

## **EXHIBIT A**

### **El Paso County Colorado Road Impact Fee Implementation Document 2025**

#### **INTRODUCTION**

The El Paso County Road Impact Fee was originally adopted in 2012 following a two-year stakeholder process. It replaced the Interim Unincorporated Countywide Transportation Improvement Fee, which in turn replaced an approach based on small-area fee programs, such as that for the Falcon area.

The basis for the fee system is not new. This Road Impact Fee is simply a method of more fairly and equitably allocating the impact of new development and recovering the cost than individually negotiated developer agreements. The purpose of the program is to develop a process to identify transportation improvements needed to accommodate growth, to allocate fairly the costs of transportation improvements among new developments, and to ensure the proper and timely accounting of improvements and funds. The program does not include all roads in the unincorporated County, only higher traffic roads that provide for regional travel.

#### **Goal Statements:**

- To accurately identify transportation improvements to county and state roads needed to accommodate growth.
- To accurately assess appropriate fees for the transportation improvements and ensure that costs and fees are updated regularly.
- To ensure that either the identified transportation projects are built or that fees are paid.
- To ensure accurate and reliable accounting of fees, credits, and reimbursements for eligible improvements.
- To ensure that identified transportation project costs are fairly and equitably distributed.

#### **Program Principles:**

- Ensure that needed roads are built and that the costs of road projects are fairly and equitably distributed by spreading the cost of major collectors and arterials to all new development on a cost per trip basis.
- The fee program is based on the premise that all new development (large and small) should pay a fair share either by building improvements or by paying a fee.
- The fee program is a credit and reimbursement program that would credit (pay back) applicants that build regional transportation improvements.
- The fee program is a program for future development to fund a portion of necessary transportation improvements to accommodate future growth.
- The funds are all held in accounts that are completely separate from county funds.
- The program does not change the current improvement obligation process. Developers will still be responsible for improvements necessary to make their subdivisions work pursuant to the Engineering Criteria Manual and applicable laws.
- Buyer Beware: Developments requiring expensive transportation improvements will not be able to recover the full costs of those improvements. Credits and reimbursements will be on a unit cost basis, not actual costs, to keep fees lower and fairer.
- More predictable, saves time and levels the playing field for all landowners who develop.

### Upfront Road Impact Fee Schedule (In PID)

Land Use	Unit	Total Fee per Unit	5-Mill PID		10-Mill PID	
			PID Tax	Net Fee	PID Tax	Net Fee
Single-Family Detached	Dwelling	\$4,101	\$2,127	\$1,974	\$3,808	\$293
Multi-Family	Dwelling	\$2,585	\$1,013	\$1,572	\$2,026	\$559
Mobile Home Park	Pad/Site	\$2,736	\$614	\$2,122	\$1,228	\$1,508
Hotel/Motel	Room	\$3,208	\$1,175	\$2,033	\$2,350	\$858
General Commercial	1,000 sf	\$5,498	\$666	\$4,832	\$1,333	\$4,165
Fast Food Restaurant	1,000 sf	\$13,694	\$4,898	\$8,796	\$9,796	\$3,898
Fueling Position	Added*	\$2,283	\$877	\$1,406	\$1,754	\$529
Office	1,000 sf	\$3,340	\$666	\$2,674	\$1,333	\$2,007
Public/Institutional	1,000 sf	\$2,371	\$666	\$1,705	\$1,333	\$1,038
Industrial	1,000 sf	\$2,648	\$438	\$2,210	\$877	\$1,771
Warehouse	1,000 sf	\$931	\$351	\$580	\$701	\$230
Mini-Warehouse/Outdoor Storage	1,000 sf	\$447	\$351	\$96	\$701	\$0
Mining/Utility/Outdoor Industrial	Acre	\$21,519	\$2,630	\$18,889	\$5,261	\$16,258
Outdoor Recreation	Acre	\$1,264	\$263	\$1,001	\$526	\$738
RV Park/Campsite	Site	\$1,038	\$263	\$775	\$526	\$512

\* applies to new fueling stations added to an existing use

## A. DEFINITIONS

For the purpose of this implementation document, the Fee Study and the Road Impact Fee Program, the following definitions shall apply unless the context clearly indicates or requires a different meaning. To the extent that any of the following definitions conflict with definitions of the same term in Land Development Code, then for the purposes of this program, these definitions apply.

Advisory Committee: A committee appointed by the BoCC to provide recommendations on the operation of the Road Impact Fee Program and associated Public Improvement Districts.

Agritainment: as defined in the EPC Land Development Code.

Capacity Improvement: An improvement that expands traffic volume capacity by increasing the number of trips that can safely travel on the Major Transportation System, including but not limited to the construction of new roads, intersection improvements or highway interchanges, the widening of existing roads, the installation of traffic signals, and the acquisition or dedication of right-of-way needed for any of the above.

Credit Agreement: An agreement between a Credit Applicant and the County, entered into prior to construction of an Eligible Improvement or Eligible Intersection Improvement, which establishes an estimate of credits to be granted upon completion and preliminary acceptance of construction.

Credit Applicant: A person or entity that applies for credit for making a contribution or payment toward, dedicating land for, making a Colorado Department of Transportation (CDOT) signal escrow payment toward, or constructing an Eligible Improvement or Eligible Intersection Improvement in connection with new development in unincorporated El Paso County. A credit applicant must be subject to payment of Impact Fees for their development to be eligible for credits. Notwithstanding the foregoing, a Credit Applicant also includes El Paso County.

Developer: The owner of a parcel of real property applying for a Land Use Approval or the person or entity submitting such application on the owner's behalf.

Dwelling Unit: One or more connected rooms and a single kitchen designed for and occupied by no more than one household unit for living and sleeping purposes. Examples include but are not limited to a house, mobile or manufactured home, duplex, apartment, or condominium.

Eligible Improvement: A Capacity Improvement to the Major Transportation System identified in the Road Impact Fee Study and the current update of the Major Transportation Corridors Plan (MTCP).

Eligible Intersection Improvement: Construction of either a warranted traffic control signal or a roundabout in lieu of a warranted signal that is identified pursuant to Appendix 2.

Fast Food Restaurant: An establishment providing quick meals for in-store dining or take-out that may or may not have a drive-through window, offers meal orders at a centralized counter for takeout or dining in with no table service or offers service to patrons in their vehicles. Examples include but are not limited to coffee shops, donut shops, hamburger or sandwich shops, pizza shops, etc. Category includes but is not limited to ITE categories 933-938.

Final Plat: As defined in the EPC Land Development Code. The term includes final plats for subdivisions, subdivision exemptions, and vacation and replats.

Fueling Position: A new fueling station, designed for pumping gasoline or diesel fuel into a single vehicle, that is added to an existing use. EV fueling positions will be charged at 30% the rate of gasoline or diesel fuel pumps. It shall not be applied in addition to a fee based on building square footage for a newly constructed building.

General Commercial: A shopping center, excluding outparcels for fast food restaurant uses, or a free-standing establishment engaged in the selling or rental of goods, services, or entertainment to the general public, excluding fast food restaurants. Such uses include, but are not limited to, shopping centers, restaurants other than fast food restaurants, gas stations or convenience stores, discount stores, supermarkets, home improvement stores, pharmacies, automobile sales and service, banks, movie theaters, amusement arcades, bowling alleys, barber shops, laundromats, funeral homes, vocational or technical schools, dance studios, health clubs, electrical, plumbing, and HVAC service, and other services involved in providing contract repairs and services to meet residential or business needs.

Outdoor Recreation – Golf courses, agritainment, and other outdoor recreation not defined by other ITE Trip Rates. This term does not include any ancillary buildings used by patrons, which may be charged separately by use.

Gross Floor Area: The total floor area, including basements, mezzanines, and upper floors, if any, expressed in square feet measured from the outside surface of outside walls, but excluding enclosed vehicle parking areas, but including indoor bays used for commercial vehicle maintenance.

Hotel/Motel: An establishment that provides paid lodging in rooms or suites or other rental facilities, including but not limited to Bed and Breakfasts.

Impact Fee or Road Impact Fee: The fee charged upon issuance of a Land Use Approval pursuant to the Road Impact Fee Resolution.

Industrial: An establishment primarily engaged in but not limited to the manufacturing, processing, and use/collection of raw materials for fabrication, assembly or processing of goods. Typical uses include manufacturing plants, welding shops, wholesale bakeries, dry cleaning plants, and bottling works.

Land Use Approval: an approval, building permit or other permit issued for a new use, new structure, or expansion of an existing use or structure (not to include expansion of single-family detached homes) on a parcel of property in unincorporated El Paso County that generates new trips for such parcel; examples include but are not limited to building permits, access permits, driveway permits, site plans, site development plans, special use approvals, and variance of use approvals.

Major Transportation System: County expressways, arterials and major collectors, including intersections with state highways, within unincorporated El Paso County as identified in the most current version of the Major Transportation Corridors Plan and the Road Impact Fee Study.

Mini Warehouse/Outdoor Storage: An open or enclosed storage facility containing independent, fully enclosed bays or outdoor spaces that are leased to persons for storage of their household goods, personal property, and other owned or leased outdoor business storage.

Mining/Utility/Outdoor Industrial: A mining or industrial operation or a utility that is not primarily located within enclosed buildings. Typical uses include but are not limited to strip mining, open pit mining, underground mining, oil and gas drilling or pumping operation, an electric, water, wastewater, or outdoor recycling plant, and windmill or solar farm, where employees are on-site at least 3 days a week. The Fee Administrator may request an independent study for these uses. Not subject to the Impact Fee is utility infrastructure that does not generally produce average daily trips, including but not limited to power lines and electric substations, utility cabinets or covering, stormwater ponds, culverts and drainage ditches.

Mobile Home Park: Land designed, used or intended to be used to accommodate two or more occupied mobile homes that are sited and installed on permanent foundations and connected to utilities. The mobile home park may include accessory facilities such as a recreation room, swimming pool, and laundry facilities for the convenience of residents.

Multi-Family: A dwelling unit that is attached to one or more other dwelling units or is a detached accessory dwelling unit/accessory living quarters that serves as an independent residence located on the same lot as a stand-alone (i.e., detached) single-family home.

Office: A building exclusively containing establishments providing executive, management, administrative or professional services, and which may include ancillary services for office workers, such as a restaurant, coffee shop, newspaper or candy stand, or childcare facilities. Typical uses include real estate, insurance, property management, investment, employment, travel, advertising, secretarial, data processing, telephone answering, telephone marketing, music, radio and television recording and broadcasting studios; professional or consulting services in the fields of law, architecture, design, engineering, accounting and similar professions; interior decorating consulting services; hospitals, urgent care facilities, medical and dental offices and clinics, including veterinarian clinics and kennels; and business offices of private companies, utility companies, trade associations, unions and nonprofit organizations.

PID District Manager/Administrator: The professional hired to manage the PID funds and to coordinate with the Road Impact Fee Administrator, if the County chooses. These duties may or may not be performed by the Road Impact Fee Administrator.

Potentially Eligible Improvement: A Capacity Improvement identified in the MTCP that has not yet been included in the list of Eligible Improvements for the purpose of calculating the Road Impact Fee.

Public/Institutional: A governmental, quasi-public, or institutional use, or a non-profit recreational use, not located in a shopping center. Typical uses include but not limited to elementary, secondary or higher educational establishments, utilities within buildings, day care centers, mental institutions, nursing homes, assisted living facilities, fire stations, city halls, courthouses, post offices, jails, libraries, museums, places of religious worship, military bases, airports, bus stations, fraternal lodges, parks and playgrounds.

Public Improvement District (PID): A public improvement district or districts created for the purposes of collecting Road Impact Fees, funding Eligible Improvements, or reimbursing those who hold credits in the Impact Fee Program.

Road Impact Fee Administrator and Program Manager: The El Paso County Public Works Executive Director and the Transportation Planning Manager, respectively.

Road Impact Fee Resolution: The resolution approved by the BoCC creating a permanent countywide road impact fee and subsequent amendments.

Road Impact Fee Study: The *Major Transportation Corridors Plan: Road Impact Fee Study*, prepared in September 2012 or a subsequent similar report.

RV Park/Campground: Land used for temporary outdoor occupancy in RVs, tents, cabins, yurts, and similar sites.”

Single-Family Detached: A dwelling unit not connected to any other dwelling unit. A single mobile home on one parcel is defined as a single-family detached dwelling.

Warehouse: An establishment primarily engaged in but not limited to the display, storage and sale of goods to other firms for resale, as well as activities involving significant movement and storage of products or equipment. Typical uses include wholesale distributors, storage warehouses, moving and storage firms, trucking and shipping operations and major mail processing centers. This does not include storage associated with or accessory to another land use on the same parcel, such as storage for commercial businesses, etc.

## **B. IMPOSITION OF FEES**

1. Applicability of Road Impact Fee. Property in the unincorporated area of the county that receives a Land Use Approval either in a public hearing or administratively is subject to the payment of Road Impact Fees.

- a. If the property applying for the Land Use Approval has already paid its Road Impact Fee obligation through a prior final plat or zoning approval, then it shall not have to pay again at the time of a subsequent related Land Use Approval.
- b. If a property is subdivided or use is established or expanded after January 2010 without the required approvals and has not paid the road impact fee, then the fee will be applied and must be paid when such approvals are obtained.
- c. Exceptions: the following Land Use Approvals shall not be subject to payment of Road Impact Fees.
  - i. Those issued for Temporary Uses as defined in the El Paso County Land Development Code.
  - ii. Those issued to reestablish a use or rebuild a structure that was destroyed or demolished and that legally existed at the time of such destruction or demolition.

2. Timing and Payment of Obligation. The obligation to pay Road Impact Fees is triggered by issuance of a Land Use Approval. For uses or structures that require multiple Land Use Approvals, the obligation is triggered by the final Land Use Approval required.

a. Notwithstanding the foregoing, for Single-Family-Detached or Multi-Family residential Final Plats submitted on or after January 1, 2020, the Developer may elect to pay the Road Impact Fees prior to recording the Final Plat or to defer payment until the time of subsequent Land Use Approval.

3. Option to Join the PID. Developers who receive Final Plat approval and elect or are required to defer payment of the Road Impact Fees to the time of subsequent Land Use Approval may elect to include their plat in a Public Improvement District. The Developer must make such election and comply with all necessary procedures prior to or contemporaneous with plat approval. In the event that there are multiple PIDs with different millage rates, all of the lots within a Final Plat must be placed in the same PID. Plats to be included in a PID shall be submitted to the El Paso County Assessor for review and approval before plat approval. In the case of an expired or extended final plat, the property owner shall declare whether he or she wishes to join a PID and follow all necessary procedures prior to an action to record the expired or extended Final Plat. No Final Plat for property to be included in a PID shall be recorded until the inclusion has been approved. Developers receiving a Land Use Approval for a non-residential land use that includes one or more buildings on an existing individual parcel may also petition to join a PID. Fee obligations for tax-exempt entities shall be due in full at the time of Land Use Approval regardless of whether they are located in a PID.

4. Amount of Fees. A Developer's Road Impact Fee obligation shall be in accordance with the schedule set forth above or any amended schedule in effect at the time of fee payment. For expansions of non-residential uses, fees will be calculated based on the expanded area. Road Impact Fee obligations shall be paid with cash or offset with credits. The County may allow alternative methods of fee payment subject to a development agreement, approval of appropriate guarantees by the County Attorney, and approval by the BoCC. Under no circumstances shall Road Impact Fee payment obligations be satisfied by posting letters of credit or other collateral to guarantee payment at a future date. The cash portion of fees applicable to development in a PID may be adjusted through legislative action of the BoCC without an update of the Road Impact Fee Study, based on an analysis of PID property tax rates, average property values, present value discount rates and other factors.

a. Nonresidential fees shown in the above fee schedule are per 1,000 square feet of Gross Floor Area, as herein defined, or other measurement as noted.

b. Fees for the Outdoor Recreation and Mining/Utility/Outdoor Storage use categories will be assessed based on the acreage of the entire parcel on which the use exists. If only a portion of the entire parcel has been identified for the use on a site development plan and the use is prohibited on the remainder of the parcel by a condition of approval or note on the site development plan, fees may be assessed on the portion of the parcel identified for the use. All other areas such as sheds, garages/parking lots, indoor or outdoor storage, and roads, will be included in the acreage calculation.

If one of these uses will develop in phases, fees may be assessed per phase if the following conditions are met: i) each phase requires a Land Use Approval before

commencing; ii) the use is prohibited on the portions of the property for which a new phase has not received a Land Use Approval by a condition of approval or note on the site development plan; and iii) the acreage for each phase is measurable and identified. If these conditions are not met, fees will be assessed on the total acreage of all phases of the use.

- c. No Fees for any use will be adjusted for seasonality. ITE trip rates generally account for seasonality.
- d. If the use for which a Land Use Approval is requested is not clearly specified in the above fee schedule, the Road Impact Fee Administrator shall determine the fee on the basis of the fee applicable to the most nearly comparable type of land use on the fee schedule. The Road Impact Fee Administrator shall first use the definitions set forth in Section A to make this determination. If the appropriate category is still not clear, the Road Impact Fee Administrator shall use the most current edition of the *Trip Generation Manual*, prepared by the Institute of Transportation Engineers (ITE), or articles or reports appearing in the ITE Journal, as a guide to select a comparable type of land use based on trip generation rates. The developer or the Road Impact Fee Administrator may request an independent fee study if the use is not contained in the *Trip Generation Manual*. The fee for submission and review of an independent study will be a minimum of \$2,000 per study. See Appendix 1 for the standards for preparing an independent study and Appendix 5 for Administrative Determinations made to date.
- e. For uses not clearly defined in the fee schedule, the cost per trip is \$421.46. See Appendix 6 for information regarding calculation of the cost per trip.
- f. In many instances, accessory uses may fall into a different category from that of the primary land use. For example, in addition to the actual production of goods, manufacturing facilities often also have office, warehouse, research, and other associated functions. The Road Impact Fees should generally be assessed based on the primary land use. If the applicant/Fee Program Manager can document that an accessory land use accounts for a specified percent of the gross floor area of the structure or acreage of use, and that the accessory use is not assumed in the trip generation or other impact data for the primary use, then the Road Impact Fees may be assessed based on the individual square footage of the primary and accessory land uses.
- g. If a Land Use Approval is requested for a change of land use type, the fee shall be based on the net increase in the fee for the new land use type as compared to the previous land use type. In the event that the proposed change of land use type results in a net decrease in the fee for the new use or development as compared to the previous use or development, there shall be no refund of Road Impact Fees previously paid.
- h. If any credits are to be applied in lieu of Road Impact Fee payment pursuant to Section E, the amount of such credit shall be deducted from the amount of the fee to be paid.



- i. The fee amount includes 34 as-yet unidentified Eligible Intersection Improvements. Eligible Intersection Improvements shall be identified as set forth in Appendix 2. The unit cost for a traffic control signal is \$650,000 and the unit cost for a roundabout is \$975,000.
5. Waivers. The BoCC may waive fees on the development of low- or moderate- income housing or affordable employee housing as it may define such development, provided that the County appropriates non-impact fee funds to be deposited into the Road Impact Fee Account to replace the waived Road Impact Fee revenue.

## **C. USE OF ROAD IMPACT FEES AND PID TAX REVENUES**

1. Accounting. All Road Impact Fees received, and tax revenues collected from associated Public Improvement Districts will be deposited into one or more interest-bearing accounts to be known collectively as the Road Impact Fee Account. Any interest that may accrue on such amounts shall be retained in the Road Impact Fee Account.
2. Use of Funds. Disbursement of monies from the Road Impact Fee Account shall be only for the following, and shall be prioritized in the following order:
  - a. Debt Service. To pay debt service, including principal, interest, and any fees associated with obtaining financing and servicing such debt, on any bond issued by the associated Public Improvement Districts and used to finance Eligible Improvements and Eligible Intersection Improvements.
  - b. Payment of fees. To pay fees from the assessor's or treasurer's office as required by statute.
  - c. Payment of costs to staff the RIF Program Operations Specialist position.
  - d. Payment of costs to update the MTCP and Fee Study. To pay for the costs of consultants, materials and equipment associated with updating the MTCP and Fee Program Study at a frequency no more often than once every five years.
  - e. Payment of costs to create and dissolve PIDs. To pay for third party legal services, election services, and other costs associated with the creation of new PIDs or the dissolution of existing PIDs. This does not include reimbursement for County staff time.
  - f. Reimbursements. To provide reimbursements to persons or entities that have constructed Eligible Improvements or Eligible Intersection Improvements, as described in Section E, Credits and Reimbursements.
  - g. Construction. To construct Eligible Improvements or Eligible Intersection Improvements.
  - h. Refunds. To pay refunds, as described in Section F, Refunds.
3. Appropriations. At least once each year, as determined by the Advisory Committee, the Advisory Committee shall propose disbursements from the Road Impact Fee Account for approval

by the Board of County Commissioners. After review of the Advisory Committee's recommendation, the Board of County Commissioners shall either approve or modify the recommended disbursement of the monies, subject to the restrictions of Section C.2. Any amounts not appropriated from the Road Impact Fee Account together with any interest earnings shall be carried over to the following fiscal period.

4. Prohibited Uses. Road Impact Fees shall not be used to pay for that portion of the cost of any improvement identified in the Road Impact Fee Study as attributable to an existing deficiency.

#### **D. USE OF PID BOND PROCEEDS**

1. Expenditures. The expenditure of Public Improvement District bond proceeds shall be only for the following, and shall be prioritized in the following order:

a. To provide reimbursements to Credit Applicants who have received Road Impact Fee credits.

b. To allow El Paso County to construct Eligible Improvements and Eligible Intersection Improvements, including acquisition of right-of-way, needed to improve gaps in the Major Transportation Corridor Plan System.

2. Appropriations. Prior to the expenditure of Public Improvement District bond proceeds, the Advisory Committee shall propose improvements to be funded from the portion of bond proceeds earmarked for constructing Eligible Improvements and Eligible Intersection Improvements. After review of the Advisory Committee's recommendation, the Board of County Commissioners shall either approve or modify the recommended expenditures of the monies, subject to the restrictions of Section D.1. Any bond proceeds not utilized for this purpose shall be used for Credit Applicant reimbursements.

#### **E. CREDITS AND REIMBURSEMENTS**

1. Credits Generally. A Credit Applicant may apply for credit based on unit costs. After subtracting any Road Impact Fees currently due, credits shall be eligible for reimbursement from funds in the Road Impact Fee Account or from bond proceeds. Credits may also be utilized, at the credit holder's discretion, to offset future Road Impact Fees that would otherwise be due. Credit Applicants shall not be eligible for Road Impact Fee credits for improvements for which they are being reimbursed by some other entity or funding source. Developments in or annexing into an incorporated area are not eligible for credits in the EPC Road Impact Fee Program. A development must pay into the Road Impact Fee Program in order to obtain credits from the program. Eligible Improvements not fully owned by EPC will have unit costs adjusted (for example, an intersection with two legs owned by City of Colorado Springs and two legs owned by EPC would be eligible for ½ the intersection credit).

2. Credit Agreement. Prior to making a contribution or payment, initiation of construction, dedication of ROW, or CDOT escrow payment, the Credit Applicant shall enter into a Credit Agreement with the County. The agreement will provide an estimate of credits based on construction plans, ROW plans, or CDOT escrow agreement and is a prerequisite for any future creation of credits, minus any bridges or other improvements that are covered under a separate program (such as Pikes

Peak Rural Transportation Program, Partnership Project, and/or Drainage Basin Fee, etc.). Construction shall be in accordance with the standards found in the current versions of the El Paso County Engineering Criteria Manual and Land Development Code for the particular improvement. If an approved deviation causes an increase or decrease in elements of the unit cost, then an adjusted unit cost will be determined so that the developer gets credit for what is actually built. In no case will credit be approved for turn lanes as these are improvements triggered by and needed to serve the development (this applies to both turn lanes into a development and at intersections). In the event staff and the Credit Applicant cannot reach an agreement on the credit amount, the matter may be forwarded to the Advisory Committee for a recommendation and a subsequent final decision by the Board of County Commissioners. Estimated credits will be finalized after construction and acceptance of the improvement or ROW by the County, based on as-built drawings or actual square feet dedicated. If credits are for CDOT escrow payment for improvements in the future, then the Credit Applicant will assign any potential return of the unused escrow to the Road Impact Fee Account with interest.

3. Creation of Credits. Credits will be created when the Eligible Improvement or Eligible Intersection Improvement is approved by the BoCC for preliminary acceptance by the County for maintenance and a completed application is submitted pursuant to paragraph E.6.a. below. The final determination of credits will be made by the BoCC at the request of the Road Impact Fee Administrator. Following approval of credit creation by the BoCC, the County will create a credit account in the name of the Credit Applicant that constructed, dedicated, or contributed to the Eligible Improvement or Eligible Intersection Improvement.

4. Use of Credits. Credits may be utilized in the following manner.

a. Fee Offsets. Credits may be utilized, at the credit holder's discretion, to offset future Road Impact Fees that would otherwise be due. A Developer seeking to use credits to offset Road Impact Fees otherwise due shall present authorization from the credit holder for such use. The credit holder's account shall be reduced by the amount of any fee offset provided.

b. Reimbursement. Reimbursement of credits shall be made as funds become available from the Road Impact Fee Account or from PID bond proceeds. Reimbursements from the Road Impact Fee Account will be made at least annually following the approval of each year's annual budget by the Board of County Commissioners. Reimbursements from PID bond proceeds will be made following the issuance of each bond. Reimbursements will be made to credit holders in the chronological order in which the credits were created. Credit holders will be notified of the availability of funds for reimbursement. A credit holder may waive or defer all or a portion of any available reimbursement by filing a letter with the Road Impact Fee Administrator to that effect.

c. Transfer or Assignment. All or a portion of the credits in a credit holder's account may be transferred or assigned to another person or entity upon filing written notice of such transfer, signed by the transferor and transferee, with the Road Impact Fee Administrator. The Road Impact Fee Administrator shall approve the transfer provided there are adequate funds in the credit holder's account and sufficient information has been provided to create a new account for the transferee.

5. Determining Credit Amounts. The amount of the credit shall be calculated based on standardized unit costs. The unit costs are intended to be conservative and are not intended to fully cover all actual costs. The same costs used to calculate the fees will be used to determine the amount of credit due to a Credit Applicant. A detailed description of standardized unit costs can be found in the Road Impact Fee Study.

a. Interim Improvements. Eligible Improvements, but not Eligible Intersection Improvements, may be constructed in phases with the prior approval of the County Engineer. Phasing will occur based on the needs of the transportation system, the impacts from the development, or for project efficiencies. Interim improvements will be allowed and eligible as long as they will be utilized as part of the overall facility in the future (not throwaway sections) as certified by El Paso County, are built to the ultimate standards, and are not constructed only to serve an individual development for a short time. One example of an ineligible improvement would be an auxiliary lane constructed in the interim only to provide access to a single development, but that would be required to be removed when the roadway is expanded. An example of an eligible interim improvement would be building two lanes of four-lane arterial that are built to arterial standards.

6. Credit Application Process.

a. Credits generally. The Credit Applicant shall submit a cover letter summarizing the following information to the Road Impact Fee Administrator to establish credit for Eligible Improvements or Eligible Intersection Improvements constructed. In order to establish the credit amount, the Credit Applicant must submit all required information to the Fee Administrator. Information provided must include:

1. Credit Applicant name and subdivision name and filing or Planning and Community Development Department (PCD) file number for other Land Use Approvals.
2. Name, location and functional class of the road.
3. Certification by a Professional Engineer of construction according to approved plans and followed Engineering Criteria Manual (ECM) Standards.
4. Certification by signed affidavit that all conditions of approval were met, including following of County's Land Development Code (LDC), and that all materials and subcontractors were paid in full.
5. Certification that the Credit Applicant is not be eligible credits for improvements for which they are being reimbursed by some other entity or funding source (including by not limited to Pikes Peak Rural Transportation Program, Partnership Project, and/or Drainage Basin Fees, etc.) If these improvements are eligible for another sources, the bridge, road segment, or other funding will be subtracted from the RIF Credit. Formal request summarizing the type of improvement or ROW dedication, the amount contributed, the linear feet constructed minus any bridges or drainage structures, the number of signalized intersections or roundabouts by type installed and a calculation of the amount of credit that is being requested using the unit costs.
6. Proof of payment of the CDOT signal escrow and assignment of returned escrow funds to the Public Improvement District and a traffic study documenting the percentage of traffic impacting the signal.

b. Credits may be granted for contributions to or escrowed funds collected for Eligible Intersection Improvement that have been preliminarily accepted by the County for maintenance. Credits will be a percentage of the unit cost of the Eligible Intersection Improvement based on the percentage of traffic identified in the escrow agreement or traffic study that supported the escrow agreement. All applicable conditions of paragraph E.6.d. below must also be met.

c. Credits will not be issued unless all of the following conditions are met:

1. Prior to construction, construction plans for the Eligible Improvement or Eligible Intersection Improvement must be approved in accordance with the El Paso County Engineering Criteria Manual (ECM).
2. Construction of Eligible Improvements and Eligible Intersection Improvements will follow all the requirements of the ECM.
3. Construction must proceed according to the approved plans. Any changes during construction shall be approved in accordance with the ECM.
4. Upon completion of construction, a Colorado registered Professional Engineer must certify that the Eligible Improvement or Eligible Intersection Improvement were constructed in accordance with the approved plans and all county requirements. A written request for the County inspection of the Improvement must be submitted in accordance with the ECM.
5. Inspections of improvements constructed are the same as for any public improvements and are as described in the ECM. Upon successful completion of any punch list items, the BoCC schedules the projects for preliminary acceptance approval. This approval initiates the two-year warranty period, and construction surety is released and replaced by warranty collateral.
6. Proof of payment to the CDOT escrow and assignment of returned funds with interest to the Public Improvement District (if applicable).

7. Reimbursements. Construction of Eligible Improvements and Eligible Intersection Improvements must be in accordance with the current versions of the County's Engineering Criteria Manual (ECM) and Land Development Code (LDC) in order to be reimbursed. All review, permit, inspection, collateral and acceptance procedures including applicable review fees are the same as for any other public improvements project in the County.

8. Unit Cost Schedules. The schedules of unit costs and related diagrams for the Road Impact Fee Program can be found in the Road Impact Fee Study.

## **F. REFUNDS**

The current owner of record of property for which a Road Impact Fee has been paid shall be entitled to a refund of such fee if all or a portion of the Road Impact Fees paid are not spent within ten (10) years after the date of payment. The determination of whether the Road Impact Fees paid have been spent shall be determined using a first-in, first-out accounting standard. The Road Impact Fee Administrator, on determining the need for a refund, shall notify the current owner of the property.

Within 30 days after receipt of a written request for a refund, the Road Impact Fee Administrator must provide a written decision on the refund request including the reasons for the decision. If a refund is due the applicant, the County shall issue a refund payment to the applicant within 30 days of the Road Impact Fee Administrator's written decision on the refund request.

## **G. ADVISORY COMMITTEE**

1. The functions of the Advisory Committee shall include the following.
  - a. Monitor and evaluate implementation of the Road Impact Fee and associated Public Improvement Districts, file annual written reports regarding same, and report to the BoCC any perceived inequities regarding same.
  - b. Advise the BoCC of the need to update or revise the Major Transportation Corridor Plan, the Road Impact Fee Study, or the unit costs.
  - c. Make recommendations to the BoCC regarding credit amount disputes, the disbursement of Road Impact Fee funds or PID bond proceeds, and the appeal of decision regarding independent fee studies.
  - d. Any other tasks the BoCC or Road Impact Fee Administrator may direct the Advisory Committee to perform.
2. The Advisory Committee will consider the following Capital Spending Criteria Policy when making recommendations on the use of funds to the Board of County Commissioners.
  - a. Capital Spending Criteria Policy Statement: The following factors shall be considered when prioritizing projects:
    - Projects should be constructed near in time and distance to where the fee moneys were collected.
    - Safety
    - Roadway classification / number of people benefited
    - Traffic demand
    - Gaps in system (addressing areas where no development is available to construct the frontage, bottlenecks, etc.)
    - Funding or project efficiencies (joint project, available match or grant funding, project savings due to economies of scale, etc.)
    - Planned schedule of the MTCP

## **H. UPDATES**

1. The Major Transportation Corridor Plan, including projects identified as eligible for the Fee Program, will be updated at least every six (6) years or as funds are available.
2. The unit costs specified in the Fee Study may be updated periodically, as determined necessary by the Advisory Committee. The update of the unit costs will be prepared by the Road Impact Fee Administrator based on inflation, recent construction bids and updated land costs for the County's

park dedication-in-lieu fees, or other considerations and will be reviewed by the Advisory Committee. The updated unit costs will be effective for determining the amount of future credits following the update of the Road Impact Fee study to incorporate the updated unit costs into the fee calculation and the adoption of the updated Road Impact Fees by the BoCC. Updates may also be performed to incorporate decisions by the BoCC on new or deleted projects, pre-program credits, credit agreements, or other necessary updates or program changes.

- a. The Road Impact Fee Administrator shall have the authority to administratively approve any increase or decrease in the cost per trip set forth in the Fee Study resulting from pre-program credits or the inclusion or deletion of Eligible Improvements into or from the Road Impact Fee Program, provided that the Advisory Committee approves each such update and the total net increase or decrease to the cost per trip resulting from such updates does not exceed 5% per calendar year.

## **I. APPEALS**

Any person or entity that believes that the provisions of the Road Impact Fee Program have been erroneously interpreted or applied must first raise the issue in writing and attempt to resolve the issue with the Road Impact Fee Program Manager. The appealing party shall timely provide any information requested by the Road Impact Fee Program Manager related to the alleged error or the request will be deemed abandoned. If no resolution is reached, the Program Manager will schedule the issue to be heard by the Advisory Committee for a recommendation. The appealing party shall timely provide any information requested by the Advisory Committee and shall attend any hearing on the issue scheduled by the Advisory Committee or the appeal shall be deemed abandoned. The recommendation will be reviewed and considered by the Road Impact Fee Administrator who will issue a written decision within twenty (20) business days. The Road Impact Fee Administrator is the ultimate interpreter of the meaning and application of the Road Impact Fee Program. Neither the Road Impact Fee Administrator nor the BoCC has the authority to grant individual variances from the provisions of the Road Impact Fee Program except through consideration of an independent fee study.

## Appendix 1 Independent Study Standard

An independent fee study may be performed by the applicant if the proposed development does not clearly fit within one of the established fee categories. See Section B.5, the Road Impact Fee Schedule for more information. Generally, an independent study will not be considered if based on trips not using county roads, as all development occurring in unincorporated El Paso County will, at some point, utilize county roads. Independent studies shall consider the long-term impacts of the building or structure based on its structural characteristics, rather than the short-term impacts of the proposed initial occupant of the building or structure.

1. The preparation of the independent fee study shall be responsibility of the applicant.
2. Any person who requests to perform an independent fee study shall pay an application fee for administrative costs associated with the review and decision on such independent fee calculation study.
3. Formula: The independent fee study shall be by the use of the following formula:

FEE = VMT x Cost Per Trip

WHERE:

VMT = ADT x %NEW x ATL / 2

ADT = Number of average daily trips generated

%NEW = Percent new trips

ATL = Average trip length in miles on the regional road system

2 = For the portion of the trip allocated to the new development (one trip end)

Cost Per Trip = The cost per trip as adopted by the Board of County Commissioners.

- i. *Standards:* The fee calculation shall be based on data, information or assumptions contained in the fee program or in independent sources. Independent sources may be used if all relevant information and data is provided to and accepted by the County and only if:
  - a. The independent source is an accepted standard source of transportation engineering or planning data or information;
  - b. The independent source is a local study on trip characteristics carried out by a qualified traffic planner or engineer pursuant to an accepted methodology of transportation planning or engineering; or



- c. The percent new trips factor used in the independent fee calculation study is based on actual surveys prepared in El Paso County.
  - d. Meets the requirements of the EL Paso County Engineering Criteria Manual.
- ii. Procedure. Within ten (10) working days of receipt of an independent fee study, the Road Impact Fee Administrator shall determine if the study is complete. If the Road Impact Fee Administrator determines that the study is not complete, a written statement specifying the deficiencies shall be sent by mail to the person submitting the study. The application shall be deemed complete if no deficiencies are specified. The Road Impact Fee Administrator shall take no further action on the application until it is deemed complete. When the Road Impact Fee Administrator determines the application is complete, the application shall be reviewed, and the Road Impact Fee Administrator shall render a written decision in twenty (20) working days on whether the fee should be modified, and if so, what the amount should be, based on the standards in the following section.
- iii. Appeal of Independent Fee Study Decision. A fee payer affected by the administrative decision of the Road Impact Fee Administrator on an independent fee study may appeal such decision to the Board pursuant to the appeals procedure set forth in Section I of the Implementation Document. If the Board reverses the decision of the Road Impact Fee Administrator, the Board shall direct that the fee be recalculated in accordance with its findings.

## Appendix 2: Eligible Intersection Improvements

The Road Impact Fee includes the cost of 34 Eligible Intersection Improvements. Unlike Eligible Improvements, Eligible Intersection Improvements have not been specifically identified for inclusion in the Program in order to afford maximum flexibility. To qualify as an Eligible Intersection Improvement, the proposed traffic control signal or roundabout must meet the following criteria:

1. The traffic control signal or roundabout must be identified as warranted by the long-range planning horizon in a County-approved Traffic Impact Study that includes a signal warrant study and is prepared by a Colorado Registered Professional Engineer in accordance with the current Engineering Criteria Manual. The intersection must also be owned and maintained by El Paso County or is listed as an eligible State intersection in the Road Impact Fee Study.
2. The intersection at which a traffic control signal or roundabout is warranted cannot include a local road, a private road or access, a driveway, or an access to a single land use (for example, an entrance to a shopping center or a large apartment complex). For exceptions to these criteria, see paragraph 5.a below.
3. A signal or roundabout will not qualify as eligible if a new development is the primary trigger for the signal or roundabout warrant and the primary purpose of the signal or roundabout is to control access to and from that development.
4. Automatic qualification: if a proposed traffic signal or roundabout meets the above criteria, it automatically qualifies as an Eligible Intersection Improvement if it is at the intersection of:
  - a. Two roads identified in the Major Transportation Corridors Plan (MTCP); or
  - b. One road identified in the MTCP and another County non-local road.
5. Requested qualification: if a proposed traffic signal or roundabout meets the criteria in paragraphs 1-3 above, but does not automatically qualify under paragraph 4, a developer may request qualification as an Eligible Intersection Improvement from the Advisory Committee and the Board of County Commissioners. To request qualification, the proposed improvement must be at the intersection of:
  - a. One road identified in the MTCP and a local road to which the developer will construct road improvements changing the functional classification of the road to other than a local road; or
  - b. A new road not listed in the MTCP but constructed by the developer as a non-local road, and an existing non-local road.

The Board of County Commissioners must approve the functional classification of the improved or new road in connection with a land use application or County-initiated project in order for an intersection improvement to qualify under this paragraph.

## **Appendix 3: Potentially Eligible Improvements and Annexations**

### **Potentially Eligible Improvements**

A “Potentially Eligible Improvement” is a Capacity Improvement identified in the MTCP that has not yet been included in the list of Eligible Improvements for the purpose of calculating the Road Impact Fee. The Road Impact Fee Program now includes a list of potentially eligible improvements that if built per the Program and all applicable laws, the Engineering Criteria Manual, and the Land Development Code, may be eligible for credit. Due to uncertainty of development patterns, annexations, and other factors inherent in traffic modeling, the potentially eligible improvements list is being included to make the program more nimble and easier to administer and to better and more efficiently serve the development community.

All improvements in the Potentially Eligible list are in the MTCP but may be a higher classification than the model predicts, may not be eligible under the Road Impact Fee Program due to modeling with expected future capacities, or may be Pikes Peak Rural Transportation Projects where partnerships would benefit both the County and a developer or developers. These projects were not included in the improvements used to calculate the cost per trip.

As we generally update the Major Transportation Corridors Plan and the Road Impact Fee Study about every five years, we recognize that not all projects in a twenty-plus year plan will be constructed in less than ten years. Therefore, fees generated will be sufficient to cover credits in the five-to-ten-year timeframe, even if a few improvements from the Potentially Eligible list are made eligible. The Potentially Eligible list also allows partnerships between developers and the County. This procedure is outlined in Appendix 4: Partnership Project Criteria. Having the Potentially Eligible Improvements list can, in some cases, negate the need to amend the MTCP or the Road Impact Fee Program, thereby making the process easier for both staff and the development community.

### **Annexations**

Another layer of uncertainty in long range transportation planning involves annexations.

“Under the 1965 Municipal Annexation Act, annexation can occur in three ways: 1) landowner petitions, 2) annexation election, and 3) unilateral annexation of an enclave or municipally owned land. The first is most common and requires more than 50 percent of landowners to vote to approve annexation. The second allows registered electors to vote toward incorporation. The third can occur when a specific area is surrounded by or solely owned by the annexing municipality. For any of the options to be eligible, a one-sixth boundary contiguity must exist, meaning at least one-sixth of the annexation area must touch the existing municipal boundary. However, if a property is solely owned by the annexing municipality, the property does not have to touch any part of the existing municipal boundary to be annexed.”

“Given the impacts municipal development can have on unincorporated areas and the importance of infrastructure in the success of development, annexation is a key factor for growth accommodation in the region. Utilities, infrastructure, and public facilities are easier to manage, maintain, and access in a municipality. While growth in unincorporated areas is necessary, areas with annexation potential should be considered. Future development should plan for annexation wherever appropriate, especially in established enclaves that would benefit from municipal services.” (Your El Paso Master

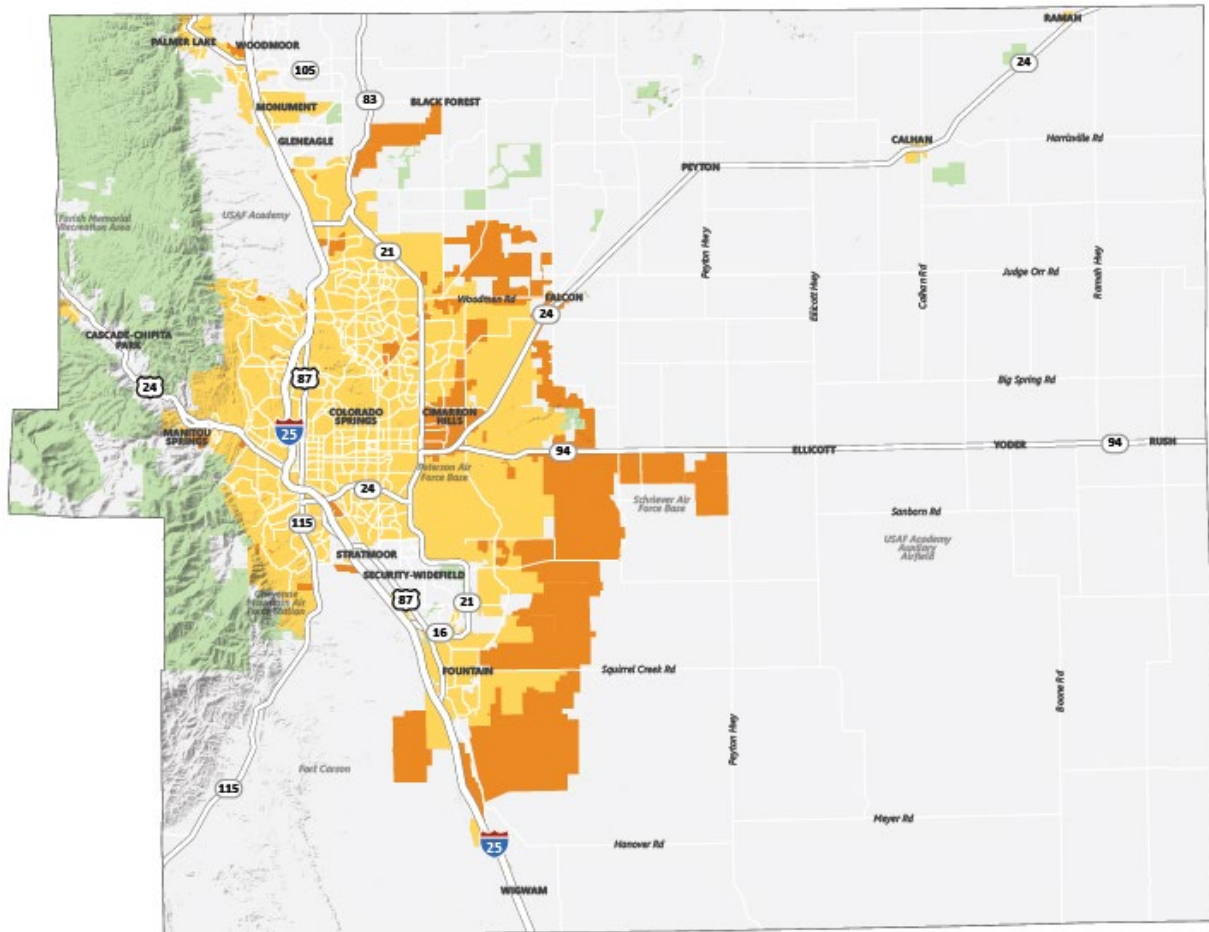
Plan: <https://epcdevplanstorage.blob.core.windows.net/project/d9c8fab6-3e79-4d33-9127-1e4ffa274d37/963947c6-f6b1-4c02-b89c-7e67f70a504b.pdf>)

### Potential Annexation Areas

“As established in the Key Areas section of this Plan, it is anticipated that several unincorporated parts of El Paso County will be annexed into adjacent municipalities, particularly the City of Colorado Springs. All of the identified areas are located just outside municipal limits, which would make annexation easier for both the County and the associated municipality. This proximity simplifies the ability to extend municipal services into these regions. Access to services, namely water and wastewater, is the most important factor in the County for determining appropriate areas for annexation. The County coordinated with the larger municipalities help identify these areas.”

(Your El Paso Master Plan, <https://epcdevplanstorage.blob.core.windows.net/project/d9c8fab6-3e79-4d33-9127-1e4ffa274d37/963947c6-f6b1-4c02-b89c-7e67f70a504b.pdf>)

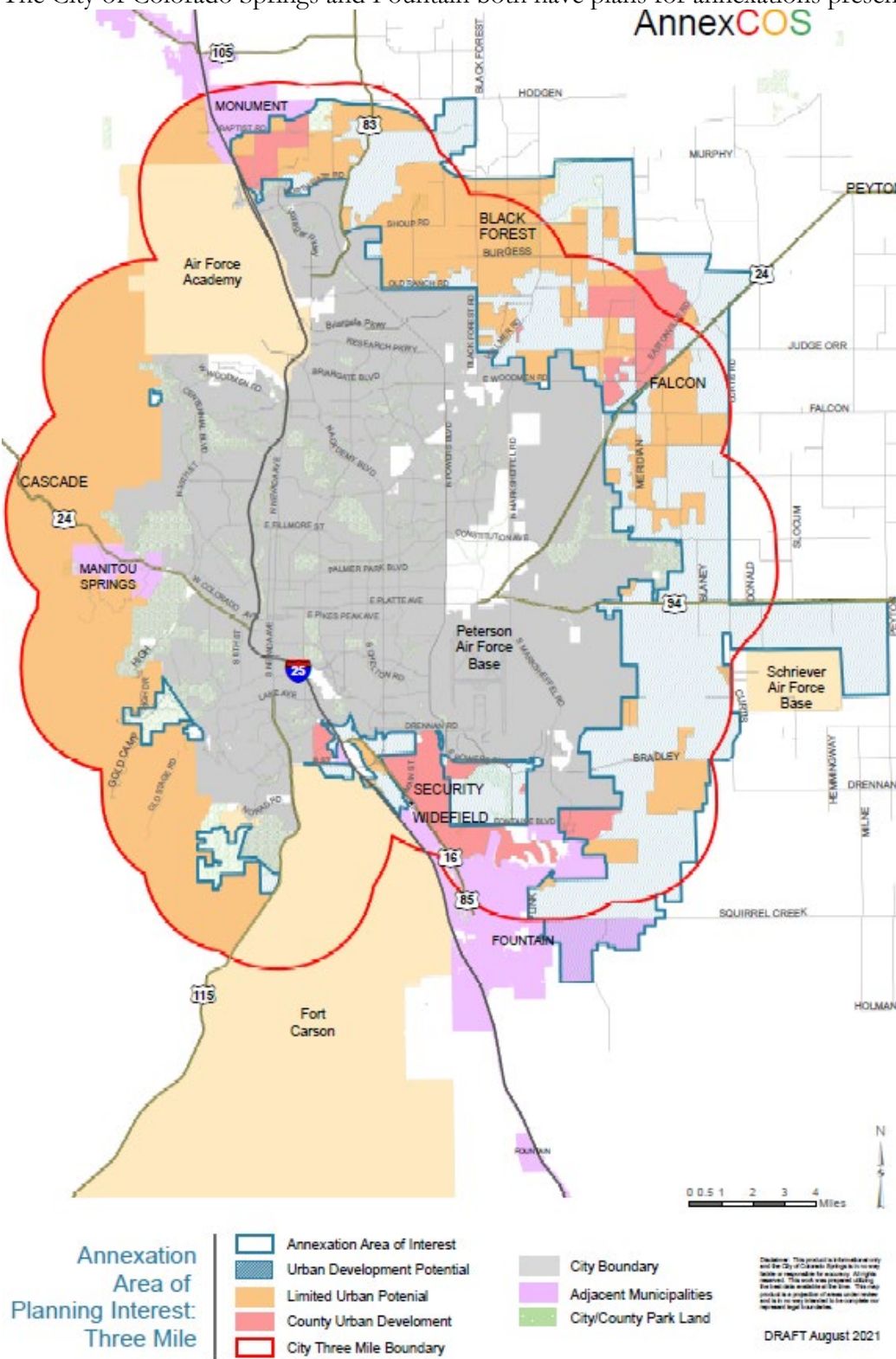
The Planning and Community Development Department produced a map of areas likely to be annexed into an incorporated municipality.

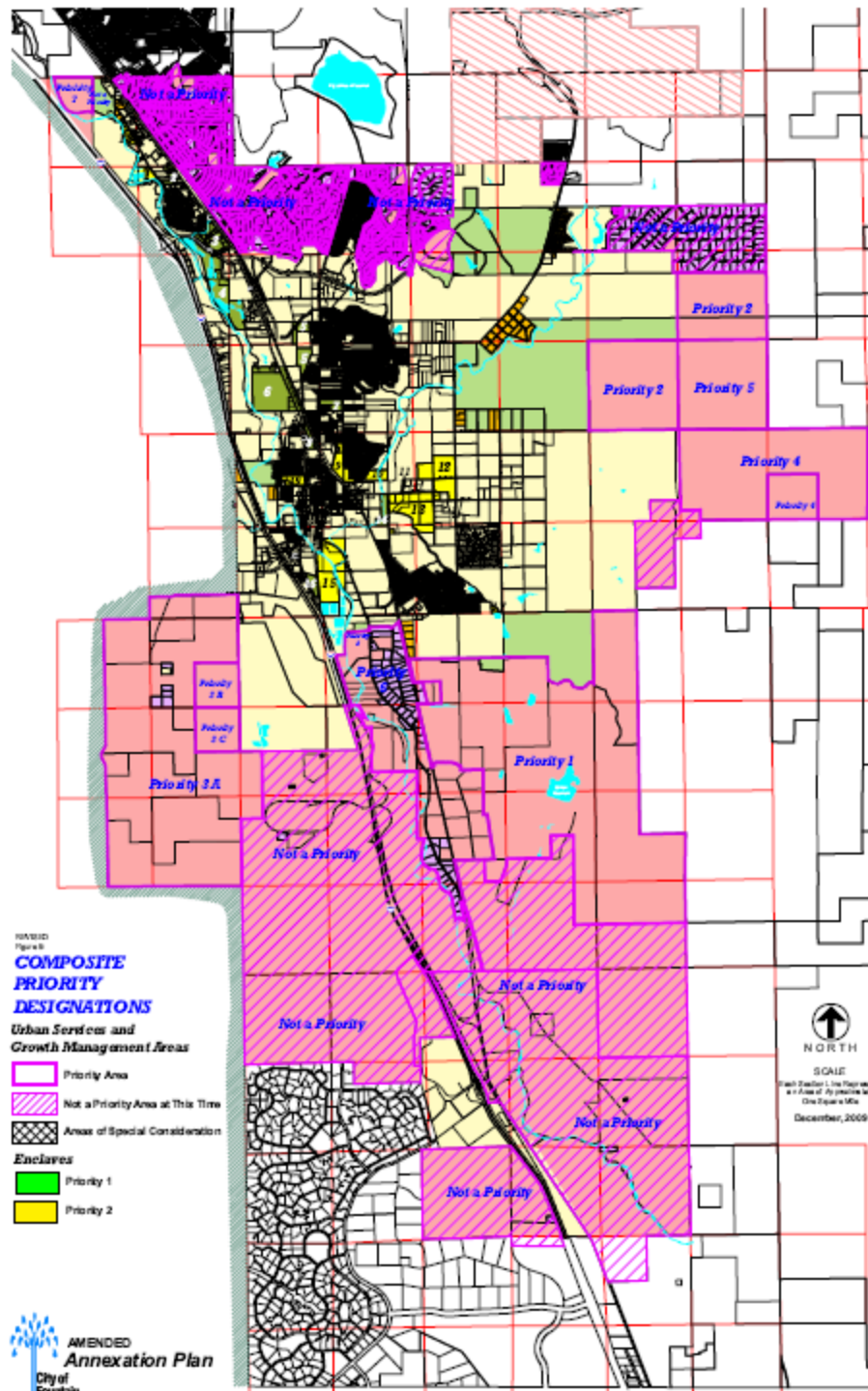


### Potential Annexation Areas

- Priority Annexation Areas
- Incorporated Municipalities

The City of Colorado Springs and Fountain both have plans for annexations presented below.





Knowing that there are plans for annexations, the City of Colorado Springs and El Paso County have an Intergovernmental Agreement that outlines how the process should work, (Resolution 21-123). Annexation will impact which roads are owned and maintained by El Paso County or a municipality. For the purposes of the Road Impact Fee Program, roads expected to be eligible for credit in the Program will not be eligible for credit when annexed. In addition, even if an Eligible Improvement is built by a developer in an incorporated area, the improvement will not be eligible for credit. To obtain



credits, developers building improvements must also be paying into the Road Impact Fee Program. One of the Program Principles states that “The program does not change the current improvement obligation process. Developers will still be responsible for improvements necessary to make their subdivisions work,” (Implementation Document). In addition, the program is unable to give credits to developers not paying the fees as this would upset the financial aspects of the program as fees paid in are the funds that are paid out as credits.

After an area is annexed, the area and any identified road improvements will be removed from the MTCP and the Road Impact Fee Program during the next update of the documents. This is another reason that there are options to provide credit for Potentially Eligible Improvements, as it is likely that some planned improvements will be removed by the annexation process.

Together these two sections highlight how projects may be added or subtracted from the Program and, when combined with the ongoing periodic updates, the Program will remain fiscally constrained, nimble, and flexible, and will benefit both the County and developers.

## Appendix 4: Partnership Criteria Memo

### RIFAC Memo about Project Partnership Criteria

The HBA has been thinking about how the fee program can partner with developers to complete projects like the ones recently passed by the Committee and BoCC.

The committee discussed ideas for criteria for identifying and voting for potential partner projects with developers, special districts and Impact Fee funds. There is limited capacity for the County to take on additional projects, so criteria are needed to select the most needed and how to prioritize projects. Staff recommendations include:

For all of the below, the project must be identified as eligible in the most recent MTCP.

- Building missing links and connectivity projects that are not required by a development, such as where development already occurred in the area so no one developer will be required to build the missing piece.
- Advanced purchase of Right of Way for EPC lead projects such as Federal or PPRTA.
- Partnering on PPRTA projects or DPW Road and Bridge funding projects.
- Provides local match for federal grants.
- Is required to be built by a developer, but additional improvements beyond the developers' requirements would benefit the county if the improvements were added to the developer required projects. For example, added capacity, addresses an additional safety improvement, builds a roundabout when turn lanes are only required by the developer. (The goal of these projects would be to benefit the County and not fulfill the developers' responsibilities.)
- Gets a project designed and shovel ready for federal grants.
- Is NOT a project that solely benefits the development or is required by the development triggering the need for the project.
- The developer and staff will work with Legal Department to draft and implement an agreement laying out the terms of the partnership.

Intersection projects will be handled as all intersection projects. The developer will provide a presentation to the RIFAC and follow the process in the Intersection Checklist ([https://assets-publicworks.elpasoco.com/wp-content/uploads/Documents/RIF\\_Intersection\\_Checklist.pdf](https://assets-publicworks.elpasoco.com/wp-content/uploads/Documents/RIF_Intersection_Checklist.pdf)).

For all other projects not included in the MTCP, the developer/entity has two options. The easiest is to wait for the next update of the MTCP and request inclusion with a vote from the Road Impact Fee Advisory Committee. If the developer/entity cannot or does not want to wait for the MTCP update, the State Statute Planning Process must be followed to amend the MTCP because it is an element of the Master Plan. This process is described below, and the developer/entity will be expected to lead the process.

### Process to Amend the Master Plan

1. Follow Planning Statutes

CRS 30-28-106 **Adoption of master plan**

CRS 30-28-108 **Adoption of plan by resolution**

CRS 30-28-112 **Certification of plan - hearings**

CRS 29-20-105.6 **Notification to military installations by local governments of land use changes - legislative declaration**



### **Traffic Study**

The developer/entity requesting the MTCP amendment will submit a study to the County Engineer for review and agreement (including roadway capacity and intersection analysis, connectivity, emergency routing and redundancy, and cover letter summarizing the pertinent issues).

### **Conduct a Public Process**

1. Developer/entity will draft a press release for County Approval and posting requesting public comments and will provide the DPW Planner's email address.
2. County will add the press release and traffic study to the DPW website.
3. Developer/entity will notify all military bases in the county and impacted incorporated areas to ensure consistency with existing plans and obtain agreement.

### **Adoption Committees**

Developer/entity will present the item to the Road Impact Fee Advisory Committee. The Committee should place strong considerations as to whether the project is included in the MTCP Corridor Preservation Plan.

### **Planning Commission**

The Planning Commission has the authority to approve amendments to Master Plan elements such as the MTCP.

1. Formal public notice of hearing at planning commission is needed. Developer/entity will work with the Planning and Community Development Staff for public posting.
2. Developer/entity will draft a "Staff Report" for the Planning Commission. (Format will be provided by PCD staff.
3. Two Planning Commission hearings with presentation by the developer/entity
  - 1<sup>st</sup> meeting is a presentation of the plan and public hearing to obtain comments.
  - 2<sup>nd</sup> meeting is a presentation of changes and answers to public comment and commission vote.

### **Planning Commission Reports and Resolution Include information:**

1. That proper posting, publication and public notice was provided as required by law for the hearing of the Planning Commission.
2. That the hearing before the Planning Commission was extensive and complete, that all pertinent facts, matters and issues were submitted and that all interested parties were heard at that meeting.
3. That all data, surveys, analyses, studies, plans, and designs as are required by the State of Colorado and El Paso County have been submitted, reviewed and found to meet all sound planning and engineering requirements of the El Paso County Subdivision Regulations.
4. That the proposal shall amend the Master Plan for El Paso County.
5. That for the above-stated and other reasons, the proposal is in the best interests of the health, safety, morals, convenience, order, prosperity and welfare of the citizens of El Paso County.

Board of County Commissioners

If the Planning Commission approved of the MTCP amendment, the Board of County Commissioners have the authority to consider amending the Road Impact Fee Program Document to include the new project and the additional fee needed to include the project.

The developer/entity will work with the Fee Program Manager and Board Staff to draft the resolution, presentation and have the item placed on the BoCC agenda for a vote. The developer/entity will be expected to present the item for adoption.

## **Appendix 5: Administrative Determination**

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## Appendix 6: Average Cost per Trip

When a land use is not clearly identified in one of the fee schedule categories and ITE Trip Generation or other study are used, the average cost per trip will be used.

### Average Calibrated Cost per Trip End

Average Calibrated Cost per Trip End	
<b>A</b>	Total Improvement Costs \$222,961,446.00
<b>B</b>	New Trip Ends 345,022
<b>C</b>	Unadjusted Cost per Trip End ( <b>A / B</b> ) \$646.22
<b>D</b>	Deficiency Credit per Trip End \$3.23
<b>E</b>	Outside Funding Credit per Trip End \$13.95
<b>F</b>	Net Cost per Trip End ( <b>C - D - E</b> ) \$629.04
<b>G</b>	Average Trip Length Adjustment 1.00
<b>H</b>	New Trip End Calibration Factor 0.67
<b>I</b>	Average Calibrated Cost per Trip End ( <b>F * G * H</b> ) <b>\$421.46</b>