F38\)](#)

[Delaware.gov \(\[f669d9a7-009d-4d83-ddaa-000000000002\]609BDDFE-AF2A-6DFE-AE60-FF0000A39F38\)](#)

[Judicial \(\[f669d9a7-009d-4d83-ddaa-000000000002\]5B9BDDFE-AF2A-6DFE-AE60-FF0000A39F38\)](#)

[Agency Contact Info \(\[f669d9a7-009d-4d83-ddaa-000000000002\]179BDDFE-AF2A-6DFE-AE60-FF0000A39F38\)](#)

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[Disclaimer \(\[f669d9a7-009d-4d83-ddaa-000000000002\]F796DDFE-AF2A-6DFE-AE60-FF0000A39F38\)](#)



County Executive Marcus Henry signs impact fee ordinance into law

Executive - Press Release

Posted on June 25, 2025

NEW CASTLE – County Executive Marcus Henry signed Ordinance 25-045 into law today at the County Government Center. The ordinance makes several changes to New Castle County code to update impact fees for new construction and how those fees are calculated.

“The County introduced impact fees over 25 years ago. We believe that this adjustment, the annual review of the fees, and the required 5-year study will allow New Castle County to account for the impact new buildings will have on our County and will help fund the necessary infrastructure” **County Executive Marcus Henry said.** “This ordinance also puts forward additional parameters to ensure we are moving forward in an equitable way for affordable housing.”

Ordinance 25-045 updates Article 14 of the New Castle County Code to adjust the impact fee table to account for inflation effective July 1st. The ordinance also requires future updates to

Select Language 

Google [Translate](#)



impact fees be adjusted based on the Consumer Price Index (CPI), evaluated annually, and studied every 5 years, with the first study to take place by January 2027. Additionally, the ordinance includes important exemptions for:

- Workforce dwelling units
- Moderately Priced Dwelling Units
- Low Income Housing (< 100% Area Median Income)
- Redevelopment or Brownfield Development
- Development on land in the Publicly Conserved Lands & Parks (P) zoning district

County Director of Land Use David Culver said “These fees are a fair and equitable mechanism to ensure that new development participates in the cost of new and expanded infrastructure needed to support our residents.”

County Executive Henry thanked County Council for their work on the ordinance and passage. Prime Sponsors are Councilwoman Dee Durham and Councilmen Kevin Caneco, David Carter, David Tackett; co-sponsors include Councilmen John Cartier and Brandon Toole.

The collection of impact fees in New Castle County began with the adoption of the Unified Development Code (UDC) in 1997. Since the adoption of the UDC, the County has only updated the fire impact fee, and that was done in 2006. The increase in fees reflect the adjustments in the CPI from the inception of the fees to 2023.

-30-

Related News

[County Executive Henry announces 2025 New Castle County Holiday event schedule](#)

Executive - Press Release

Posted on November 19, 2025

[County Executive Marcus Henry Announces Small Business Membership Award Program](#)

Executive - Press Release

Posted on November 10, 2025

**County Executive and Chief of Emergency
Communications announce upgrades in telecomms...**

Executive - Press Release

Posted on November 05, 2025

**New Castle County to participate in 2025 Operation
Green Light for Veterans**

Executive - Press Release

Posted on November 04, 2025

**New Castle County & Social Finance Announce
Launch of Family HOPE Project to End Family...**

Executive - Press Release

Posted on October 24, 2025



414 Main Street, P.O. Box 1130
Clayton, DE 19938-1130
Phone: (302) 653-8419
Fax: (302) 653-2017
www.clayton.delaware.gov

Fees and Rate Structures

(Effective 01/01/2026)

Abatement of vegetation	\$150/hr min 2 hours
Abatement of nuisance rubbish/refuse	
Town of Clayton \$100/hr per person min 2 hours plus, applicable landfill fees	
Contracted - fees determined by contractor	
Zoning Appeal Form (Board of Adjustment)	\$400.00
Code Enforcement Appeal Form	\$175.00
Petition to Amend Zoning Ordinance	\$225.00
Building Permit Application Fee (Residential)	\$100.00
Non-refundable; paid at the time of application. Covers Administrative processing; including plan intake, filing, and Permit coordination.	
Building Permit Application Fee (Commercial)	\$250.00
Non-refundable; paid at the time of application. Covers Administrative processing; including plan intake, filing, and Permit coordination.	
Building Application Permit Fee	1% of Project Cost
Covers oversight of the project to ensure compliance, coordination Of inspections with third-party contractors, coordination with the Town's internal Code Enforcement Manager, issuing the Certificate Of Completion.	
Building Application Plan Review Fee (Residential)	10% of Permit Fee
<u>Internal Review</u> – 10% of the building permit fee applied when the Town performs the plan review.	
<u>Outsourced Review</u> – the plan review is performed by an outside contractor. The applicant shall reimburse the town for the actual contractor charge as provided to the town, with no markup. Internal review fee does not apply.	

Building Application Plan Review Fee (Commercial)	20% of Permit Fee
<u>Internal Review</u> – 20% of the building permit fee applied when the Town performs the plan review.	
<u>Outsourced Review</u> – the plan review is performed by an outside contractor. The applicant shall reimburse the town for the actual contractor charge as provided to the town, with no markup. Internal review fee does not apply.	
Permit Extension	\$75.00
Permit Re-inspection – First State Inspections	\$ Determined by contractor
Permit Re-inspection – Town of Clayton Inspections	\$50.00
Work commencing before permit issuance	Double the permit fees
After-the-fact-permitting	Double the permit fees
Application for Combining Two Parcels	\$50.00
Application for Conditional Use Permit	\$100.00
Application for a Zoning Variance	\$145.00
Application for Street Excavation Permit	\$100.00
Demolition Permit Application	\$100.00
Dumpster/Portable Storage Container Application	\$100.00
Copies (FOIA requests-first 20 pages free)	\$.25
Impact Fee	
Town of Clayton	\$6,000.00
Kent County – Capital Improvement Fee	\$3,277.00 as of 7/1/25
Kent County – Expansion Fee	\$2,813.13 as of 7/1/25
Fire (Based on Construction Cost Valuation)	.375%
Ambulance (Based on Construction Cost Valuation)	.275%
School (Based on Construction Cost Valuation)	1% (not to exceed \$5,000)
Licensing	
Business License	\$75.00
Late fee is \$25.00 monthly	
Contractor's License	\$125.00
Mobile Food Vendor	\$25.00
Peddler/Solicitor License	\$100 per applicant / \$25 for each additional peddler/solicitor working under the application
Mobile Home Placement	\$400.00
<u>Town Fee</u> - \$400 flat fee for placement of a mobile home.	
<u>Outsourced Inspections</u> – any inspections performed by Outside contractors or agencies will be billed to the applicant At actual cost, with no markup.	
Plumbing Permit Fees – Minimum	\$95.00
Residential New Dwelling – (SFD, Duplex, Townhouse) (3 baths or less)	\$185.00
Each Additional Bathroom	\$55.00
Multi-Family Apartment Building	
First Apartment	\$185.00
Each Additional Apartment	\$95.00
Manufactured Dwellings, per unit (including Mobile Homes)	\$125.00
Additions and Alterations – inspection of drains, wastes, vents, supply piping not over 5 fixtures	\$145.00
Each Additional Fixture	\$5.00
Re-inspections	\$75.00 per trip

Non-Residential Plumbing	
Plan Review – Each Fixture or Device	\$1.25
Plan Review – Special Device (grease trap, backflow Preventor, sewer pump)	\$6.25
Plan Review – Minimum Fee	\$95.00
Inspection – Piping Under Slab (waste and supply) not over 5 fixtures	\$50.00
Each Additional Fixture	\$5.00
Piping Rough In (waste and supply), not over 5 fixtures	\$50.00
Each Additional Fixture	\$5.00
Piping Final Inspection, not over 5 fixtures	\$50.00
Each Additional Fixture	\$5.00
Inspection – Minimum Fee	\$95.00
Re-Inspections	\$75.00 per trip
Reconnection Fee	
Business Hours (8:00 am – 3:30pm)	\$25.00
After Hours (3:30 pm – 8:00 am)	\$50.00
Weekend Hours (Fri 3:30 pm – Mon 8:00 am)	\$75.00
Rental Inspection	\$50.00 per unit
Rental Re-inspection	\$75.00
Site Plan Application (Developer Pays all Costs)	\$100.00
Application for Approval of Subdivision Plot	\$100.00
Solar Application Fee	\$525.00
Tap Fees	
Sewer	\$1,000.00
Electric	\$800.00
Utility Deposit	
Homeowner (\$25.00 non-refundable)	\$125.00
Tenant (\$25.00 non-refundable)	\$250.00
Utility Billing Late Fees	
Electric	\$15.00
Sewer	\$15.00
Vacant Building Registration	
Years 1-2	\$500.00
Years 3-5	\$1,000.00
Years 6-10	\$2,000.00
Each additional year after 10	

"A Historic Past"



"A Bright Future"

Mayor

Paul H. Johnson, Sr.

Vice Mayor

Michael L. Jackson

Council Members

George Dudlek

David Turley

John Roberts

Elizabeth Dilliplane

THE CITY OF DELAWARE CITY

407 Clinton Street – P.O. Box 4159

Delaware City, Delaware 19706

Phone: 302-834-4573 Fax: 302-832-5545

City Manager

Britney Loveland

Chief of Police

Michael Henderson

City Solicitor

William Rhodunda

Finance Manager

Janet Gray

City Secretary

Tina Pincus

**MAYOR & COUNCIL MEETING
MONDAY, MARCH 16, 2026
PUBLIC HEARING 6:00 PM
MONTHLY MEETING 6:30 P.M.
DELAWARE CITY COMMUNITY CENTER GYM
250 FIFTH STREET**

*Please Note the Location Change

6:00 PM PUBLIC HEARING –

- Second Reading and Possible Adoption -Ordinance 25-1020-02 Ordinance to Amend Article XIV of Chapter 54 Of the City of Delaware City Code Regarding Impact Fees.

6:30 PM Stormwater & Floodplain Information.

6:30 PM REGULAR MEETING OF MAYOR & COUNCIL

PROPOSED AGENDA

Council may take action and vote on any agenda items listed

Call Meeting to Order

Invocation – Pledge to the Flag

Roll Call

Action upon Minutes of Previous Meetings

Police Report

City Manager's Report

City Solicitor's Report

Finance Manager Report of Previous Month

Appointments: Announcements/Communications: **Planning Commission for a 3-year term; Ernest Parker.**

Old Business

1. Second Reading and Possible Adoption -Ordinance 25-1020-02 Ordinance to Amend Article XIV of Chapter 54 Of the City of Delaware City Code Regarding Impact Fees.
2. Discussion On Green Hill Cemetery sign

New Business

Members of Council Comments

Citizens Questions and Comments (15 Minute Limit - **3 Minutes per Person**)

Executive Session, If Needed.

Adjournment 

Note: These Agenda Items may not be considered in sequence. This Agenda is subject to change to include additional items or deletion of items that arise at the time of the meeting.

Posted: 3/10/2026 at Town Hall, Post Office, Citgo Gas Station, Sunset Market, Library, www.delawarecity.org

**CITY OF DELAWARE CITY
DELAWARE CITY, DELAWARE
Ordinance No. 25-1020-02**

**ORDINANCE TO AMEND ARTICLE XIV OF CHAPTER 54
OF THE CITY OF DELAWARE CITY CODE REGARDING IMPACT FEES**

WHEREAS, pursuant to Article V, Section 5-02(A) of The City of Delaware City Charter (“Charter”), and pursuant to the “Powers of the City,” outlined in Article II, § 2-01 of the Charter, the Mayor and the Council of The City of Delaware City (“City Council”) possesses the authority to adopt, amend, modify, or repeal The City of Delaware City Code (“Code”); and

WHEREAS, the Mayor and the City Council of Delaware City desire to revise provisions in the Code relating to impact fees associated the impact new development has on infrastructure within the City, with reasonable consideration, among other things, as to the economic, social and practical impacts within the community; and

WHEREAS, the Mayor and the City Council desire to amend Article XIV (Impact Fees) of Chapter 54 (Subdivision of Land and Major Site Plan Review) of the City Code by instituting a standard increase to the impact fee schedule and adding new impact fees; and

NOW THEREFORE, making the express finding that the below changes enhance and perpetuate Delaware City’s cultural, social, economic, religious, political or architectural history, the Mayor and Council of The City of Delaware City hereby ordain and adopt the following Code changes and revisions:

Section 1. Article XIV – Impact Fees of Chapter 54 (Subdivision of Land and Major Site Plan Review) of the Code regarding impact fees is hereby amended by deleting the strikethrough language, and by adding the underlined language below, as follows:

ARTICLE XIV. IMPACT FEES

Sec. 54-42. Impact fees.

- (a) *Purpose.* The purpose of these impact fee provisions is to ensure that new development in the city bears a proportional or reasonably-related share of the cost of new, expanded, or replacement infrastructure

necessary to service that development through the payment of impact fees.

(b) *Applicability.* Any new building or commercial space shall be subject to impact fees, with the exception of municipal buildings, which shall be considered exempt. Residential additions shall not be subject to impact fees.

(c) *Calculation of impact fees.*

(1) Impact fees shall be calculated based on the impact fee schedule in effect at the time of submittal of a complete application for a building permit.

(2) In the event that there is more than one dwelling unit within a building, impact fees shall be calculated separately for each dwelling unit.

(d) *Impact fee schedule.*

Below is the Impact Fee Schedule:

Fee Type	Fee
Fire & Rescue	\$ 300 ⁺⁷⁰⁰ ¹
Parks & Recreation	\$ 150 500
Police Services	\$ 100 900
City Facilities	\$ 125 250
Stormwater/Roadway Infrastructure	\$1,000

¹ This specific Impact Fee shall go into a subvention fund for the benefit of Delaware City's Fire & Rescue resources.

(e) *Collection of impact fees.* The city shall not issue any certificate of occupancy required under the City Code until the applicant has paid any impact fees required by this article.

(f) *Segregation of impact fees from general revenue.* Impact fees collected pursuant to this article shall be maintained in separate, non-lapsing impact fee accounts for each of the facilities for which impact fees are assessed, and shall be segregated from the city's general revenues.

These accounts shall be dedicated for funding of the improvements for which the fee is collected. Funds from these accounts shall be distributed to

city departments solely for the purpose of capital and infrastructure projects relating to the departments.

(g) *Review and revisions.* The impact fees established in this article are based upon the best estimates of the costs of the construction of the facilities for which the fees are collected. The council may, by amendments to this article, change the amounts of the impact fees from time-to-time as warranted by new information or changed circumstances.

Secs. 54-43—54-49. Reserved.

Section 2. Severability. The provisions of this Ordinance shall be severable. If any provisions of this Ordinance are found by any court of competent jurisdiction to be unconstitutional or void, the remaining provisions of this Ordinance shall remain valid, unless the court finds that the valid provisions of this Ordinance are so essentially and inseparably connected with, and so dependent upon, the unconstitutional or void provision that it cannot be presumed that City Council would have enacted the remaining valid provisions without the unconstitutional or void provision; or unless the court finds that the remaining valid provisions, standing alone, are incomplete and incapable of being executed in accordance with the City Council's intent.

Section 3. Effective Date. This Ordinance shall become effective immediately upon its adoption by City Council.

ADOPTED BY THE MAYOR AND COUNCIL, this ____ day of _____, 2025.

ATTEST:

City Secretary

Mayor

APPROVED AS TO FORM:

Council Member

City Solicitor

Council Member

Council Member

Council Member

Council Member

First Reading on: _____

Second Reading, Public Hearing and Final Passage on: _____

November 11, 2025

David L. Edgell, AICP, Director
Delaware Office of State Planning Coordination
Haslet Armory
122 Martin Luther King Jr. Blvd. South
Dover, DE 19901

Re: City of New Castle, Comprehensive Plan 5-Year Review

Dear David:

The City of New Castle has completed a thorough review of the December 8, 2020 Comprehensive Plan, certified on April 8, 2021, as part of the 5-year requirement per Delaware Code, Title 22, §702.(e). After careful consideration over the last year, both the Planning Commission and City Council have determined that no changes to the Plan are needed at this time.

Starting in January 2025, the Planning Commission reviewed various chapters of the Plan at different meetings during the course of the year. The meeting information is as follows:

January 25, 2025

Chapter 1, Introduction
Chapter 2, Community Profile
Chapter 3, City and Community Services
Chapter 7, Transportation
Chapter 11, Housing
Chapter 14, Implementation

Meeting minutes can be found here: <https://newcastlecity.delaware.gov/events/planning-commission-meeting-97/>

July 28, 2025

Chapter 4, Land Use
Chapter 5, Annexation
Chapter 6, Infrastructure

Meeting minutes can be found here: <https://newcastlecity.delaware.gov/events/planning-commission-meeting-103/>

August 25, 2025

Chapter 8, Historic and Cultural Resources
Chapter 9, Community Design

Meeting minutes can be found here: <https://newcastlecity.delaware.gov/events/planning-commission-meeting-104/>

October 27, 2025

Chapter 10, Economic Development

Chapter 11, Housing

Chapter 12, Environmental Protection

Chapter 13, Open Space and Recreation

Chapter 14, Implementation

Minutes of the meeting can be found here:

<https://newcastlecity.delaware.gov/events/planning-commission-meeting-106/>

While the Planning Commission's review of the Plan determined that no changes are necessary at this time, the Planning Commissioners did find the exercise to be fruitful. For newer Commissioners, the review acquainted them with the foundational planning document for the City. For other members, the review helped them envision how future Plans (2030) could be structured differently to perhaps provide for more prescriptive and attainable recommendations.

The City appreciates the continued partnership with OSPC and we look forward to maintaining a strong working relationship between the City of New Castle and the State of Delaware.

If you have any questions or need additional information, please do not hesitate to contact me.

Sincerely,

Antonina Tantillo, MPA, City Administrator

Margo Reign, Planning Commission Chair

Suzanne Souder, City Council President

Valarie Leary, Mayor

OATH OF OFFICE

CITY OF NEW CASTLE DELAWARE

I, _____ do solemnly swear to carry out the responsibilities of the office of City Councilperson for The City of New Castle to the best of my ability, freely acknowledging that the powers of this office flow from the people I am privileged to represent.

I further swear always to place the public interests above any special or personal interests, and to respect the right of future generations to share in the rich historic and natural heritage of Delaware.

In doing so I will always uphold and defend the Constitutions of my Country and my State so help me God.

TischlerBise

FISCAL | ECONOMIC | PLANNING



Proposal for an
Impact Fee Study

City of New Castle, Delaware
April 13, 2026

TischlerBise
301.320.6900
carson@tischlerbise.com

April 13, 2026

Ms. Antonina Tantillo, City Administrator
City of New Castle
220 Delaware Street
New Castle, Delaware 19720

RE: Proposal to Conduct an Impact Fee Study for the City of New Castle, Delaware

Ms. Tantillo,

TischlerBise is pleased to submit the enclosed proposal to prepare an impact fee study for the City of New Castle. This assignment requires a consulting firm that has a unique combination of experience and expertise. We feel that TischlerBise is ideally suited to undertake this project based on our extensive national and Delaware impact fee experience. There are several points to note that make our qualifications unique:

- **Depth of Experience.** TischlerBise is the nation's leading impact fee and infrastructure financing consulting firm, and our qualified professionals bring an unparalleled depth of experience to this assignment. We have managed over 1,100 impact fee studies across the country—more than any other firm. We are innovators in the field, pioneering approaches for credits, impact fees by size of housing unit, and distance-related/tiered impact fees. More importantly, a TischlerBise impact fee methodology has never been challenged in a court of law.
- **Technical Knowledge of Land Use Planning and Local Government Finance.** The City requires consulting expertise in the areas of land use planning and growth management in the State of Delaware, as well as in local government finance. **Many communities overlook the fact impact fees are a land use regulation.** Therefore, your project requires a team with years of experience preparing impact fee studies within the context of overall financial needs, land use, and economic development policies. This will lead to a work product that is both defensible and that promotes equity.
- **Community Outreach.** An important component of a successful impact fee program is community support. Both Carson Bise and Julie Herlands have substantial experience developing and managing public outreach and community relations programs associated with impact fees and infrastructure finance.
- **Responsiveness.** As a small firm, we have the flexibility and responsiveness to meet all deadlines of your project. **We offer you the level of service and commitment that the larger firms save for their biggest contracts.**

As the President of TischlerBise, I have the authority to negotiate and contractually bind the firm. We look forward to the possibility of working with the City and are committed to providing cost-effective, high-quality support for this assignment.

Sincerely,



L. Carson Bise, II, AICP, President
TischlerBise, Inc.
4701 Sangamore Road, Suite S240
Bethesda, MD 20816
Phone: 301.320.6900 Ext. 12
E-mail: carson@tischlerbise.com

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Introduction

TischlerBise Qualifications

TischlerBise, Inc., is a fiscal, economic, and planning consulting firm that specializes in impact fees, fiscal impact analyses, infrastructure funding strategies, capital improvement planning, utility rate studies, and financial planning. Our firm has been providing consulting services to public agencies for almost forty years. **In this time, we have prepared over 1,100 impact fee evaluations – more than any other firm.** We have also prepared numerous infrastructure financing strategies. Through our detailed approach, proven methodologies, and comprehensive work products, we have **established TischlerBise as the leading national firm on revenue enhancement and cost of growth strategies.**

An important factor to consider related to this work effort is our **previous experience preparing impact fees in the State of Delaware.** The table below provides a complete list of TischlerBise’s impact fee experience in the State of Delaware.

CLIENT	Roads/Transportation	Sewer	Water	Stormwater	Solid Waste	Law Enforcement	Fire/EMS	Parks and Recreation	Trails/Open Space	Libraries	General Government	Schools
State of Delaware	◆					◆						
Appoquinimink School District								◆				◆
Brandywine School District												◆
Caesar Rodney School District												◆
Cape Henlopen School District												◆
Capital School District												◆
Christina School District												◆
Clayton						◆		◆			◆	
Delmar School District												◆
Indian River School District												◆
Lake Forest School District												◆
New Castle County	◆					◆	◆	◆		◆	◆	
Red Clay School District												◆
Seaford School District												◆
Smyrna		◆	◆				◆					
Smyrna School District												◆
Woodbridge School District												◆

National Experience

TischlerBise is the national leader in impact fee calculation, having prepared over 1,100 impact fee evaluations nationwide. The following table illustrates our vast national impact fee experience over the past ten (10) years.

STATE	CLIENT	Feasibility Analysis	Roads/Transportation	Sewer	Water	Stormwater	Law Enforcement	Fire/EMS	Parks and Recreation	Trails/Open Space	Libraries	General Government	Schools
AZ	Apache County	◆											
AZ	Apache Junction		◆				◆	◆	◆		◆	◆	
AZ	Avondale		◆	◆	◆		◆	◆	◆		◆	◆	
AZ	Buckeye		◆	◆	◆		◆		◆		◆	◆	
AZ	Casa Grande		◆	◆			◆	◆	◆		◆	◆	
AZ	Cave Creek		◆	◆	◆				◆	◆		◆	
AZ	El Mirage			◆	◆		◆	◆	◆			◆	
AZ	Eloy			◆	◆		◆		◆		◆	◆	
AZ	Flagstaff	◆	◆				◆	◆	◆		◆	◆	
AZ	Gilbert		◆		◆		◆	◆			◆		
AZ	Glendale			◆	◆	◆	◆	◆	◆		◆	◆	
AZ	Goodyear		◆	◆	◆		◆	◆	◆		◆		
AZ	Maricopa	◆	◆				◆	◆	◆	◆	◆	◆	
AZ	Navajo County	◆	◆					◆					
AZ	Peoria	◆	◆				◆	◆	◆	◆	◆	◆	
AZ	Phoenix		◆				◆	◆	◆	◆	◆		
AZ	Pinal County	◆	◆				◆		◆				
AZ	Queen Creek		◆	◆	◆		◆	◆		◆	◆	◆	
AZ	Safford			◆	◆								
AZ	San Luis		◆	◆	◆	◆	◆	◆	◆				
AZ	Sedona		◆			◆	◆		◆			◆	
AZ	Show Low	◆	◆	◆	◆		◆		◆		◆		
AZ	Sierra Vista		◆				◆	◆	◆	◆	◆		
AZ	Somerton		◆	◆	◆	◆	◆	◆	◆				
AZ	Surprise		◆	◆	◆		◆	◆	◆		◆	◆	
AZ	Taylor	◆	◆				◆	◆	◆			◆	
AZ	Wellton		◆	◆	◆	◆	◆	◆	◆				
AZ	Yuma		◆	◆		◆	◆	◆	◆	◆		◆	
CA	El Centro						◆	◆	◆		◆	◆	
CA	Imperial County	◆											
CA	Mammoth Lakes		◆			◆	◆		◆	◆		◆	

STATE	CLIENT	Feasibility Analysis	Roads/Transportation	Sewer	Water	Stormwater	Law Enforcement	Fire/EMS	Parks and Recreation	Trails/Open Space	Libraries	General Government	Schools
CA	Suisun City		◆						◆			◆	
CA	Temecula		◆	◆	◆		◆		◆	◆	◆	◆	
CA	Tulare		◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	
CA	Visalia								◆		◆	◆	
CO	Boulder		◆				◆	◆	◆	◆	◆		
CO	Castle Rock		◆			◆	◆	◆	◆		◆		
CO	Colorado Springs		◆										
CO	Erie		◆					◆	◆		◆		
CO	Evans		◆										
CO	Fort Collins		◆										
CO	Greeley		◆	◆			◆	◆					
CO	Larimer County		◆										
CO	Longmont		◆				◆				◆		
CO	Louisville	◆	◆					◆	◆	◆	◆		
CO	Mead		◆					◆			◆		
CO	Thornton		◆				◆	◆	◆		◆		
CO	Vail		◆										
FL	Islamorada							◆	◆			◆	
FL	Manatee County		◆				◆	◆	◆	◆		◆	◆
FL	Manatee County Schools												◆
FL	Miami	◆					◆	◆	◆	◆		◆	◆
FL	North Miami	◆		◆	◆		◆	◆	◆	◆	◆	◆	
FL	Parkland						◆		◆				
FL	Pasco Co. School Board												◆
FL	Port St. Lucie								◆			◆	
FL	Punta Gorda		◆				◆	◆	◆		◆	◆	
FL	South Miami		◆						◆				
FL	Stuart		◆				◆	◆	◆			◆	
GA	Effingham County		◆	◆	◆		◆		◆		◆		
GA	Roswell		◆					◆	◆		◆		
ID	Hailey		◆	◆	◆		◆	◆	◆	◆	◆	◆	
ID	Hayden		◆				◆		◆				
ID	Post Falls	◆	◆				◆		◆				
ID	Sandpoint		◆					◆	◆	◆			

STATE	CLIENT	Feasibility Analysis	Roads/Transportation	Sewer	Water	Stormwater	Law Enforcement	Fire/EMS	Parks and Recreation	Trails/Open Space	Libraries	General Government	Schools
ID	Shoshone Co. Fire Dept							◆					
ID	Victor		◆				◆	◆	◆				
LA	Covington			◆	◆								
MD	Caroline Co.												◆
MD	Carroll Co.					◆			◆	◆		◆	◆
MD	Charles Co.		◆							◆			
MD	Dorchester Co.	◆						◆					
MD	Easton	◆	◆					◆	◆	◆			◆
MD	Frederick		◆										
MD	Frederick Co.		◆					◆	◆	◆		◆	◆
MD	Hagerstown		◆					◆		◆			◆
MD	Hampstead				◆			◆		◆			
MD	Ocean City	◆											
MD	Queen Anne's, Co.	◆						◆	◆	◆	◆	◆	◆
MD	Salisbury	◆	◆	◆	◆			◆	◆	◆	◆		◆
MD	Snow Hill	◆						◆	◆	◆			◆
MD	Talbot County	◆	◆							◆		◆	◆
MD	Westminster		◆		◆					◆			◆
MD	Wicomico		◆										
MD	Worcester					◆				◆		◆	◆
MT	Belgrade	◆	◆	◆	◆			◆	◆				
MT	Bozeman		◆	◆	◆			◆					
MT	Corvallis School District												◆
MT	Manhattan			◆	◆								
MT	Missoula						◆	◆	◆	◆		◆	
MT	Missoula Co.						◆	◆	◆				
MT	Polson			◆	◆				◆				
MT	Ravalli County	◆											
NC	Orange County								◆	◆			◆
NM	Las Cruces			◆	◆								
NV	North Las Vegas	◆						◆					
NV	Nye County		◆			◆	◆	◆	◆				
NV	Washoe County		◆										
OH	Delaware						◆	◆	◆			◆	

STATE	CLIENT	Feasibility Analysis	Roads/Transportation	Sewer	Water	Stormwater	Law Enforcement	Fire/EMS	Parks and Recreation	Trails/Open Space	Libraries	General Government	Schools
OH	Lebanon		◆						◆				
RI	Middletown			◆			◆	◆	◆			◆	◆
SC	Aiken County		◆				◆	◆					
SC	Anderson County	◆											
SC	Beaufort County		◆						◆		◆		◆
SC	Clover School District												◆
SC	Fort Mill School District												◆
SC	Georgetown County		◆				◆	◆			◆		
SC	Horry County						◆	◆	◆		◆		
SC	Summerville		◆					◆	◆			◆	
SC	Tega Cay			◆			◆		◆				
SC	York County		◆					◆	◆			◆	
UT	Mapleton			◆	◆	◆		◆	◆	◆			
UT	North Logan	◆	◆	◆	◆				◆	◆			
UT	Pleasant Grove	◆	◆	◆	◆		◆	◆	◆				
UT	Sandy City		◆			◆	◆	◆		◆			
UT	Spanish Fork	◆		◆	◆	◆			◆				
UT	West Jordan		◆	◆	◆	◆	◆	◆	◆				
VA	Stafford County		◆										
VA	Suffolk			◆	◆								
WV	Jefferson County						◆	◆	◆			◆	◆
WY	Casper	◆	◆					◆	◆				
WY	Cheyenne		◆				◆	◆	◆			◆	◆

Project Team

To successfully navigate through the City's impact fee study, the successful consultant must possess specific, detailed, and customized knowledge, not only of the technical analysis, but also of the context of the impact fee structure in achieving City's land use, finance, and economic development policy goals. **Our project team for this assignment includes our most senior and experienced impact fee professionals.** We have unsurpassed experience performing projects requiring the same expertise as that needed to serve the City. The role of each team member and their qualifications are briefly discussed below.

Carson Bise, AICP, President of TischlerBise, will serve as Principal-In-Charge and coordinate our project team's interaction with the City to ensure that all work is completed properly, on time, and within budget. He will work closely with Julie Herlands, developing and reviewing all aspects of the project and providing overall quality assurance for the project.

Julie Herlands, AICP, Principal at TischlerBise, has been selected as Project Manager for this project because of her substantial experience preparing impact fees and financing strategies, her strong project management skills, as well as her previous experience working for the City. Ms. Herlands will be responsible for controlling the work in progress, providing feedback to project team members and staff, and meeting the technical requirements of the project. Most importantly, Ms. Herlands, in conjunction with Mr. Bise, will ensure constant collaboration and communication between City staff and our team through frequent progress memorandums, conference calls, and in-person meetings.

Colin McAweeney, Fiscal/Economic Analyst, is an accomplished impact fee Project Manager/Analyst and will provide analytical support to the impact fee study. Mr. McAweeney has been with TischlerBise for five years and is the Project Manager for our current Land Use Assumptions, IIP and Development Fee studies in Casa Grande, Tempe and Buckeye, AZ. Mr. McAweeney is also working on the York County and Beaufort County, SC impact fee studies.

Complete project team résumés are provided below.

L. Carson Bise, II, AICP, President

Carson Bise has thirty years of fiscal, economic, and planning experience and has conducted fiscal and infrastructure finance evaluations in forty states. **Mr. Bise is a leading national figure in the calculation of impact fees, having completed over 350 impact fees** for the following categories: parks and recreation, open space, police, fire, schools, water, sewer, roads, municipal power, and general government facilities. In his seven years as a planner at the local government level, he coordinated Capital Improvement Plans, conducted market analyses and business development strategies, and developed comprehensive plans. Mr. Bise has also written and lectured extensively on fiscal impact analysis and infrastructure financing. **His most recent publications are *Next Generation Transportation Impact Fees and Fiscal Impact Analysis: Methodologies for Planners***, both published by the American Planning Association, a chapter on fiscal impact analysis in the book *Planning and Urban Design Standards*, also published by the American Planning Association, and the ICMA IQ Report, *Fiscal Impact Analysis: How Today's Decisions Affect Tomorrow's Budgets*. **Mr. Bise is a former Board of Director for the Growth and Infrastructure**

Finance Consortium and recently Chaired the APA's Paying for Growth Task Force. He was also recently named an Affiliate of the National Center for Smart Growth Research & Education.

EDUCATION

M.B.A., Economics, Shenandoah University

Bachelor of Science, Geography/Urban Planning, East Tennessee State University

Bachelor of Science, Political Science/Urban Studies, East Tennessee State University

SELECTED IMPACT FEE EXPERIENCE

- Apache Junction, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Avondale, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Buckeye, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Camp Verde, Arizona – *Impact Fee Study*
- Coolidge, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Glendale, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Eloy, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Flagstaff, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Pinetop-Lakeside, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Sedona, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Sierra Vista, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Somerton, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Wellton, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Yuma, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Avenal, California – *Impact Fee Study*
- National City, California – *Impact Fee Study*
- Tulare, California – *Impact Fee Study*
- Boulder, Colorado – *Impact Fee/Excise Tax Study*
- Erie, Colorado – *Impact Fee Study*
- Evans, Colorado – *Impact Fee Study*
- Greeley, Colorado – *Impact Fee Study*
- Longmont, Colorado – *Impact Fee Study*
- Louisville, Colorado – *Impact Fee Study*
- Steamboat Springs, Colorado – *Impact Fee Study*
- Thornton, Colorado – *Impact Fee Study*
- Vail, Colorado – *Impact Fee Study*
- DeSoto County, Florida – *Impact Fee Study*
- Manatee County, Florida – *Impact Fee Study*
- North Miami, Florida – *Impact Fee Study*
- Manatee County, Florida – *School Impact Fee Study*
- School District of Pasco County, Florida – *School Impact Fee Study*
- Frederick County, Maryland – *School Impact Fee Study*
- Hagerstown, Maryland – *Impact Fee Study*
- Hampstead, Maryland – *Impact Fee Study*

- Salisbury, Maryland – *Impact Fee Study*
- Talbot County, Maryland – *Impact Fee Study*
- Washington County, Maryland – *Impact Fee Study*
- Wicomico County, Maryland – *Impact Fee Study*
- Worcester County, Maryland – *Impact Fee Study*
- Broadwater County, Montana – *Impact Fee Feasibility Study*
- Bozeman, Montana – *Impact Fee Study*
- Gallatin Canyon/Big Sky, Montana – *Capital Improvement and Funding Plan*
- Great Falls, Montana – *Impact Fee Feasibility Study*
- Las Cruces, New Mexico – *Water and Sewer Impact Fee Study*
- Aiken County, South Carolina – *Impact Fee Study*
- Beaufort County, South Carolina – *Southern Beaufort County Infrastructure Funding Strategy*
- Fort Mill School District – *Impact Fee Study*
- Georgetown County, South Carolina – *Impact Fee Study*
- Horry County, South Carolina – *Impact Fee Study*
- York County, South Carolina – *Impact Fee Study*
- Williamson County, Tennessee – *School Impact Fee Study*

SPEAKING ENGAGEMENTS

- *Fiscal Impact Assessment*, AICP Training Workshop, APA National Planning Conference
- *Dealing with the Cost of Growth: From Soup to Nuts*, ICMA National Conference
- *Demand Numbers for Impact Analysis*, National Impact Fee Roundtable
- *Calculating Infrastructure Needs with Fiscal Impact Models*, Florida Chapter of the APA Conference
- *Economic Impact of Home Building*, National Impact Fee Roundtable
- *Annexation and Economic Development*, APA National Conference
- *Economics of Density*, APA National Conference
- *The Cost/Benefit of Compact Development Patterns*, APA National Conference
- *From Soup to Nuts: Paying for Growth*, APA National Conference
- *Growing Pains*, ICMA National Conference
- *Mitigating the Impacts of Development in Urban Areas*, Florida Chapter of the APA
- *Impact Fee Basics*, South Carolina Chapter of the APA
- *Impact Fee Basics*, National Impact Fee Roundtable
- *Fiscal Impact Analysis and Impact Fees*, National Impact Fee Roundtable
- *Are Subsidies Worth It?* APA National Conference

PUBLICATIONS

- “Next Generation Transportation Impact Fees,” APA, Planners Advisory Service
- “Fiscal Impact Analysis: Methodologies for Planners”, APA
- “Planning and Urban Design Standards”, APA, Contributing Author on Fiscal Impact Analysis
- “Fiscal Impact Analysis: How Today’s Decisions Affect Tomorrow’s Budgets”, ICMA Press
- “The Cost/Contribution of Residential Development”, Mid-Atlantic Builder
- “Smart Growth and Fiscal Realities”, ICMA Getting Smart! Newsletter
- “The Economics of Density”, AICP Training Series, 2005, Training CD-ROM (APA)

Julie Herlands, AICP, Vice President

Julie Herlands is Vice President with TischlerBise and has 15 years of planning, fiscal, and economic development experience. Prior to joining TischlerBise, Ms. Herlands worked in the public sector in Fairfax County, Virginia, for the Office of Community Revitalization and for the private sector for the International Economic Development Council (IEDC) in their Advisory Services and Research Department. For IEDC, she conducted a number of consulting projects including economic and market feasibility analyses and economic development assessments and plans. Her economic, fiscal impact, and impact fee/infrastructure finance experience includes a wide-range of assignments in over 15 states. She is a frequent presenter at national and regional conferences including serving as co-organizer and co-presenter at a half-day AICP Training Workshop entitled *Fiscal Impact Assessment* at the American Planning Association National Planning Conference. A session on impact fees and cash proffers presented at the APA National Conference is available through the APA training series, *Best of Contemporary Community Planning*. **She is currently the Immediate Past Chair of the Economic Development Division of the APA and recently chaired the APA Task Force on Planning and Economic Development.**

EDUCATION

Masters of Community Planning, University of Maryland

Bachelor of Arts, Political Science, University of Buffalo

SELECTED IMPACT FEE AND INFRASTRUCTURE FUNDING STRATEGY EXPERIENCE

- Apache Junction Water Company, Arizona – *Water System Connection Fees*
- Apache Junction, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Cave Creek, Arizona *Land Use Assumptions, IIP and Development Fee Study*
- Glendale, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Queen Creek, Arizona – *Development Impact Fees*
- Show Low, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Sedona, Arizona – *Land Use Assumptions, IIP and Development Fee Study*
- Bentonville, Arkansas – *Development Impact Fees*
- Clovis, California – *Sewer Impact Fee*
- Temecula, California – *Development Impact Fee*
- Arapahoe County, Colorado – *Rural Road Funding Strategy*
- Boulder, Colorado – *Development Excise Taxes*
- Castle Rock, Colorado – *Impact Fee Study*
- Erie, Colorado – *Impact Fee Study*
- Longmont, Colorado – *Impact Fee Study*
- Plant City, Florida – *Impact Fee Study*
- Port St. Lucie, Florida – *Impact Fee Study*
- Stuart, Florida – *Impact Fee Study*
- Kellogg, Idaho – *Impact Fee Study*
- Post Falls, Idaho – *Impact Fee Study*

- Shoshone Fire District, Idaho – *Impact Fee Study*
- Evanston, Illinois – *Impact Fee/Excise Tax Study*
- Anne Arundel County, Maryland – *Revenue Strategies*
- Caroline County, Maryland – *Schools Excise Tax Study*
- Dorchester County, Maryland – *Impact Fee Study*
- Salisbury, Maryland – *Impact Fee Study*
- Easton, Maryland – *Impact Fee Study*
- Talbot County, Maryland – *Impact Fee Study*
- Wicomico County, Maryland – *Impact Fee Study*
- Worcester County, Maryland – *Impact Fee Study*
- North Las Vegas – *Impact Fee Study*
- Nye County/Town of Pahrump, Nevada – *Impact Fee Study*
- Cabarrus County, North Carolina – *Voluntary Mitigation Payment Studies (Two School Districts)*
- Catawba County, North Carolina – *School Impact Fee Studies (Three School Districts)*
- Chatham County, North Carolina – *School Impact Fee Study (One School District)*
- Orange County, North Carolina – *School Impact Fee Study (Two School Districts)*
- Abbeville County, South Carolina – *Infrastructure Financing Study*
- Beaufort County, South Carolina – *Infrastructure Financing Study*
- Henrico County, Virginia – *Impact Fee Study; Cash Proffer Study*
- Prince George County, Virginia – *Cash Proffer Study*
- Prince William County, Virginia – *Impact Fee Study*
- Spotsylvania County, Virginia – *Impact Fee Study*
- Stafford County, Virginia – *Impact Fee Study*

SPEAKING ENGAGEMENTS

- *What Are the Costs to Serve Development?* APA National Planning Conference
- *Local Fiscal Challenges and Planning Solutions*, APA National Planning Conference
- *Cash Proffers and Impact Fees*, APA Virginia Chapter Annual Conference
- *Fiscal Sustainability*, APA Webcast
- *Infrastructure Financing: Funding the Gap*, APA National Planning Conference
- *Economic Development for Planning Practitioners*, Training Workshop, APA National Planning Conference
- *Voluntary Mitigation Payments: An Alternative to Impact Fees*, APA National Planning Conference
- *Proffers vs. Impact Fees: The Virginia Experience*, National Impact Fee Roundtable
- *Impact Fee—Or Is It?* APA National Planning Conference
- *Integrating Planning with School Demands*, APA National Planning Conference
- *Planning and Fiscal Reality*, APA National Planning Conference

PUBLICATIONS

- “Should Impact Fees Be Reduced in a Recession?”, *Economic Development Now*, August 10, 2009 (International Economic Development Council)
- “Agreements, Fees, and CIP”, *The Best of Contemporary Community Planning*, 2005, Training CD-ROM (APA and Lincoln Institute of Land Policy)

Colin McAweeney, Fiscal/Economic Analyst

EXPERIENCE

Colin McAweeney is a Fiscal and Economic Analyst at TischlerBise with specialties in finance and economic development planning. Prior to joining TischlerBise, Mr. McAweeney completed his M.S. at Erasmus University Rotterdam where he specialized in economic development. Here, Mr. McAweeney became knowledgeable in planning that involves fiscal, social, and environmental sustainability. In Rotterdam, Mr. McAweeney conducted several field studies of local at-risk neighborhoods and presented planning solutions to city leaders. Additionally, he brought together a team of academics and consultants to plan a biking corridor in Kenya. He finished his degree with a thesis surrounding the urban aspects that attract investment. Before pursuing his M.S., Mr. McAweeney worked in the finance sector for several years. While performing at a high level, he was able to become very familiar with financial markets and business financing.

SELECTED EXPERIENCE

- Blue Lake, California – *Fiscal Impact Study*
- Bryan, Texas – *Fiscal Analysis of Annexation Study*
- El Portal, Florida – *Fiscal Impact Study*
- Falls Church, Virginia – *Fiscal Impact Model*
- Frederick County, Virginia – *Capital Impact Model and Cash Proffers*
- Goochland County, Virginia – *Cost of Land Use Study*
- Harris County, Texas – *Regional Governance Structure Study*
- Hanover County, Virginia – *Fiscal Impact (Expenditures) Study*
- Henderson, Nevada – *Fiscal Impact Study*
- Lake Tahoe, California – *Fiscal Impact Study*
- La Plata County, Colorado – *Cost of Land Use Study*
- Little Rock, Arkansas – *Fiscal Impact Study*
- Loudoun County, Virginia – *Policy Documents, Economic & Fiscal Impact Study, Cost of Land Use Study, Residential Linkage to Nonresidential Study*
- Nassau County, Florida – *Fiscal Impact Model*
- New Castle County, Delaware – *Cost of Land Use Study*
- North Myrtle Beach, South Carolina – *Fiscal Impact Study*
- Parker, Colorado – *Impact Fee Study*
- Portsmouth, Virginia – *Economic & Fiscal Impact Study*
- Shreveport-Caddo Parish, Louisiana – *Revenue Structure Study*

EDUCATION

M.S., Urban Management and Development, Erasmus University Rotterdam

B.S., Economics with an emphasis on Mathematics, University of Wisconsin - Madison

Project Understanding and Work Scope

Project Approach

Impact fees are fairly simple in concept, but complex in delivery. Generally, the jurisdiction imposing the fee must: (1) identify the purpose of the fee, (2) identify the use to which the fee is to be put, (3) show a reasonable relationship between the fee's use and the type of development project, (4) show a reasonable relationship between the facility to be constructed and the type of development, and (5) account for and spend the fees collected only for the purpose(s) used in calculating the fee.

Reduced to its simplest terms, the process of calculating impact fees involves the following two steps:

1. Determine the cost of development-related capital improvements, and
2. Allocate those costs equitably to various types of development.

There is, however, a fair degree of latitude granted in constructing the actual impact fees, as long as the outcome is "proportionate and equitable." **Fee construction is both an art and a science, and it is in this convergence that TischlerBise excels in delivering products to clients.**

Any one of several legitimate methods may be used to calculate impact fees. The choice of a particular method depends primarily on the service characteristics and planning requirements for the facility type being addressed. Each method has advantages and disadvantages given a particular situation, and to some extent they are interchangeable because they all allocate facility costs in proportion to the needs created by development.

In practice, the calculation of impact fees can become quite complicated because of the many variables involved in defining the relationship between development and the need for capital facilities. The following paragraphs discuss the three basic methods for calculating impact fees and how those methods can be applied.

Plan-Based Impact Fee Calculation - The plan-based method allocates costs for a specified set of future improvements to a specified amount of development. The improvements are identified by a facility plan. In this method, the total cost of relevant facilities is divided by total demand to calculate a cost per unit of demand. The plan-based method is often the most advantageous approach for facilities that require engineering studies, such as roads and utilities.

Cost Recovery Impact Fee Calculation - The rationale for the cost recovery approach is that new development is paying for its share of the useful life and remaining capacity of facilities from which new growth will benefit. To calculate a development impact fee using the cost recovery approach, facility cost is divided by ultimate number of demand units the facility will serve. An oversized water storage tank is an example.

Incremental Expansion/Consumption Impact Fee Calculation - The incremental expansion method documents the current level-of-service (LOS) for each type of public facility in both quantitative and qualitative measures, based on an existing service standard such as square feet per capita or park acres per capita. The level-of-service standards are determined in a manner similar to the current

replacement cost approach used by property insurance companies. In contrast to insurance practices, however, clients do not use the funds for renewal and/or replacement of existing facilities. Rather, the jurisdiction uses the impact fee revenue to expand or provide additional facilities, as needed, to accommodate new development. An incremental expansion cost method is best suited for public facilities that will be expanded in regular increments, with LOS standards based on current conditions in the community.

Evaluation of Alternatives. Designing the optimum impact fee approach and methodology is what sets TischlerBise apart from our competitors. Unlike most consultants, we routinely consider each of the three methodologies for each component within a fee category. The selection of the particular methodology for each component of the impact fee category will depend on which methodology is most beneficial for the City. In some cases, TischlerBise will prepare the impact fees using several methodologies and will discuss the various trade-offs with City staff. There are likely to be policy and revenue tradeoffs depending on the capital facility and methodology. We recognize that “one size does not fit all” and create the optimum format that best achieves our clients’ goals.

Scope of Work

The following scope of work provides detailed steps to ensure that your project is completed successfully. The scope and pricing assume that impact fees are calculated for the following categories: library, general government, parks and recreation, police, fire, and sanitation. We have designed this work plan to be responsive to the needs and specific circumstances of the City.

TASK 1: PROJECT INITIATION

Description: The purpose of this task is to understand and get updated on the City’s land use planning issues. In addition, this task will serve as an opportunity for TischlerBise to make contact with City staff and conduct project “kick-off” activities. During this task, we will meet with City staff to establish lines of communication, review and discuss project goals and City policies related to the project, review (and revise, if necessary) the project schedule, and request additional data and documentation related to the project. The specifics of this initial discussion are outlined below:

- Review and refine work plan and schedule, if appropriate.
- Assess information needs and required staff support.
- Discuss current infrastructure needs.
- Discuss overall capital facility financing issues.
- Discuss the City’s experience with the current impact fee approaches including residential fees by house size; and condensed nonresidential fee schedule.
- Identify and collect data and documents relevant to the analysis.
- Understand the City’s economic development goals.
- Identify any relevant policy issues.

Meetings: One (1) meeting with City staff.

Deliverables: Data request memorandum

TASK 2: RECOMMEND LAND USE ASSUMPTIONS

Description: The purpose of this task is to review and understand the current demographics of the City as they relate to growth and development, and to determine the likely development future for the City in terms of new population, housing units, employment, and nonresidential building area over the next ten to twenty years.

Meetings: Discussions with the Planning Department will be held as part of Task 1.

Deliverable: TischlerBise will prepare a memorandum discussing the recommended land use factors and projections.

TASK 3: DETERMINE CAPITAL FACILITY NEEDS AND SERVICE LEVELS

Description: This task as well as tasks 4-6 may vary somewhat depending on the methodology applied to a particular development impact fee category. The impact fee analysis for each facility type would be presented in a separate chapter in the impact fee report.

Identify Facilities/Costs Eligible for Impact Fee Funding. As an essential part of the analysis, TischlerBise will evaluate the impact of development on the need for additional facilities, by type, and identify costs eligible for development impact fee funding. Elements of the analysis include:

- Review facility plans, fixed asset inventories, and other documents establishing the relationship between development and facility needs by type.
- Identify planned facilities, vehicles, equipment, and other capital components eligible for development impact fee funding.
- Prepare forecast of relevant capital facility needs.
- Adjust costs as needed to reflect other funding sources.

As part of calculating the fee, the impact fees may include the construction contract price; the cost of acquiring land, improvements, materials and fixtures; the cost for planning, surveying, and engineering fees for services provided for and directly related to the construction system improvement; and debt service charges, if the City might use impact fees as a revenue stream to pay the principal and interest on bonds, notes, or other obligations issued to finance the cost of system improvements. All of these components will be considered in developing an equitable allocation of costs.

Identify Appropriate Level of Service Standards. We will review needs analyses and level-of-service levels for each facility type. Activities related to this task include:

- Apply defined service standards to data on future development to identify the impacts of development on facility and other capital needs. This will include discussions with staff of the existing versus adopted levels of service, as appropriate.

- Ascertain and evaluate the actual demand factors (measures of impact) that generate the need for each type of facility to be addressed in the study.
- Identify actual existing service levels for each facility type. This is typically expressed in the number of demand units served.
- Define service standards to be used in the impact fee analysis.
- Determine appropriate geographic service areas for each fee category.

Meetings: One (1) to two (2) meetings with City staff to discuss capital facility needs and levels of service; conference calls as needed.

Deliverables: Memorandums as necessary; see Task 7.

TASK 4: EVALUATE DIFFERENT ALLOCATION METHODOLOGIES

Description: The purpose of this task is to determine the methodology most appropriate for each impact fee category. As noted previously, the three basic methodologies that can be applied in the calculation of development impact fees are the plan-based, incremental expansion, and cost-recovery approaches. Selection of the particular methodology for each component of the development impact fee category will depend on which is most beneficial for the City. In a number of cases, we will prepare the development impact fees for a particular infrastructure category using several methodologies, and will discuss the trade-offs with the City. This allows us to utilize a combination of methodologies within one fee category. For instance, a plan-based approach may be appropriate for a new facility building, while an incremental approach may be appropriate for support vehicles and equipment. By testing all possible methodologies, the client is assured that the maximum supportable impact fee will be developed. Policy discussions will then be held at the staff level regarding the trade-offs associated with each allocation method prior to proceeding to the next task.

Meetings: One (1) meeting with City staff to discuss issues related to allocation methodologies in conjunction with Task 3; conference calls as needed.

Deliverable: Memorandums as necessary; see Task 7.

TASK 5: DETERMINE NEED FOR “CREDITS” TO BE APPLIED AGAINST CAPITAL COSTS

Description: There are, in fact, two types of “credits” each with specific, distinct characteristics, but both will be included in the calculation of impact fees. The first is a credit due to possible double-payment situations. This could occur when a property owner will make future contributions toward the capital costs of a public facility covered by an impact fee. The second is a credit toward the payment of an impact fee for the required dedication of public sites and improvements provided by the developer and for which the impact fee is imposed. Both types of credits will be considered and addressed in the impact fee analysis.

Deliverable: Memorandums as necessary; see Task 7.

TASK 6: CONDUCT FUNDING AND CASH FLOW ANALYSIS

Description: In order to prepare a meaningful capital improvement plan, it is important not only to understand the gross revenues, but also the capital facility costs and any deficits. In this case, some consideration should be given to anticipated funding sources. This calculation will allow the City to better understand the various revenue sources possible and the amount that would be needed if the impact fees were discounted.

The initial cash flow analysis will indicate whether additional funds might be needed or if the capital improvements plan might need to be changed to have new growth pay its fair share of new capital facilities. This could also affect the total credits calculated in the previous task. Therefore, it is likely that a number of iterations will be conducted in order to refine the cash flow analysis reflecting the capital improvement needs.

Deliverable: Memorandums as necessary; see Task 7.


TASK 7: PREPARE IMPACT FEE REPORT, PUBLIC PRESENTATION

Description: TischlerBise will prepare a draft report for the City's review. The report will summarize the need for impact fees for transportation, parks and recreation, police, fire and municipal facilities; the relevant methodologies employed; and all assumptions and cost factors. The report will include at a minimum the following information:

- Executive Summary
- A detailed description of the methodologies used during the study
- A detailed description of all level-of-service standards and cost factors used and accompanying rationale
- A detailed schedule of all proposed fees listed by land use type and activity
- Other information which adequately explains and justifies the resulting recommended fee schedule
- Cash flow analysis
- Implementation and administration procedures

Following the City's review of the draft report, we will make mutually agreed upon changes to the Impact Fee Report.

TischlerBise's Impact Fee Report will include flow diagrams clearly indicating the methodology and approach, a series of tables for each activity showing all of the data assumptions and figures, and a narrative explaining all of the data assumptions, sources and the methodologies. The report will be a stand-alone document clearly understood by interested parties. Because of our firm's extensive experience in calculating impact fees and preparing such reports, we have developed a succinct written product that leaves a well-understood paper trail.



Deliverable: Draft and final reports and presentation materials for meetings.

Meetings: One (1) meeting/presentation to present results.

Project Fee/Schedule

The following table presents our proposed project fee for this assignment and encompasses the tasks, meetings, and deliverables identified in our scope of work. Please note that this is a fixed fee proposal and includes direct expenses related to the project with no overhead mark-up. **We have priced this proposal per fee category. If after initial meetings it is determined that certain impact fee categories are not good candidates, the contract will be reduced accordingly.** TischlerBise bills on a monthly basis, based on percentage complete. Payment terms are net 30 days. We estimate a 3-4 month timeline for completion.

PROPOSED FEE - NEW CASTLE, DELAWARE IMPACT FEE STUDY						
Project Team Member:	Bise	Herlands	McAweeney	Total		
Hourly Rate*	\$245	\$215	\$195	Hours	Cost	
Task 1: Project Initiation	8	8	0	16	\$3,680	
Task 2: Develop Land Use Assumptions	4	8	24	36	\$7,380	
Task 3: Determine Capital Facility Needs and Service Levels	20	36	48	104	\$5,280	
Task 4: Evaluate Different Allocation Methodologies	8	8	16	32	\$6,800	
Task 5: Determine Need for Credits	4	4	10	18	\$3,790	
Task 6: Conduct Funding and Cash Flow	4	16	8	28	\$5,980	
Task 7: Prepare Impact Fee Report, Public Presentation	16	48	16	80	\$17,360	
TOTAL:	64	128	122	314	\$50,270	

* Hourly rates are inclusive of all costs.