

SCOTT IAN THORPE

EDUCATION

Bachelor of Public Administration (B.P.A.) - San Diego State University

Master of Public Administration (M.P.A.) - California State University Fullerton

PROFESSIONAL EXPERIENCE

Revenue & Cost Specialists, L.L.C. - Senior Vice President

(1998-Present) The principals of Management Services Institute reformed MSI into Revenue & Cost Specialists, as an LLC.

Management Services Institute - Senior Vice President

(1985-1998) Principal in a municipal management services company providing diversified municipal financial services.

City of Brea-Management and Budget Manager

(1984-1985) Developed budget preparation and management information reporting systems. Established personal computer operations including acquisition, placement, and maintenance of all equipment to initial and on-going employee training. Created a comprehensive legislative program for reviewing all federal, state, and local legislation.

City of Anaheim - Budget Analyst/Management Operations Auditor

(1979-1984) Assisted in the preparation of \$350,000,000 annual budget. Provided centralized management support and assistance of line departments with a variety of services including work measurement and management techniques program development, productivity improvement, internal management audits, budget review/analysis, revenue forecasting and auditing, and data processing systems development. Specialized in management assistance to public safety, stadium, convention center and golf operations. Responsible for fiscal, work-unit measurement and management training sessions required of all city management staff.

City of Covina-Administrative Assistant to the City Manager

(1974-1979) Performed general program development with significant emphasis on the improvement of the budget process, legislative, public information, and agenda process systems. Conducted a major annexation study and effort.

City of Chula Vista-Administrative Aide

(1973-1974) Entry level job which involved completion of a City-wide Policy and Procedure Manual, operation reviews of long term fire vehicle equipment purchases and of the municipal bus system stop locations.

OTHER ACCOMPLISHMENTS

ABC Elementary School District Closure Project-Enrollment Projections
Charter Oak Unified School District Facility Closure Committee-Board Appointee
Guest Lecturer on various municipal government/management topics at two universities

PUBLICATIONS (Both available at www.reveunecost.com)

"Financing Capital Improvements", *Journal American Water Works Association*, August, 1991, pages 50-52

"Impact Fees: Practical Guide for Calculation and Implementation", *Journal of Urban Planning and Development*, Vol. 18, No. 3, September, 1992, pages 106-118

"The Missing Ingredient in State-Mandated General Plans", *Public Management*, International City Management Association", March 2014. Pages 21-22.

CLIENTS SERVED

DEVELOPMENT IMPACT FEES

City of Alhambra Utilities, CA
City of Anaheim CA, Fire/Police/Library Services (1)
Town of Apple Valley, CA
Antelope Valley Fire Protection District, CA
Apple Valley Fire Protection District, CA
City of Atascadero, CA (1)
City of Baldwin Park Law Enforcement DIF
City of Barstow, CA Bridge/Interchange
City of Barstow, CA
Barstow Fire Protection District, CA
Bridgeport Fire Protection District, CA
City of Big Bear Lake, CA (1)
Brigham City Corporation, UT
City of Calimesa, CA (in progress)
Carpinteria-Summerland, CA Fire Protection District (1)
Chalfant Public Services (Fire) District, CA
City of Calimesa, CA
City of Carpinteria, CA (1)
City of Chino, CA (1)
City of Chino *Preserve* (Sub-area II)
City of Colton Delhi Sands Flower-Loving Fly DIF
City of Coachella, CA
City of Corona, CA (1)
City of Corona - South Corona Specific Plan Impact Fees
City of Desert Hot Springs, CA (1)
City of Folsom, CA (1)
City of Gilroy, CA, Review of Existing DIFs
City of Glendale CA, Parks, Open Space and Community Facilities
City of Gonzales, CA (1)
City of Grand Terrace, CA
City of Greenfield, CA, Police/Fire/Community Centers
Feather River Recreation and Park District
City of Hemet, CA (1)
City of Highland, CA (1)
City of Huntington Beach, CA
June Lake (CA) Fire Protection District
City of Jurupa Valley, CA (in progress)
King City, CA (1)
City of Laguna Hills, CA - Quality of Life DIFs
City of Lake Havasu City, AZ
City of Lemoore, CA
Long Valley (CA) Fire Protection District
City of Loma Linda, CA (1)
City of Menifee, CA (in progress)
Town of Mammoth Lakes, CA (1)
City of Monterey Park, CA (in progress)
County of Monterey Sheriff's Department DIFs
City of Morgan Hill, CA
City of Murrieta, CA (1)
City of Needles, CA (1)
City of Newport Beach, CA Circulation System DIFs
City of Norco, CA (1)
City of North Ogden City, UT
North Central Fire Protection District, CA
North View Fire Department, UT
Oceanside CA Storm Drainage (in progress)
City of Ontario, Core/New Model Colony, CA (1)
City of Orange - Fire Services, CA

DEVELOPMENT IMPACT FEES (continued)

City of Oroville, CA
Town of Paradise, CA
City of Paso Robles, CA
City of Petaluma, CA
City of Pismo Beach Wastewater Recycling DIF
City of Rancho Cordova CA, Circulation System DIFs
City of Reedley, CA
City of Rialto, CA
City of Riverside Public Safety/Library
City of Riverside, CA Public Works & Public Safety Services
City of Riverside, CA, Parks/Open Space (K-Rat Habitat)
City of Santa Paula, CA
City of Sedona, AZ (1)
City of Selma, CA (1)
City of Sierra Madre, CA
SANBAG, CA
City of San Bernardino, CA (1)
County of San Bernardino, CA
City of Scotts Valley, CA
South Jordan City, UT (1)
South Ogden City, UT
City of Thousand Oaks, CA, Review Existing Impact Fees
City of Tracy, CA Public Facilities
Town of Truckee, CA
City of Tulare, CA
Washington Terrace City, UT
West Jordan City, UT
Wheeler Crest (CA) Fire Protection District
City of Wheatland, CA
City of Whittier, CA, Parkland and Facilities

MASTER FACILITIES PLANS/CIPs

City of Anaheim, CA Police/Fire/Library Services (1)
Town of Apple Valley, CA
Apple Valley Fire Protection District
Antelope Valley Fire Protection District
City of Atascadero, CA
City of Barstow, CA
Barstow Fire Protection District, CA
Bridgeport Fire Protection District, CA
City of Big Bear Lake, CA (5/10 year)
Brigham City Corporation, UT
City of Calimesa, CA (in progress)
City of Carpinteria, CA
Carpinteria-Summerland Fire Protection District
Chalfant Public Services (Fire) Protection District
City of Chino, CA (1)
City of Corona, CA (1)
City of Folsom, CA (1)
City of Desert Hot Springs, CA (1)
City of Gonzales, CA
City of Grand Terrace, CA
City of Greenfield, CA
City of Highland, CA (1)
City of Jurupa valley, CA (in progress)

(1) Includes one or more impact fee calculation updates.

Resume of Scott Ian Thorpe, continued

MASTER FACILITIES PLANS/CIPs (continued)

June Lake (CA) Fire Protection District
King City, CA
City of Lake Havasu City, AZ
City of Huntington Beach, CA
City of Lancaster, CA
City of Loma Linda, CA (1)
Long Valley (CA) Fire Protection District
City of Menifee, CA (in progress)
Town of Mammoth Lakes, CA (1)
City of Murrieta, CA (1)
City of Needles, CA
City of Newport Beach
City of Norco, CA (1)
North Ogden City, UT
North Central Fire Protection District
City of Ontario, CA
City of Oroville, CA
City of Orange, CA Fire Suppression System
Town of Paradise, CA
City of Paso Robles, CA
City of Rancho (CA) Cordova Circulation System City of
Riverside, CA Police/Fire Services
City of San Bernardino, CA City of San Bernardino, CA
City of Santa Paula, CA (1)
City of Sedona, AZ
City of Selma, CA (1)
South Jordan City, UT (1)
South Ogden City, UT
City of Tracy, CA, Public Facilities
Town of Truckee, CA
City of San Bernardino, CA
City of San Bernardino, CA Storm Drainage
Wheeler Crest (CA) Fire Protection District
City of Wheatland, CA
City of Whittier Park System

MISCELLANEOUS PROJECTS

City of Azusa, CA - Plan Check/Inspection Process Review
Brigham City Corporation - Closed Indian School Use
Conversion
City of Colton, CA - Electric Utilities Collection Procedural
Manual
City of Corona, CA - I-15 Area Public Safety Facility Financing
City of Corona, CA - Communication Repeater Cost
Financing
City of Fontana, CA - General & Departmental Overhead Plan
City of Hemet, CA - Supplemental DIF - Public Peril Report
City of Highland, CA - Capital Financing Plan
City of Highland, CA - Fee and Rate Schedule
City of Lake Havasu City, AZ - Capital Financing Plan
City of Los Altos - Existing DIF Review
Los Angeles Fire/Police Retirement System - Fiscal Review
City of Needles - Development Agreement Assistance
City of Milpitas - Business License Ordinance Review
City of Redlands, CA - Corporation Yard Debt Financing Cost
Distribution
City of Redlands, CA - Solid Waste Collection/Landfill Rate
Study
City of Redlands, CA - Street Sweeping Rate Study
City of Pico Rivera - Business License Ordinance Review

MISCELLANEOUS PROJECTS (continued)

City of Port Hueneme, CA - Revenue Search Report
San Bernardino County, CA, Special Dist. Office, Finance
Review
City of San Clemente Business License Review
City of Santa Paula Park General Plan Element
City of Seaside - Hayes Housing Development Service
Demands
South Jordan City- Business Regulation Costing
City of South Lake Tahoe, CA - Transfer of Custody Cost
Verification
City of Westminster, CA - Productivity Measurement Module
Town of Windsor, CA - Long Range Capital Financing Plan
City of San Bernardino, CA - Verdernont Area Financing
Analysis

Assistance to City's Attorneys (confidential)

Cohen and Berliner Litigation Assistance
Rutan and Tucker - Litigation Assistance
San Diego County Counsel - DIF Use Litigation Assistance
San Diego City - Building & Safety Fee Litigation Assistance

**MUNICIPAL BUSINESS SYSTEM COST OF SERVICES
CALCULATIONS**

City of Azusa, CA
City of Banning, CA
City of Brea, CA
City of Bend, OR
City of Carpinteria, CA
City of Carson, CA
City of Chino, CA
Chino Valley Independent Fire District, CA
City of Corona, CA
City of Cotati, CA
City of Fontana, CA
City of Hesperia, CA
City of Highland, CA
City of Kennewick, WA
City of Lake Elsinore, CA
City of Long Beach, CA, Marine Bureau
City of Lynwood, CA
City of Ontario, CA, Fire Department
City of Porterville, CA
City of Rancho Mirage, CA
City of Redlands, CA
City of Rialto, CA
City of Rocklin, CA
South Jordan City, UT
City of Shafter, CA
City of Taft, CA
City of Upland, CA
City of West Covina, CA
County of Imperial, CA
County of Ventura Consolidated Fire District, CA

INTERNATIONAL MUNICIPAL MANAGEMENT TRAINING

Slovenia Ministry of Local Affairs (municipal services)
Philippine Ministry of Economic and Capital Development

(1) Includes one or more updates.