



VISION THAT MOVES YOUR COMMUNITY

March 21, 2018

Yuba County Community Development and Services Agency
Attn: Kevin Mallen
915 Eighth Street, Suite 123
Marysville, California 95901

Subject: Proposal for Consulting Services for SYTIA Impact Fee Study

Dear Mr. Mallen:

TJKM Transportation Consultants (TJKM) is pleased to submit our proposal for the South Yuba Transportation Improvement Authority's (SYTIA) Impact Fee Study. TJKM has been helping communities plan, fund, design, and implement transportation infrastructure since 1974. Since the signing of AB 1600 (the *Mitigation Fee Act*) in 1989, TJKM has developed and updated nexus studies for dozens of California agencies. We understand the procedures, regulations, and requirements of creating fair, defensible fees that work for communities like yours.

For this SYTIA fee study, the stakes are high. The City of Wheatland and Yuba County governments have forged a joint-powers authority (JPA) with the sole focus of delivering critical infrastructure necessary to support long-awaited development plans in the southern Yuba County region. The goals of the study are straight forward, but the nature of the projects in the study are relatively complex. The project list includes a potential realignment of a State Highway facility, through two Counties and one City, immediately creating four stakeholder agencies.

TJKM has a relevant experience and expertise to manage and deliver this study. To further bolster our qualifications, we have partnered with David Taussig & Associates (DTA). DTA recently completed Yuba County's comprehensive development impact fee update following the County General Plan Update, and has a keen grasp on local demographics, projected absorption rates, and future projections in the SYTIA study area. DTA is a public finance consulting firm with decades of successful experience preparing public finance mechanisms, including AB 1600 fee programs. DTA retains in-house legal counsel to help navigate any regulatory or statutory issues that may arise over the course of this study.

As your Project Manager, I bring over 50 years of transportation consulting experience to SYTIA, including 18 successfully completed impact studies for TJKM. I will be supported by a highly experienced team that understands the needs of SYTIA. The TJKM Team is exceptionally qualified to conduct this project for SYTIA. Both TJKM's and DTA's past nexus studies have withstood legal scrutiny for over 30 years and have never been subject to litigation. We will complete this project within budget, on schedule, and to your satisfaction.

As Vice President of the firm, you have my personal assurance that TJKM commits all necessary resources and capabilities to SYTIA. If you have any questions about our proposal, qualifications, or references please feel free to contact me at 925.264.5006 or via e-mail at ckinzel@tjkm.com.

We are ready to hit the ground running and look forward to working with you.

Very truly yours,

TJKM Transportation Consultants

Chris Kinzel, PE, TE, Vice President

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Appendix A Resumes

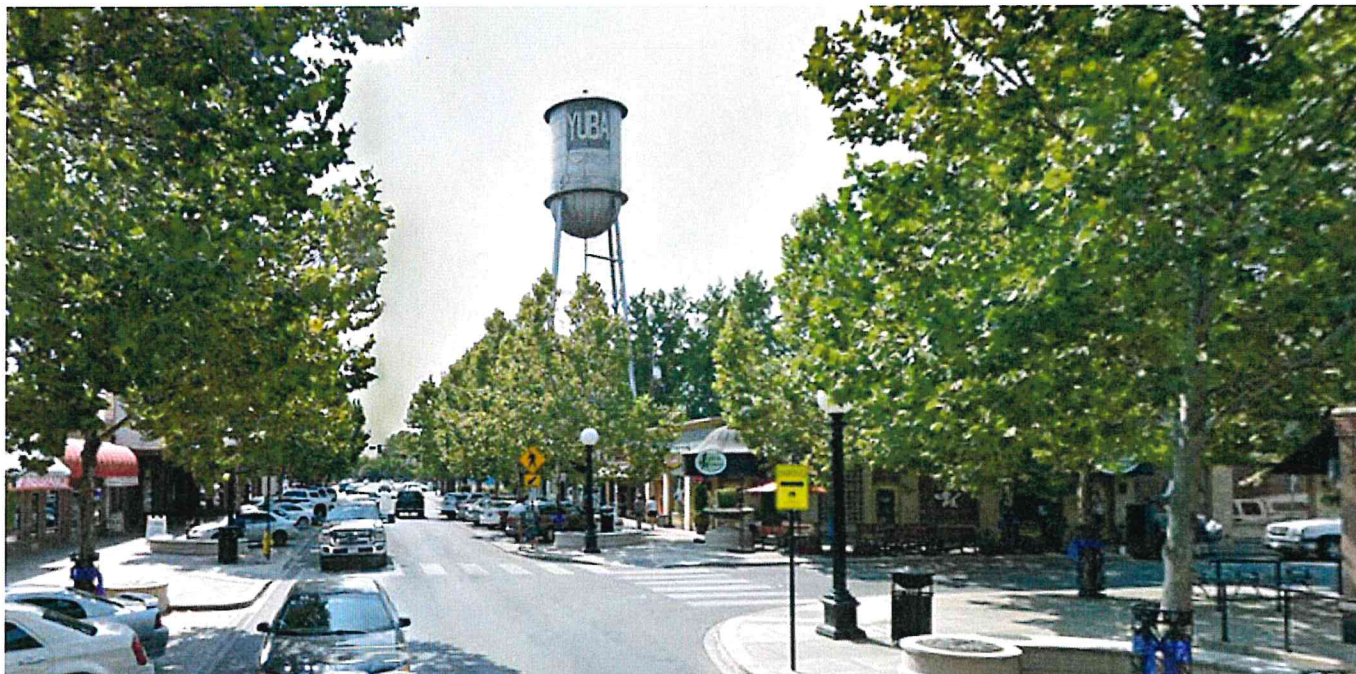
**SOUTH YUBA TRANSPORTATION IMPROVEMENT AUTHORITY
REQUEST FOR PROPOSAL FORM**

(This form should be included with your Proposal)

The undersigned has carefully checked all figures in his/her proposal and understands SYTIA will not be responsible for any errors or omissions in preparing this proposal. The proposal shall remain valid for any and all services provided for a period of ninety days.

RFP NAME:	<u>Consulting Services for SYTIA Impact Fee Study</u>
FIRM NAME:	<u>T J K M</u>
CONTACT NAME:	<u>Chris Kinzel</u>
ADDRESS OF FIRM:	<u>4305 Hacienda Drive, Suite 550</u>
	<u>Pleasanton, CA 94588</u>
TELEPHONE:	<u>925.463.0611</u>
EMAIL ADDRESS:	<u>ckinzel@tjkm.com</u>
FEDERAL ID NUMBER:	<u>94-2239515</u>
LICENSE NUMBER:	<u>CA TR0023 CA C15347</u>
ADDENDUMS:	<u>0</u>
AUTHORIZED SIGNATURE:	<u></u>
TITLE:	<u>Vice President</u>

STATEMENT OF QUALIFICATIONS



FIRM OVERVIEW



TJKM Transportation Consultants (TJKM) is a traffic engineering and transportation planning firm that services Northern and Central California. Founded in 1974, TJKM currently has a staff of 30 employees with offices in Pleasanton, San Jose, Sacramento, Santa Rosa, and Fresno. Our projects range in size from short-term engagements developing meaningful traffic solutions for a wide range of transportation issues to long-term planning for new developments, communities, and transportation systems.

For over 40 years, more than 3,500 satisfied clients have entrusted TJKM with their critical work. We serve a full-range of clients, including municipalities, congestion management agencies, metropolitan planning organizations, transportation agencies, private developers, other consulting firms, and attorneys. TJKM has been involved in more than 8,000 transportation projects throughout California, and averages 240 new projects each year. TJKM's primary service categories include traffic engineering design (including PS&E), transportation planning, traffic operations, corridor studies, intelligent transportation systems, traffic safety, and multimodal studies. Our motivation comes from satisfying clients' objectives and improving communities. TJKM has a strong roster of both public and private sector clients and continually builds upon this base.

TJKM is a disadvantaged and small business enterprise (DBE #40772 and SBE #38780).

The TJKM Team is unparalleled in having precisely the right experience for SYTIA's TIF Project.

SUBCONSULTANT



DAVID TAUSSIG
& ASSOCIATES

David Taussig and Associates, Inc. (DTA) is a California public finance consulting firm with a national practice focusing on public private partnerships and the establishment and implementation of infrastructure and public services financing programs for local municipalities in California and 10 other states. The firm has offices in Newport Beach, San Francisco, Fresno, and Riverside, California, and in Dallas and Houston, Texas. Since its formation in 1985, the firm has assisted over 2,750 public and private sector clients in meeting their infrastructure and public services goals. DTA is the State of California's leading financial consultant for CFDs. Their level of experience with the formation and issuance of bonds for CFDs is unequalled, as their firm has been involved in the establishment of over 1,000 CFDs to-date.

DTA has been performing public facilities fee consulting services for 30 years, since 1987. Development impact fees were enacted under Assembly Bill 1600 by the California Legislature in 1987 and codified under California Government Code §66000 et seq., also called the Mitigation Fee Act (the “Act” or AB 1600). DTA has had extensive experience preparing DIF studies that have complied with Section 66000 et seq. of the Government Code and have withstood legal scrutiny to where none of their prior studies have been subject to any litigation. DTA also retains in-house legal counsel engaged in this project and can assist the City in clarifying legal issues that may arise related to the review or preparation of a Nexus Study. All DTA’s AB 1600 studies and Assessment District formation work, include a benefit cost analysis and determination of nexus between the facilities financed, existing and future land uses, and the specific financing mechanism. DTA has prepared approximately 390 fee justification studies and analyses throughout California, and in other States, involving fees for many public improvements, including transportation, water, sewer and flood control facilities, fire and police stations, parks, libraries, and other types of infrastructure.

DTA has had extensive experience preparing DIF studies that have complied with Section 66000 et seq. of the Government Code and have withstood legal scrutiny.



EXPERTISE IN TRAFFIC IMPACT FEE (TIF) STUDIES

Since 1974, TJKM has completed numerous TIF/AB 1600 studies, and we understand the significance of these studies for cities and counties. Funds generated by a defensible TIF Program can greatly help a jurisdiction with development-related costs. We are very experienced with these types of projects and have proven our ability to complete these types of studies successfully. Our Impact/Development Fee Study relevant experience includes:

- Town of Windsor TIF Study
- Greater Eureka TIF Study
- Merced County Regional Transportation Impact Fee
- Visalia Transportation Impact Fee Study
- Los Altos TIF Study
- Livermore TIF Program and Updates
- Menlo Park Transportation Impact Fee Program
- Pleasanton TIF Program and Updates
- Lathrop Capital Facilities Fees (CFF) Study
- Palo Alto TIF Program Update
- Lathrop/Manteca Joint Traffic Improvement Program Fee Study
- East Dublin Traffic Mitigation Fee Study
- Del Norte County Fee Study
- Downtown TIF Study and West Dublin Fee Projects
- St. Helena Citywide Development Impact Fee Study
- Cloverdale Citywide Traffic Mitigation Program and Fee Schedule
- American Canyon Thoroughfare Master Plan and Fee Study
- Brentwood Vasco Road Fee Study
- San Leandro I-880/Marina Interchange Fee Study
- East Contra Costa County TIF Study
- Redwood City Parking In-Lieu Fee Nexus Study

DETAILED SCOPE OF WORK



PROJECT UNDERSTANDING

The SYTIA was formed through a joint powers agreement between the County of Yuba (County) and the City of Wheatland (City). The SYTIA was established with a mission to help develop, fund, program, and construct transportation infrastructure required to support the land development planned and anticipated over the next 10, 20, and 30 years in southern Yuba County. Consistent with this overarching mission, this proposal is for the preparation of a transportation impact fee (TIF) study to establish a nexus between anticipated developments and supporting infrastructure needs, evaluate alternative fee structures, and recommend a fee schedule for adoption. TJKM has completed several dozen TIF studies, including new TIF programs and TIF program updates. We understand this process and its requirements very well.

With the heightened sensitivity and legal scrutiny sometimes associated with the creation of new impact fee programs, TJKM has also included David Taussig & Associates (DTA) to strengthen our proposed team's expertise and qualifications. DTA brings impact fee expertise and local experience to this project, including the recent comprehensive update the County of Yuba's Development Impact Fee for the County's updated General Plan. TJKM and DTA have collaborated on several recent studies and developed an efficient working relationship. DTA will provide assistance demographic assistance to ensure consistency with the recent countywide fee update and technical assistance to ensure compliance with applicable regulatory frameworks and legal requirements.

The anticipated land development precipitating the need for transportation infrastructure is significant. General Plan Amendments approved within the last 10 years include Nichols Grove (2011) and Johnson Ranch and Hop Farm Annexation (2012). Approved Tentative Maps include Heritage Oaks Estates East and West, and Caliterra Ranch, Blue Oak Estates. Combined, these projects at buildout would add over 15,000 new dwelling units, with accompanying non-residential uses such as commercial, parks, office, schools, and other public facilities.

LEGEND

- Existing Alignment
- Proposed Alignment
- Urban
- Rural
- Water
- Physical Obstacles
- SR 65 Realignment
- City Limits
- County Lines

From a transportation infrastructure needs perspective, both the City and County General Plans have long identified a need to build expanded and new roadways to serve these growth areas, particularly along the southeastern edge of the Yuba/Placer County line, between Wheatland and Beale Air Force Base. While these local plans, as well as Caltrans planning and programming documents, have identified the need for such facilities, specific alignments and configurations have not been recorded. The most significant improvements associated with these growth areas include realignment of State Route 65 (SR 65), also known as the Wheatland Bypass, a new SR 65 interchange in the vicinity of South Beale Road, and a new connector road between South Beale Road at SR 65 and Plumas Lake Boulevard at SR 70.

As with any impact fee study, the foremost concern in this effort will be to establish a defensible nexus between future development and any proposed improvement(s) required to mitigate transportation impacts of that future development. This is particularly important when establishing a new fee program, as opposed to updating an existing fee program, since the baseline conditions analysis in this study will identify existing conditions and deficiencies. The cost to mitigate existing deficiencies cannot be included in an impact fee levied on future development. TJKM understands the requirements of the 1988 *Mitigation Fee Act (AB 1600)*, which created Government Code 66000 and requires agencies to document the following when adopted an impact fee:

- Identify the purpose of the fee;
- Identify the use of fee revenues;
- Determine a reasonable relationship between the use of the fee and the type of development paying the fee;
- Determine a reasonable relationship between the need for the fee and the type of development paying the fee; and,
- Determine a reasonable relationship between the amount of the fee and the cost of the facility attributable to development paying the fee.

The transportation and traffic study included in the prior General Plan Amendment and Tentative Map studies can provide the basic technical support for the TIF update. These provide a comprehensive overview of existing and future traffic conditions with a detailed analysis of roadways and intersections. These documents also provide an overview of anticipated land use quantities and the anticipated vehicle trips anticipated to be generated by these land use quantities. Along with the SYTIA-provided preliminary cost estimates, these background documents lead directly to the most important equation in a TIF report, the number of new trips and the cost of the transportation improvements needed to mitigate their impacts - the “cost per trip.”

TJKM will also review alternative fee calculation methodologies with SYTIA, including the possibility of developing a “cost per trip mile” structure that apportions fees based on estimated new vehicle miles traveled (VMT) rather than net new trips. This approach reduces the amount of trip adjustments typically required to balance residential and non-residential fee apportionment (trip matching, pass-by trips, trip causality factors, etc.) and is in line with the industry’s shift towards utilizing VMT as a performance metric for transportation impact findings under CEQA. TJKM envisions, at minimum, updating past trip estimates from the approved General Plan Amendments and Tentative Map impact studies to reflect the recently-released report from the Institute of Transportation Engineers, *Trip Generation, 10th Edition*, to ensure that the most recent and relevant land use categories are included in the new fee program. TJKM also envisions estimating “fair share” cost attribution for the various improvements and alternatives utilizing “Select Link” utilities of the Sacramento Area Council of Governments (SACOG) travel demand model, Tri-County (Sutter, Yuba, Butte) travel demand model, or SYTIA’s model of choice.

TJKM’s Project Manager, Chris Kinzel, has led most of TJKM’s previous impact studies since AB 1600 was enacted in the late 1980’s. He managed TJKM’s first fee study for Tuolumne County in 1993, and he is currently managing TIF projects in Windsor, Eureka, Mountain View, San Bruno, and Los Banos. Our work on these and earlier projects has included working closely with agency staff and the local development community, developing or reviewing TIF ordinances, and preparing all of the required nexus findings in every project. Chris has 57 years of broad transportation engineering experience and welcomes the opportunity to lead this important project for SYTIA, Yuba County, the City of Wheatland, and the region as a whole.

WORK PLAN

TJKM proposes the following preliminary Scope of Work to develop a defensible TIF for SYTIA. This Scope of Work will be refined in the Kickoff Meeting and may evolve slightly as the project evolves. TJKM is committed to delivering a completed TIF that meets SYTIA’s needs and ensures adequate funding is collected as development occurs to fund studies that refine improvement concepts, fund future TIF updates, and ultimately, contribute sufficient funds to complete planning, environmental, design, and construction, of necessary projects.

Task 1 – Project Management, Meetings, and Stakeholder Outreach

TJKM’s Project Manager, Chris Kinzel, will oversee the work of the TJKM Team. He will be the primary day-to-day contact person and will provide written monthly progress reports and invoices. In addition, he anticipates bi-weekly telephone reports to the SYTIA Project Manager. TJKM’s project accounting system allows for daily updates on budget status and schedule control. Chris will provide communication as necessary to discuss/resolve key issues in a timely and proactive manner.

In addition to the kickoff meeting described in Task 2, TJKM proposes to lead two stakeholder outreach meetings. The first will be at the very outset of the TIF update process to inform stakeholders of the upcoming TIF update and to seek input on procedures, including how they can be improved with updated fee programs including revising as appropriate ordinances and resolutions pertain to the TIF. The second meeting will be held roughly concurrent with release of the draft report, or perhaps the administrative draft report, to seek comments on the proposed TIF update. The goal of this meeting is to obtain buy-in, where possible, and to reduce, or eliminate, any controversy at the time of formal public presentations at governing board hearings.

TJKM's experience is that the development community is generally accepting of TIF programs as long as the projects, procedures, and fees are reasonable. TJKM will also meet, as necessary, with SYTIA staff during the course of the project, and will attend and prepare all necessary materials for the presentation of the draft report to governing boards.

Deliverables:

- ✓ Conduct regular progress meetings with the SYTIA Project Manager and issue monthly written status reports;
- ✓ Lead two stakeholder outreach meetings, including the preparation of all materials; and,
- ✓ Attend governing board hearings of the draft report and provide materials as described in Task 5.

Task 2 – Project Kickoff Meeting

The TJKM Team will review all adopted land use and transportation planning documents related to the study area from County, City, and regional sources. In addition, the TJKM Team will review publicly- available transportation impact studies on the approved General Plan Amendments, Tentative Maps, and any other relevant development projects. The TJKM Team will verify information on the status of each development project and ensure a full understanding of other planned transportation infrastructure improvements that may impact the study area. TJKM will receive/request such material at a kickoff meeting with SYTIA at an office location of their choosing. TJKM will prepare the agenda and minutes of this meeting. We will also discuss the proposed Scope of Work, Approach, and Schedule, and any administrative procedures, to identify any needed adjustments.

Deliverables:

- ✓ Agenda and minutes of kickoff meeting.

Task 3: Data Collection and Development

After reviewing the information retrieved for Task 2 with SYTIA staff at the Kickoff Meeting, TJKM will work with SYTIA, City, and County staff to fill any gaps in background planning and engineering studies that may not be publicly available. The TJKM Team will document relevant information garnered from various background sources and clearly indicate how they inform any calculations or impact any assumptions utilized in this TIF. The following major data sources are required, at minimum, to proceed with Task 4:

- Demographic Baseline and Buildout Database: DTA will lead the effort to create a database of baseline and future demographics, including land use quantities for residential and non-residential uses, population and employment numbers, and anticipated demographic shifts in adjacent jurisdictions that may affect the study area, such as Beale Air Force Base, other cities within Yuba County, and adjacent counties such as Placer County and Sutter County. DTA will review and document population projections available in the County and City General Plans, any existing Master Plans, SACOG, U.S. Census, and the State Department of Finance. A comprehensive existing and future demographic database will be developed for the entire SYTIA operating area.
- Transportation Project Needs Inventory: The TJKM Team will document all proposed and planned improvements identified in the documents compiled in Task 2 and by SYTIA staff. TJKM will develop a preliminary nexus assessment for included projects that identifies the source of the improvement need finding, verification that mitigations for existing deficiencies are not included as part of the TIF, and an assessment of rough allocation of need and use for each project between local land development projects in the SYTIA study area versus other regional growth in and outside of the County. These estimates will be refined in later tasks, and in future updates to the TIF. Any projects that may require additional existing or future conditions capacity analyses to substantiate nexus findings will be flagged for discussion with SYTIA – the proposed Scope of Work does not include such analysis at this time.

- **Transportation Project Cost Estimates:** Based on the TJKM Team's understanding of the project Scope of Work, SYTIA will be developing baseline planning-level cost estimates for anticipated infrastructure project needs, namely the SR 65 realignment (also known as the Wheatland Bypass), the South Beale Road interchange with SR 65, and the east-west connector between SR 65 at South Beale Road and SR 70. TJKM has extensive experience developing planning-level cost estimates and is available to assist with this task if necessary. Because it is anticipated that future updates to the TIF will be completed following improvement alignment studies, refinements, and preparation of PSRs, the cost estimates need not be overly specific at this time, provided that they are defensible and sufficiently conservative to cover further project planning, programming, and implementation.

Deliverables:

- ✓ *Draft Demographic Baseline and Buildout Database for review and approval of SYTIA staff;*
- ✓ *Draft TIF Project List for review and approval of SYTIA staff, including Needs Inventory and Rough Costs; and,*
- ✓ *Draft GIS Database and Maps of planned land development and supporting infrastructure needs.*

Task 4: Fee Calculation and Analysis

The two primary elements of a typical TIF calculation are the costs of the proposed projects and the amount of growth in trips or trip miles during the life of the period the fee encompasses. From this information, the cost per vehicle trip or trip mile is calculated, which is applied to standard ITE trip rates. ITE recently released the latest report – *Trip Generation, 10th Edition* – which includes new land use categories and vehicle trip generation rates that should be considered for the SYTIA TIF program. Trip length information is available from the California Statewide Household Travel Survey, local and regional travel demand models, and other applicable travel behavior studies. TJKM will work closely with SYTIA to discuss the alternate trip end or trip mile calculation methodologies and discuss the implications of utilizing one methodology over the other by demonstrating resulting fee schedules.

- **Net New Trip or New Trip Mile Calculation:** The transportation improvement project costs will have been determined in Task 3, while the fee preparation in this task relies on the determination of new trips from buildout of the City and County General Plans, including any recently approved General Plan Amendments. The General Plans and all approved General Plan Amendments and Tentative Maps include a list of land use quantities and in many cases, the associated trips. TJKM will review and adjust this information to reflect the latest ITE trip generation rates, and if desired, appropriate trip length estimates by land use category. These metrics will be presented in a baseline versus buildout format, with the growth increment in trips or trip miles identified on a daily, a.m. peak hour, and p.m. peak hour basis.

TJKM will apply appropriate adjustments to trip ends to include pass by trips for retail uses, regional through trips, and any other appropriate adjustments such as trip causality factors and trip matching between complimentary land uses. TJKM has allocated time and budget for a regional modeling analysis to evaluate the quantity of through trips that may affect the TIF analysis.

- **Fee Land Use Category Selection:** TJKM will compile a draft list of land use categories to be included in the TIF for SYTIA review. The land use categories will be utilized to develop alternative fee schedules and will impact the administration of the fee once development starts occurring. The schedule should ultimately be comprehensive enough to cover all plausible development scenarios without creating administrative burdens by being overly specific and granular. The schedule, if feasible, should preferably line up with existing County and City fees.

- Selection of Fee Calculation Methodology: TJKM will determine the cost per net new trip or net new trip mile and prepare up to three alternative fee calculations based on various methodologies and assumptions. For each alternative fee structure, TJKM will demonstrate differences in how revenue will be generated between anticipated land use categories and as land development projects buildout in potential phases. This analysis will assist SYTIA in selecting a preferred fee calculation methodology and schedule. The fee calculation will also include costs for future planning and engineering studies, including alignment studies, project PSRs, PA&ED phases, project construction, contingencies, and costs to update the TIF itself.
- Proposed Fee Comparison Matrix: The TJKM Team will review and summarize existing fee structures in the County and City, including any Community Benefit Contributions, Community Facilities Districts, and other AB 1600 fees. These baseline fees will be combined with the proposed SYTIA fees in a land use category comparison against other nearby or similar communities, within and outside the County.

Deliverables:

- ✓ *Draft TIF schedules using up to three alternative calculation methodologies;*
- ✓ *Final Recommended TIS schedule for SYTIA; and,*
- ✓ *Comparison table of proposed SYTIA fees, including applicable City and County fees, with other communities.*

Task 3: Draft/Final Impact Fee Study

TJKM will prepare a draft TIF study report that documents the impact fee study procedures, methodology, detailed project list and description, recommended fee structure, cost estimate details, nexus supporting documents, and comparison with fees of surrounding and comparable communities. TJKM has completed dozens of new and updated transportation fee studies with no challenges from any source.

TJKM will submit the draft report for review by SYTIA staff. TJKM will meet with SYTIA staff to fully understand comments on the draft report prior to finalizing the report. The TJKM Team will review the existing applicable local Impact Fee Ordinance(s) to see what changes are needed. The enabling resolutions will most likely be subject to review. TJKM will assist SYTIA staff by preparing the governing board agenda report and any changes to the Ordinance and resolutions for enacting the new traffic impact fee.

Deliverables:

- ✓ *Provide 10 paper copies of the draft report, plus digitally as Microsoft Word (.docx) and Adobe Acrobat (.pdf) files. TJKM will also prepare a governing board agenda report, resolution, and ordinance, as required by SYTIA;*
- ✓ *Provide 10 paper copies of the final report, plus digitally as Microsoft Word (.docx) and Adobe Acrobat (.pdf) files. TJKM will also prepare a governing board agenda report, resolution, and ordinance, as required by SYTIA; and,*
- ✓ *Attend governing board hearings for presentation of the draft and final report and adoption of the TIF.*

PROPOSED SCHEDULE



Our proposed team is equipped with specific strengths in the key areas necessary to deliver this project on schedule to the satisfaction of SYTIA. Our proposed team has a proven track record of successful similar projects and is dedicated to providing high-quality products. With our available resources and experience, TJKM is equipped to provide the level of responsiveness required by SYTIA, all while providing professional and quality services. We have developed an individualized approach for each task that, combined with an active project management and team-oriented approach, will ensure the delivery of timely, high-quality services.

TJKM will complete this project in accordance with the schedule shown below. Based on SYTIA needs, this schedule can be condensed or modified to suit the project's needs and milestones.

Tasks	Month						
	May	Jun	Jul	Aug	Sep	Oct	Nov
Task 1 – Management, Meetings, and Outreach		O		O	GB		GB
Task 2 – Project Kickoff Meeting	K						
Task 3 – Data Collection and Development							
Task 4 – Fee Calculation and Analysis							
Task 5 – Draft and Final TIF Study Report						R	

K Kickoff
 O Outreach
 GB Governing Board
 R SYTIA Review

DESCRIPTION OF FEES



HOURLY RATE SCHEDULE

Hourly Rate Schedules for TJKM and our subconsultant, DTA, are provided on the following pages. A detailed Cost Proposal, broken down by task, is also included in this section.

TJKM Rate Schedule

Principal	\$220/hour
Director	200/hour
Senior Project Manager	190/hour
Project Manager	160/hour
Senior Transportation Engineer	140/hour
Transportation Engineer	130/hour
Assistant Transportation Engineer	115/hour
Transportation Planner	110/hour
Assistant Transportation Planner	105/hour
Graphics Designer	100/hour
Designer	95/hour
Technical Staff II	85/hour
Administrative Staff	80/hour
Production Staff	55/hour

Reimbursable Expenses

Plotting (per sheet)	\$18.00
Travel Cost (per mile, subject to change; based on IRS standard mileage rates).....	0.545

All outside services are billed at cost plus a ten percent margin for handling.

Expert Witness charges available upon request.

Invoices are due and payable within 30 days. Invoices paid after 30 days will be subject to separate billings of one and one half percent per month of unpaid balance. Late charges are not included in any agreement for maximum charges.

Rates Effective January 1, 2018, Rates Subject to Change

David Taussig & Associates, Inc. Rate Schedule

President	\$325/hour
Managing Director	275/hour
Vice-President/Engineer	250/hour
Manager	225/hour
Senior Associate	180/hour
Associate	165/hour
Research Assistant	125/hour

COST PROPOSAL

Below is our estimated cost proposal to complete the scope of work.

Tasks		Prime Consultant								Subconsultant						Total			
#	Task Description	TJKM								TJKM Total Hours	TJKM Total Fee	David Taussig & Associates				DTA Total Hours	DTA Total Fee	Total Project Hours	Total Project Fee
		Nayan Amin	Chris Kinzel	Todd Tregenza	Lawrence Liao	Janice Spuller	Ian Lin	Renee Powell	Admin/ Graphics			David Taussig	Nathan Perez	Associate	Research Assistant				
		\$220	\$220	\$160	\$200	\$160	\$110	\$85	\$80			\$325	\$275	\$165	\$125				
1	Project Management, Meetings and Stakeholder Outreach		14	4					2	20	\$3,880		4			4	\$1,100	24	\$4,980
2	Project Kickoff Meeting		8	8					4	20	\$3,360		4			4	\$1,100	24	\$4,460
3	Data Collection & Development		4	16		4	8	16	4	52	\$6,640	2	4	8	20	34	\$5,570	86	\$12,210
4	Fee Calculation & Analysis		8	16	8	4	24		4	64	\$9,520	2	2		8	12	\$2,200	76	\$11,720
5	Draft and Final Impact Fee Study Report	4	8	16		16		24	24	92	\$11,720					0	\$0	92	\$11,720
TOTALS		4	42	60	8	24	32	40	38	248	\$35,120	4	14	8	28	54	\$9,970	302	\$45,090
Total Project Cost Estimate																	\$45,090		

KEY EMPLOYEE INFORMATION



STAFF QUALIFICATIONS AND EXPERIENCE

We have a proposed team of seasoned transportation planners, traffic, and civil engineers experienced in planning and designing transportation improvements to support TJKM's Project Manager, Mr. Chris Kinzel, PE, TE. The depth of the resources and our proposed organization chart allows our Project Manager to complete this project on time without sacrificing the quality of the product. Chris is a project manager with over 50 years of hands-on experience in successfully delivering numerous TIF updates throughout the State of California.

Successful completion for transportation projects requires three elements on which our team provides special emphasis:

1. Proactive project management in close coordination with SYTIA staff;
2. Thorough understanding of regulatory requirements, coupled with informal agency consultation early in the project to ascertain specific permitting permutations and agency attitudes; and
3. Careful and continuous assessment of the schedule so that tasks in the critical path are completed at the appropriate point in the project.

TJKM Project Manager Chris Kinzel has 57 years of experience and has managed 18 previous impact fee studies.

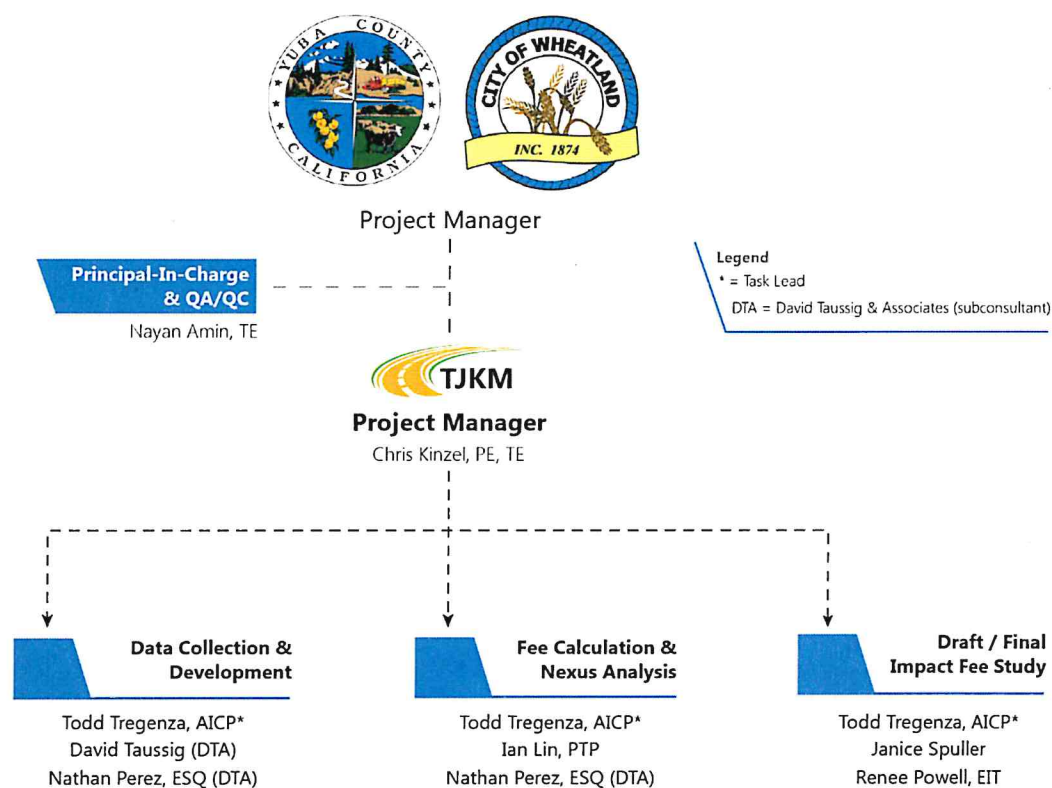
The TJKM Team provides SYTIA with the full range of expertise and unmatched experience on TIF updates. We form an integrated team that can enhance SYTIA's resources, work in close cooperation with your staff, and successfully deliver the TIF Study. Our proposed team members will be made available to SYTIA as needed for the duration of the project, and will not be substituted without approval from SYTIA.

The following table summarizes our proposed team's relevant experience and qualifications. Full staff resumes are provided in the Appendix.

Name, Role, & Years of Experience	Registration Number	Specialized Expertise	Qualifications & Experience
TJKM Transportation Consultants			
Nayan Amin, TE Principal-In-Charge & QA/QC 27 Years of Experience	CA TE 2290	<ul style="list-style-type: none"> TIF Studies Traffic Operations Transportation Impact Studies Transit Priority 	<ul style="list-style-type: none"> Transportation Impact Fee Project, Visalia Regional Transportation Impact Fee Study Update, Merced County On-Call Traffic Engineering Services, Walnut Creek Seaside 2040 General Plan, Seaside
Chris Kinzel, PE, TE Project Manager 57 Years of Experience	CA CE 15347 CA TE 0023	<ul style="list-style-type: none"> TIF Studies General/Specific Plan Transportation Engineering & Planning Circulation Studies 	<ul style="list-style-type: none"> TIF Projects, Eureka, Merced County, Visalia, Pleasanton, Dublin, Livermore, Menlo Park, Los Altos, Half Moon Bay, St. Helena, Lathrop, Tuolumne County, & Many Other Jurisdictions ConnectMenlo General Plan Update, Menlo Park
Todd Tregenza, AICP Task Lead 11 Years of Experience	AICP 26678	<ul style="list-style-type: none"> TIF Updates Traffic Impact Analysis Travel Demand Modeling Traffic Operations & Simulation 	<ul style="list-style-type: none"> Avila Circulation Study & TIF Update, San Luis Obispo County South County Circulation Study & TIF Update, San Luis Obispo County Transportation Capital Improvement Program & TIF Update, Oroville
Janice Spuller Project Planner 16 Years of Experience	N/A	<ul style="list-style-type: none"> Land Use & Mobility General Plans & Large-scale Community Plans Project Management Community Outreach 	<ul style="list-style-type: none"> Seaside 2040 General Plan, Seaside County Comprehensive Expressway Plan Study/Expressway Plan 2040, San Jose Lawrence Expressway Improvement Project, San Jose
Ian Lin, PTP Project Planner 3 Years of Experience	CA PTP 601	<ul style="list-style-type: none"> Transportation Planning Transit Service Traffic Impact Studies Parking Operation Parking Studies 	<ul style="list-style-type: none"> On-Call Traffic Engineering Services, Walnut Creek Stanford Neighborhood Streets Enhancement Project, Redwood City Downtown Parking Utilization Study, Danville
Renee Powell, EIT Project Engineer 3 Years of Experience	CA EIT 159950	<ul style="list-style-type: none"> Transportation Planning Pedestrian Safety Improvements Multimodal Studies/Complete Streets Traffic Impact Studies 	<ul style="list-style-type: none"> Hollister Avenue Complete Street Corridor Plan, Goleta Bascom Corridor Complete Streets, Santa Clara County Stanford Neighborhood Street Enhancement Project, Redwood City
DTA			
David Taussig Principal-In-Charge 40 Years of Experience	N/A	<ul style="list-style-type: none"> Computerized Financial Analysis Public Financing Strategies Municipal Advisory Services Fiscal and Economic Impact Analyses Special Tax and Assessment Engineering Public Facilities Fee Consulting Services 	<ul style="list-style-type: none"> Series 50 Registered Municipal Advisor Development Impact Fee Update, Palo Alto Development Impact Fee Report, Yuba County Development Impact Fee Report, Sacramento County
Nathan Perez, Esq. Project Manager 10 Years of Experience	N/A	<ul style="list-style-type: none"> Computerized Financial Analysis Public Financing Strategies Municipal Advisory Services Fiscal and Economic Impact Analyses Special Tax and Assessment Engineering Public Facilities Fee Consulting Services Legal Counsel Clean Energy Bonds 	<ul style="list-style-type: none"> Series 50 Registered Municipal Advisor Attorney at Law Development Impact Fee Update, Palo Alto Development Impact Fee Report, Yuba County Development Impact Fee Report, Sacramento County

ORGANIZATIONAL CHART

The TJKM Team offers a streamlined organization with clear lines of authority that identifies key points of contact and responsibilities. The proposed organization is a fully integrated team under the direction of the Principal-In-Charge, Mr. Nayan Amin, TE, and the proposed Project Manager, Mr. Chris Kinzel, PE, TE. The proposed organizational chart, provided on the following page, provides a structure that allows work to be distributed into manageable tasks and subtasks with clear lines of responsibility for each assignment. Work performed will be under the direct supervision/direction of Chris. He will be responsible for overall coordination, maintaining the effectiveness and efficiency of the work, coordinating cost and schedule reporting, and ensuring SYTIA's satisfaction. Chris will be available to SYTIA on short notice and he will be responsible for day-to-day coordination and activities of the project.



REFERENCES



TJKM has established organizational and procedural policies to ensure quality engineering services to our clients, nearly 85 percent of whom are repeat clients. Prompt service, attention to details, strict adherence to schedule requirements, and commitment to our clients' goals are among the reasons for this steady client base. Our objective on every assignment is to provide the most cost-effective product that meets the specific needs and criteria of each client within the planned schedule and budget.

We encourage SYTIA to contact our references to learn about our performance. We are confident that you will be pleased with what our clients have to say about us.

Windsor, CA

Traffic Impact Fee Study 2018 Update

**PROJECT OWNER:**

Town of Windsor

PROJECT DATE(S):

2018 - Ongoing

KEY PERSONNEL:

Nayan Amin, TE • PIC & QA/QC
Chris Kinzel, PE, TE • Project Manager
Lawrence Liao • Task Lead

TJKM CLIENT REFERENCE:

Alejandro Perez
Town of Windsor
8400 Windsor Road
Building 100
Windsor, CA 95492
(707) 838-5340
aperez@townofwindsor.com

TJKM FEE:

\$95K

PROJECT DESCRIPTION:

The Town of Windsor selected TJKM to conduct the 2018 update to the Town's Traffic Impact Fee (TIF) Program. The most recent major update of the TIF was in 2008, followed by a minor update in 2010. The Windsor TIF is in need of updating to reflect the most recent plans and growth forecasts for the community and to refresh the procedures and assumptions in the TIF document itself. The TJKM Team will:

- Develop a list of transportation improvement projects for the 2018 update;
- Prepare conceptual designs and cost estimates for each project;
- Create a recommended fee structure for various land use categories;
- Make the necessary nexus findings; and
- Prepare draft and final reports for consideration/adoption by the Town Council.

TJKM will meet twice with the stakeholders, principally the development community and their consultants, to first seek input and later to provide an initial look at the proposed fee structure.



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Humboldt County, CA

Greater Eureka Traffic Impact Fee

**PROJECT OWNER:**

County of Humboldt

PROJECT DATE(S):

2015 - Ongoing

KEY PERSONNEL:

Chris Kinzel, TE, PE • Project Manager
Nayan Amin, TE • PIC & QA/QC
Ruta Jariwala, PE, TE • Task Lead
Lawrence Liao • Task Lead
Colin Burgett • Project Engineer

TJKM CLIENT REFERENCE:

Robert Bronkall
County of Humboldt
3033 H Street, Room 17
Eureka, CA 95501
(707) 445-7205
rbronkall@co.humboldt.ca.us

TJKM Fee:
\$113K

PROJECT DESCRIPTION:

The County of Humboldt and the City of Eureka desire to enact a traffic impact fee in order to allow local development to contribute funds to help mitigate traffic impacts caused by their development.

TJKM utilized the latest version of the Greater Eureka Area Travel Demand Model (GEATDM). TIF projects were selected using a variety of procedures, but since previous reports had identified logical projects, those reports plus input from the local senior staff members formed the basis for the final project selection. The TJKM Team is currently updating cost estimates for each project using locally confirmed and approved procedures and unit costs.

Using local planning sources including the General Plan and land use files in the travel demand model, the growth in land use over a 20-year period was obtained. This information was converted to trips, since the basic premise of a traffic impact study is to calculate the pro-rated costs to mitigate each trip resulting from land use growth.

Ultimately, fees are being determined for each land use categories such as housing, employment, retail, offices, warehousing, etc., based on standard trip rates. Trips are adjusted to account for primary, diverted, pass-by and related factors. The number of TIF trips were determined and project costs were utilized so that tentative fees can be calculated and compared with fees elsewhere in California.

TJKM expects to present the draft and final reports to both the Board of Supervisors and the City Council, possibly at a combined meeting.



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Visalia, CA

Transportation Impact Fee Study



PROJECT OWNER:

City of Visalia

PROJECT DATE(S):

2013 - 2015

KEY PERSONNEL:

Chris Kinzel, PE, TE • Project Manager
Nayan Amin, TE • Task Lead

TJKM CLIENT REFERENCE:

Eric Bons
City of Visalia
707 West Acequia Avenue
Visalia, CA 93291
(559) 713-4350
ebons@ci.visalia.ca.us

TJKM FEE:

\$75K

PROJECT DESCRIPTION:

TJKM completed the Visalia Traffic Impact Fee Study. In broad terms, The TJKM Team updated the TIF by determining:

- The amount of future development that will occur during the life of the TIF;
- The number of trips produced by the new development;
- The list of transportation projects required to serve the new development;
- The costs of these projects;
- The TIF-eligible portion of the project costs;
- Other available funding for the projects;
- The maximum eligible cost per new trip;
- The recommended cost per new trip; and
- Fee amounts for each land use type.

TJKM also updated the nexus findings and documented the process in a Nexus Report. Mr. Kinzel was the TJKM Project Manager for this project. Chris led three meetings with Stakeholders on this project. *This project was conducted with MTCO, who did the project cost estimating.*



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Merced County, CA

Regional Transportation Impact Fee Study Update

**PROJECT OWNER:**

Merced County Association
of Governments

PROJECT DATE(S):

2015 - 2016

KEY PERSONNEL:

Nayan Amin, TE • PIC & QA/QC
Chris Kinzel, PE, TE • Project Manager
Lawrence Liao • Task Lead

TJKM CLIENT REFERENCE:

Matt Fell
Merced County Association
of Governments
369 West 18th Street
Merced, CA 95340
(209) 723-3153 ext. 320
matt.fell@mcagov.org

TJKM FEE:

\$50K

PROJECT DESCRIPTION:

TJKM conducted a review of the existing Regional Transportation Impact Fee program and evaluated the current status of each project. In addition, TJKM used the MCAG traffic forecasting model to evaluate future deficient roadways that might be added to the project list. TJKM worked with all the cities and the county to craft a new project list and a new fee schedule. Ultimately, the final report and recommendations were accepted with a unanimous vote of the MCAG Board.



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Los Altos, CA

Traffic Impact Fee Study



PROJECT OWNER:

City of Los Altos

PROJECT DATE(S):

2005 & 2014

KEY PERSONNEL:

Chris Kinzel, PE, TE • Project Manager

TJKM CLIENT REFERENCE:

Cedric Navenario
City of Los Altos
One North San Antonio Road
Los Altos, CA, 94022
(650) 947-2626
cnovenario@losaltosca.gov

TJKM FEE:

\$95K

PROJECT DESCRIPTION:

TJKM conducted the Los Altos Traffic Impact Fee study. This study provided the technical basis for establishing the required nexus between anticipated future development in the City of Los Altos and the need for certain improvements to the local transportation facilities. TJKM's efforts included analysis of existing and future deficiencies on Los Altos streets and intersections, development of a list of projects to accommodate future traffic, cost estimates for traffic improvement projects, trip generation from expected future land uses, and calculation of cost per trip along with the corresponding updated TIF schedule of fees.

When contacted recently for a reference check, the Los Altos Project Manager offered this comment.

"I greatly appreciated the work that TJKM did for the City of Los Altos in developing our Traffic Impact Fee Study. TJKM both educated staff, the community and the City Council regarding this effort, and allowed the City to establish an important impact fee that is adjustable each year based on the construction price index." - Mr. James Walgren, AICP, Community Development Director, Los Altos

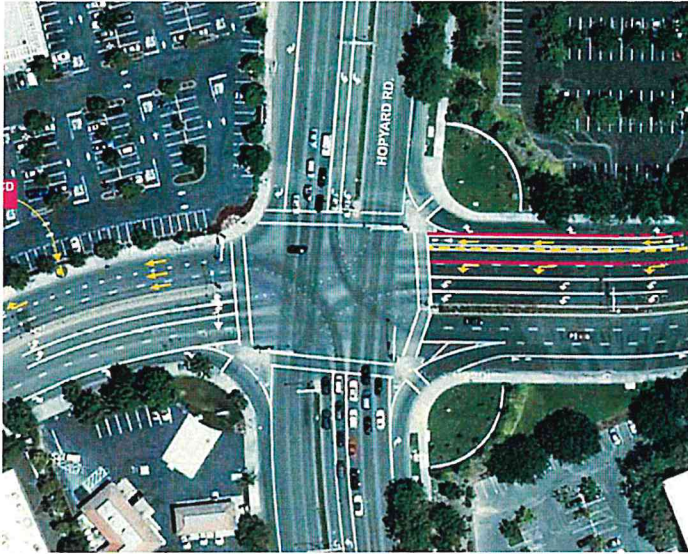


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Pleasanton, CA

Traffic Impact Fee Study & Update



PROJECT OWNER:

City of Pleasanton

PROJECT DATE(S):

2008 - 2010

KEY PERSONNEL:

Chris Kinzel, PE, TE • Project Manager

TJKM CLIENT REFERENCE:

Mike Tassano
City of Pleasanton
200 Old Bernal Avenue
Pleasanton, CA 94566
(925) 931-5667
mtassano@ci.pleasanton.ca.us

TJKM FEE:

\$152K

PROJECT DESCRIPTION:

TJKM prepared an update to the Traffic Impact Fee. Although a comprehensive update of the existing traffic fee program was the primary objective, the TJKM Team also focused on exploring how potential projects and funding sources can avoid resulting in an "overwhelming" fee, whose magnitude is unrealistic. TJKM's scope of work ensured adequate consideration and response to that issue.

The TJKM Team completed this project in the following tasks:

- Start up and project management tasks
- Selection of projects to be included in final Traffic Development Impact Fees (TDIF)
- Preparation of concept drawings and determination of project costs
- Determination of other available funding sources
- Calculation of the TDIF
- Creation and implementation of the public outreach program
- Preparation of the draft and final TDIF

"When the City's Traffic Impact Fee program was completed, TJKM was able to prepare an easy-to-read document with appropriate planning-level project descriptions and reasonable cost estimates. The document was in-line with our Circulation Element and adhered to the programs and principles outlined in our General Plan. A reasonable nexus was established between anticipated improvements and their future costs, along with future development that would help offset the costs of these improvements through the traffic impact fee. Ultimately this document was used extensively for future transportation project scheduling, land use planning efforts, funding estimates, and PS&E preparation." –Joshua Pack, PE, Former City of Pleasanton Senior Transportation Engineer (and TIF Program Project Manager)

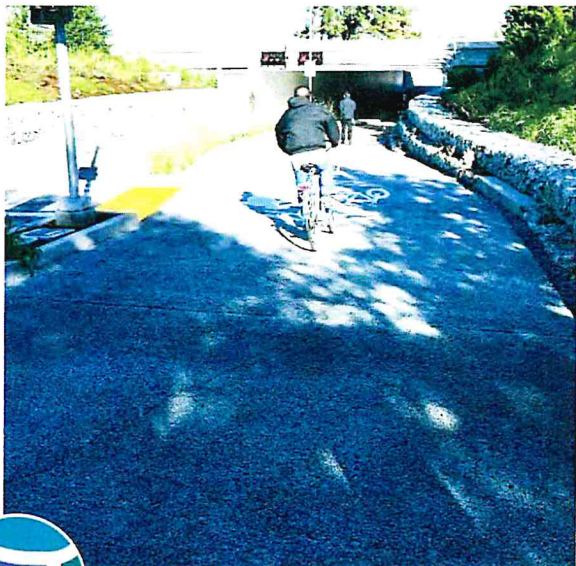


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Menlo Park, CA

ConnectMenlo General Plan Update & Facebook Expansion



CONNECTMENLO

PROJECT DESCRIPTION:

PROJECT OWNER:

City of Menlo Park

PROJECT DATE(S):

2014 - 2016

KEY PERSONNEL:

Chris Kinzel, PE, TE • Project Manager
Colin Burgett • Task Lead
Lawrence Liao • Task Lead

TJKM CLIENT REFERENCE:

Nikki Nagaya
City of Menlo Park
701 Laurel Street
Menlo Park, CA 94025
(650) 330-6781
nhnagaya@menlopark.org

TJKM Fee:

\$400K

TJKM assisted in updating the City's general plan to address regional commuting challenges, improve transit services, and remedy gaps in pedestrian and bicycle networks and parking. In addition, TJKM conducted a concurrent transportation impact study for both the General Plan Environmental Impact Review (EIR) and Facebook Expansion EIR. TJKM prepared a new travel demand model, referred to as the Menlo Park Model (MPM). The MPM model was based on the latest City/County Association of Governments of San Mateo County Model. TJKM refined the model to include new land use data and a refined transportation analysis zone system, conducted level of serve analysis as well as updated the City's circulation system assessment model. TJKM also provided forecasts of vehicle miles travelled (VMT) for both the General Plan land use scenarios and Facebook Expansion. In addition, TJKM also produce VMT information for the entire trip length required by SB 743 guidelines because the Trip Generation, Distribution, and Mode Choice models were done at the regional scale. TJKM identified trip reduction strategies, including a substantial reduction in peak-hour vehicle trip generation related to the Facebook Campus expansion, and identified multimodal improvement options including buffered bike lane treatments, bicycle boulevard enhancements and targeted sidewalk gap reduction.



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Livermore, CA

Traffic Impact Fee Program & Update



PROJECT OWNER:

City of Livermore

PROJECT DATE(S):

1990, 1994, & 2003 - 2005

KEY PERSONNEL:

Chris Kinzel, PE, TE • Project Manager

TJKM CLIENT REFERENCE:

Bob Vinn
City of Livermore
1052 S. Livermore Avenue
Livermore, CA 94550
(925) 960-4516
bgvinn@cityoflivermore.net

TJKM FEE:

\$46K (2003 - 2005)

PROJECT DESCRIPTION:

TJKM prepared the original Livermore TIF study in 1990, conducted an update in 1993 and prepared the 2003-04 update of the Livermore Traffic Impact Fee with Mark Thomas & Company. The study analyzed the existing traffic and roadway conditions associated with the build-out of the General Plan. The main purpose was to determine the amount of new p.m. peak hour trips associated with the Build-out of the existing General Plan and to analyze traffic impacts at several dozen intersections and to provide general assessment of lane requirements of the citywide traffic circulation system. Our client recently had this to say about the TJKM Team's performance:

"TJKM successfully completed a comprehensive update of the City of Livermore's Traffic Impact Fee program. The project was completed on time and on budget. The consultants were easy to work with and flexible." -Mr. Bob Vinn, Assistant City Engineer, Engineering/Community & Economic Development



VISION THAT MOVES YOUR COMMUNITY

LIVERMORE
CALIFORNIA

DTA REFERENCES



Development Impact Fee Update | Palo Alto

Client Reference: City of Palo Alto | Nancy Nagel | 650.329.2223 | nancy.nagel@cityofpaloalto.org

DTA completed a citywide DIF update as part of a comprehensive review of fiscal strategies. The purpose of the updated study was to recommend fee justification methodologies and fee levels, based on a legally supportable analysis of City-wide impact fees required for new residential and non-residential development within the City. DTA reviewed the City's impact fees levels against eight peer communities, and ultimately created two entirely new fees – Public Safety (fire, police, etc.) and General Government Facilities.

DTA worked with over a half-dozen City Departments to develop a “fair share” method of apportioning all costs in this unique, largely built-out community.

The required impact fee levels documented in a written report prepared under California Government Code 66000 (AB 1600). DTA further assisted with cost estimating, demographic research, presentations before the City Council, and benchmarking current and proposed fees against those of peer communities.

Development Impact Fee Report | Yuba County

Client Reference: County of Yuba | Kevin Mallen | 530.749.5430 | kmallen@co.yuba.ca.us

DTA recently completed a countywide DIF report as part of the expenditure plan component of Yuba County's General Plan update. DTA worked with the County's engineers (public works and transportation) to develop a “fair share” method of apportioning all costs and to establish a developer fee program. Due to the immediate need for these improvements, DTA completed the assignment in less than six months.



The purpose of the updated study was to recommend fee justification methodologies and fee levels, based on a legally supportable analysis of County-wide impact fees required for new residential and non-residential development within the County. Interestingly, DTA developed separated Needs Lists and fee categories for both the incorporated and unincorporated communities in the County, thereby reflecting the unique nature and demographics of the County. Finally, DTA also developed a zonal drainage impact fee program for the East Linda Specific Plan, and a bi-furcated General Government fee (at the County's request), with one element for County-wide facilities and an additional element for those communities solely in unincorporated territory.



Development Impact Fee Report | Sacramento County

Client Reference: Sacramento Transportation Authority | Brian Williams | 916.323.0080 | brian@sacta.org

DTA recently completed a countywide DIF report as part of the expenditure plan component of Sacramento County's half-cent sales tax initiative. DTA is also working with the STA to update facility costs, and allocate costs to local and countywide DIF, sales tax, and state and federal funding. This study involved not only the determination of fair share impact fees imposed on new development to fund approximately \$900 million of a \$4.2-billion-dollar program, but also involved extensive coordination and resolution of issues to achieve consensus among 10 participating agencies, including Caltrans, local cities including the City of Elk Grove, and the Regional Transit Authority.

Appendix A

Resumes



AREAS OF EXPERTISE

- Transportation Planning
- Traffic Impact Studies
- Transportation Management Plans
- Traffic Operations
- Transit Priority
- Freeway & Arterial Management Studies

YEARS OF EXPERIENCE

27

REGISTRATION & CERTIFICATIONS

CA TR2290 (Traffic)

PROFESSIONAL HISTORY

TJKM	2012–Present
URS	2004 – 2012
Bucher, Willis & Ratliff	2001 – 2003
TJKM	1996 – 2000
VK Patel	1990 – 1994

EDUCATION

MS Civil Engineering,
San Jose State University,
San Jose, CA
BS Civil Engineering,
Saurashtra University, India

Mr. Amin has more than 27 years of both public and private sector experience in the areas of transportation planning, traffic impact studies, transportation management plans, construction scheduling, construction area signs, signing and striping, traffic signal coordination, traffic operations, transit priority, traffic signal systems, freeway and arterial management studies, and intelligent transportation systems planning, design and construction oversight. He specializes in macro and microscopic model development and application for analysis of impacts across all modes of transportation. His projects range from traffic studies for developments, specific plans, general plans, corridor studies, and area-wide studies to long-term planning studies. Studies also include multimodal operations, light-rail, bus rapid transit, pedestrian, bicyclists and traffic safety and operations.

Nayan Amin, TE

PRESIDENT

Project Role: Principal-In-Charge & QA/QC

Project Experience

Traffic Impact Fee Study 2018 Update, Windsor, CA, Town of Windsor, 2018-Ongoing, \$95K: Principal-In-Charge & QA/QC on project to conduct the 2018 update to the Town's Traffic Impact Fee (TIF) Program. The most recent major update of the TIF was in 2008, followed by a minor update in 2010. The Windsor TIF is in need of updating to reflect the most recent plans and growth forecasts for the community and to refresh the procedures and assumptions in the TIF document itself. The TJKM Team will:

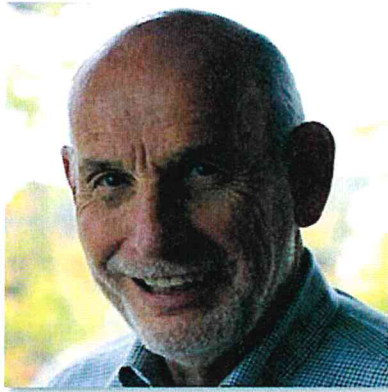
- Develop a list of transportation improvement projects for the 2018 update;
- Prepare conceptual designs and cost estimates for each project;
- Create a recommended fee structure for various land use categories;
- Make the necessary nexus findings; and
- Prepare draft and final reports for consideration/adoption by the Town Council.

TJKM will meet twice with the stakeholders, principally the development community and their consultants, to first seek input and later to provide an initial look at the proposed fee structure.

Greater Eureka Traffic Impact Fee Study, Humboldt County, CA, Humboldt County, 2015-Ongoing, \$113K: Principal-In-Charge & QA/QC on project. TJKM utilized the latest version of the Greater Eureka Area Travel Demand Model (GEATDM). TIF projects were selected using a variety of procedures, but since previous reports had identified logical projects, those reports plus input from the local senior staff members formed the basis for the final project selection. The TJKM Team is currently updating cost estimates for each project using locally confirmed and approved procedures and unit costs.

Regional Transportation Impact Fee Study Update, Merced County, CA, Merced County Association of Governments, 2015-2016, \$50K: QA/QC responsible for reviewing the MCAG traffic model to determine candidate projects for the updated TIF. The Team will also prepare cost estimates, prepare and update fee scheduled and the nexus study, conduct stakeholder workshops and public outreach meetings and prepare a final report.

Transportation Impact Fee Study, Visalia, CA, City of Visalia, 2013-2015, \$75K: Task Lead on study to update a 2008 study for a citywide fee to fund transportation improvements needed to accommodate the traffic



AREAS OF EXPERTISE

- Municipal Traffic Engineering
- Freeway Operations
- Arterial System Planning
- Circulation Studies
- Traffic Impact Studies
- General/Specific Plans
- Parking Studies
- Corridor Studies
- Expert Witness Testimony
- Transportation Planning
- Geometric Design
- Safety Studies

YEARS OF EXPERIENCE

57

REGISTRATION & CERTIFICATIONS

CA TR0023 (Traffic)
CA C15347 (Civil)

PROFESSIONAL HISTORY

TJKM	1974 - Present
Lampman & Associates	1971 - 1974
City of Hayward	1966 - 1971
County of Fresno	1960 - 1965

EDUCATION

MS Transportation Engineering,
University of California,
Berkeley
BS Civil Engineering
California State University,
Fresno

Mr. Kinzel is the Vice President of TJKM. He has 57 years of experience in nearly all aspects of traffic engineering. Mr. Kinzel has managed and performed hundreds of traffic studies over the years.

A former municipal engineer, much of his career today is focused on working with city and county traffic engineers to determine the most effective strategies for reducing traffic congestion. He has also worked with many California developers and homebuilders, performing development studies and presenting results.

Mr. Kinzel has made presentations at hundreds of city council/planning commission/public meetings to present traffic study recommendations, and has taught traffic-engineering courses for the University of California and the University of Santa Clara. He wrote the "Traffic Studies" chapter of the Traffic Engineering Handbook, published by Prentice-Hall, and he assisted ITE with updating their Parking Generation Manual that is now in circulation. Mr. Kinzel also conducted a peer review of the 7th, 8th and 9th Editions of the ITE Trip Generation Manual.

Chris Kinzel, PE, TE

VICE PRESIDENT

Project Role: Project Manager

Project Experience

Traffic Impact Fee Study 2018 Update, Windsor, CA, Town of Windsor, 2018-Ongoing, \$95K:

Project Manager to conduct the 2018 update to the Town's Traffic Impact Fee (TIF) Program. The most recent major update of the TIF was in 2008, followed by a minor update in 2010. The Windsor TIF is in need of updating to reflect the most recent plans and growth forecasts for the community and to refresh the procedures and assumptions in the TIF document itself. The TJKM Team will:

- Develop a list of transportation improvement projects for the 2018 update;
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- Create a recommended fee structure for various land use categories;
- Make the necessary nexus findings; and
- Prepare draft and final reports for consideration/adoption by the Town Council.

TJKM will meet twice with the stakeholders, principally the

development community and their consultants, to first seek input and later to provide an initial look at the proposed fee structure.

Greater Eureka Traffic Impact Fee Study, Humboldt County, CA, Humboldt County, 2015-Ongoing, \$113K: Project Manager responsible for overseeing the project. TJKM utilized the latest version of the Greater Eureka Area Travel Demand Model (GEATDM). TIF projects were selected using a variety of procedures, but since previous reports had identified logical projects, those reports plus input from the local senior staff members formed the basis for the final project selection. The TJKM Team is currently updating cost estimates for each project using locally confirmed and approved procedures and unit costs.

Transportation Impact Fee Study, Visalia, CA, City of Visalia, 2013-2015, \$75K: Project Manager on study to update a 2008 study for a citywide fee to fund transportation improvements needed to accommodate the traffic generated by new development. The study documented the required reasonable relationship between new development and the need for public



AREAS OF EXPERTISE

- Transportation Planning
- Traffic Impact Analysis
- Travel Demand Modeling
- Traffic Operations & Simulation

YEARS OF EXPERIENCE

11

REGISTRATION & CERTIFICATIONS

AICP 29678

PROFESSIONAL HISTORY

TJKM 2017 – Present
 Omni-Means 2007 – 2016
 Governor's Office of Planning & Research 2006 – 2007
 Young Professionals in Transportation, Sacramento Chapter – Founder & Chair 2015 - Present

BS Community & Regional Development,
 University of California, Davis

Mr. Tregenza has 11 years of professional experience in various areas of transportation consulting, with an emphasis on transportation planning projects. He has assisted dozens of agencies on short- and long-range planning efforts, including the development of travel demand models, general plan circulation elements, specific plans and master plans, corridor studies, capital improvement programs, nexus and fee studies, transportation operational analysis and impact analyses. His experience spans public and private sector work for a broad range of projects that require circulation, safety, and operational analysis from a transportation perspective. He also has extensive experience as an on-call transportation planner for local agencies, assisting in the preparation of transportation studies and grant applications, performing peer reviews of impact studies, and developing CEQA impact analyses for development projects of all sizes.

Todd Tregenza, AICP

PROJECT MANAGER

Project Role: Data Collection & Development | Fee Calculation & Nexus Analysis | Draft/Final Impact Fee Study Task Lead

Project Experience

Avila Circulation Study & Traffic Impact Fee Update, San Luis Obispo County, 2015-2016: Todd was the overall Project Manager for this effort to prepare a Circulation Study, including a Capital Improvement Program, Nexus, and Fee Study. Created a new area-wide travel demand model for the Avila Beach community. Baseline socio-economic data was aggregated at the parcel level using GIS data obtained from the County in addition to field surveys and observations. Due to seasonal variability in travel demand, the model was calibrated using a permanent count station to the 30th Highest Hour for the year, or "K30" conditions. Utilized the model to forecast General Plan buildout conditions, establish nexus and regional share, develop a Capital Improvement Program, and propose fee schedule.

South County Circulation Study & Traffic Impact Fee Update, San Luis Obispo County, 2009-2010, 2015-2016: Todd was the overall Project Manager for this effort to prepare a Circulation Study, including a Capital Improvement Program, Nexus, and Fee Study. The South County / Nipomo area Travel Demand Model was comprehensively updated to reflect

current baseline conditions and future adopted General Plan land uses. Baseline socio-economic data was aggregated at the parcel level using GIS data obtained from the County in addition to field surveys and observations. The TAZ structure was also modified to be consistent with the boundaries of the community's two (2) distinct Fee Areas. Utilized the model to forecast General Plan buildout conditions, establish nexus and regional share, develop a Capital Improvement Program, and propose fee schedule.

Transportation Capital Improvement Program & Traffic Impact Fee Update, Oroville, CA, City of Oroville, 2011: As Planner on project, reviewed existing GIS data sets, developed GIS base mapping, graphics, GIS data set exports and performed GIS spatial analysis. Developed traffic projections for buildout conditions and a list of capital improvement required to support forecasts. Helped develop capital improvement cost estimates and proposed fee program based on trip-mile generation by land use.

Jackson Citywide Travel Demand Model, Capital Improvement Program, and Impact Fee Study, Jackson, CA, Amador County Transportation Commission, 2012: Todd was the lead



AREAS OF EXPERTISE

- Transportation Planning
- Project Management
- Community Outreach

YEARS OF EXPERIENCE

16

PROFESSIONAL HISTORY

TJKM	2015 – Present
County of Santa Clara Roads & Airport Department	2012 – 2015
City of Milpitas	2001 – 2012

EDUCATION

BA Environmental Studies,
University of California,
Santa Barbara

Ms. Spuller has over 16 years of experience in transportation planning, traffic impact studies, environmental impact reviews and project management. Janice has spent most of her career in the public sector with experience with major transportation infrastructure and transit projects, long-range transportation plans, transportation demand management and land-use planning.

Ms. Spuller's experience includes updating bicycle master plans and implementation, updating the circulation element of the general plan, applying and managing grant funding, and participation on regional transportation committees. During her tenure with local government agencies, she provided support as staff liaisons to bicycle and transportation committees and commissions.

Janice Spuller

PROJECT MANAGER

Project Role: Project Planner

Project Experience

Seaside 2040 General Plan, Seaside, CA Raimi & Associates, Inc., 2016-2017, \$160K: Transportation Planner for the Circulation Element update.

Following project initiation in early 2016, initial tasks include preparation of an existing conditions report that describes existing multimodal transportation conditions including motor vehicle traffic operations, bicycle and pedestrian circulation, and transit travel. Upcoming tasks include identification of transportation focus areas, conceptual planning for multimodal improvement options, travel demand modeling for land use and circulation network alternatives and revisions to performance indicators, and preparation of the updated Circulation Element.

County Comprehensive Expressway Plan Study/Expressway Plan 2040, San Jose, CA, Santa Clara County Roads & Airports Department, 2013-2015, \$825K: Transportation Planner assisted with the project management of the 2008 Comprehensive County Expressway Planning Study, which reviewed the eight Santa Clara County Expressways based on city land use plans, projected 2040 traffic growth and Complete Streets Planning. Tasks included contract manager, data collection, alternative analysis, multiple agency coordination, extensive

community outreach, bicycle and pedestrian improvements along the Expressway system.

Lawrence Expressway Improvement Project, Santa Clara, CA, Santa Clara County Roads & Airports Department, 2013-2014, \$375K: Transportation Planner assisted with the project management of the plan that analyzed grade separations at three major intersections along Lawrence Expressway in Sunnyvale and Santa Clara. Tasks included data collection, fieldwork, concept analysis and review, and extensive community outreach including presentations, commission and council meetings.

On-Call Traffic Engineering Services, Walnut Creek, CA, City of Walnut Creek, 2012-Ongoing, \$25K: As a Transportation Planner, coordinates data collection and analysis for engineering and traffic surveys. Responds to public requests for traffic calming, including the completion of appropriate fieldwork, traffic engineering analysis, and communication with constituents. Assists with the Safe Routes to School program, reducing speed limit zones within the school area, as well as applying for grants to complete sidewalk gaps in the school area. Responds to various public requests regarding parking and traffic-related concerns, including appropriate fieldwork, analysis, and drafting of work orders for



AREAS OF EXPERTISE

- Transportation Planning
- Transit Service
- Traffic Impact Studies
- Parking Operation
- Parking Studies

YEARS OF EXPERIENCE

3

REGISTRATION & CERTIFICATIONS

CA 601 Professional Transportation Planner

PROFESSIONAL HISTORY

TJKM 2015–Present
 Los Angeles World Airports,
 City of Los Angeles 2014 – 2015

EDUCATION

MS Transportation Planning,
 University of Southern
 California, Los Angeles
 MS Financial Engineering,
 University of Michigan, Ann
 Arbor
 BS Mathematics,
 Fu Jen University, Taipei

Mr. Lin is a transportation planner at TJKM with three years of professional experience in the field of parking study, parking operation, transportation planning, transit planning, pedestrian and bicycle studies. Prior to joining TJKM, he served as a transportation analyst intern at the Los Angeles World Airports, assisting in the development and implementation of major parking projects and capital improvement programs.

Ian Lin, PTP

TRANSPORTATION PLANNER

Project Role: Project Planner

Project Experience

Stanford Neighborhood Streets Enhancement Project, Redwood City, CA, City of Redwood City, 2016–Ongoing, \$100K: Project Planner to provide traffic calming improvements for three neighborhoods affected by the new Stanford University office campus in Redwood City. The funds provided for this project can be used towards various traffic calming efforts including landscaping, bicycle facilities, and other features that will create an attractive neighborhood boundary and discourage cut-through traffic.

Downtown Parking Utilization Study, Danville, CA, Town of Danville, 2015–Ongoing, \$30K: Transportation Planner. Responsible for analyzing data, building parking utilization studies, assessment of student parking, ADA parking, and employee permit parking strategies, and generation of final reports and graphics. This comprehensive report is served as Town of Danville's long-term strategic planning.

On-Call Traffic Engineering Services, Walnut Creek, CA, City of Walnut Creek, 2012–Ongoing, \$25K: Transportation Planner. Under this contract, TJKM has provided Traffic Impact Analysis Technical Guidelines; multiple task orders related to preparation of Grant Application; traffic calming studies, traffic impact fee update; safe routes to school and preparation of Capital Improvement Projects.

Hollister Avenue Complete Streets Study, Goleta, CA, City of Goleta, 2016–Ongoing, \$266K: Project Planner on project to assist the City of Goleta in undertaking development of a Complete Streets Corridor Plan along Hollister Avenue to prioritize and enhance safety, access, and mobility for all modes of transportation. Key goals are quality of life enhancements along the corridor and development an economically sustainable corridor. The Corridor Plan will also identify improvements necessary for adjacent and connecting streets and interchanges as applicable. The City will engage and partner with local communities, residents, and stakeholders inclusive of neighboring jurisdictions and emergency response agencies in an intensive participatory planning process to develop and address a Complete Streets plan with context sensitive solutions for sustainability that responds to both local and regional needs.

Bascom Corridor Complete Streets Study, San Jose & Campbell, CA, Santa Clara Valley Transportation Authority (VTA), 2017–Ongoing, \$102K: Project Planner on project to develop complete streets design and multimodal operational solutions. VTA bus routes 61 and 62 serve the corridor. The study includes evaluation of transit travel times and transit access.



AREAS OF EXPERTISE

- Transportation Planning
- Pedestrian Safety Improvements
- Multimodal Studies/Complete Streets
- Traffic Impact Studies
- Parking Studies

YEARS OF EXPERIENCE

3

REGISTRATION & CERTIFICATIONS

EIT Cert. #159950

PROFESSIONAL HISTORY

TJKM	2017 – Present
Hexagon	2013 – 2015

EDUCATION

MS Civil Engineering,
San Jose State University,
San Jose, CA

BS Mathematics,
University of California, Santa
Barbara,
Santa Barbara, California

PROFESSIONAL SOCIETIES

Institute of Transportation
Engineers (ITE)

Ms. Powell has three years of professional experience working with private and public agency clients. She has conducted traffic impact studies, traffic operational analysis, pedestrian safety improvements studies, and multimodal planning studies. She has also assisted in the development of microsimulation traffic models using Synchro and SimTraffic software to evaluate traffic operations at study intersections and/or roadway segments.

Renee Powell, EIT

ASSISTANT TRANSPORTATION PLANNER

Project Role: Project Engineer

Project Experience

Hollister Avenue Complete Street Study, Goleta, CA, City of Goleta, 2016-Ongoing, \$266K: As Assistant Transportation Planner, assisted with the early development of a Complete Streets plan for the City of Goleta. The project is focused on development of multimodal improvement options to enhance mobility on a one-mile study corridor through Old Town Goleta. Assisted with establishing the existing conditions and planning context for the Plan. Tasks include co-writing a document review of general plans, bicycle and pedestrian plans, and relevant studies relating to transportation projects and programs that would impact the study corridor.

Bascom Corridor Complete Streets Study, San Jose, CA, MIG, Inc., 2016-Ongoing, \$93K: As Assistant Transportation Planner, assisted with the early development of a Complete Streets plan for the Bascom Avenue corridor. The project is focused on development of multimodal improvement options to enhance mobility and safety on a six-mile study corridor connecting major destinations and urban cores in San Jose and Campbell. This project requires coordination among VTA, the County of Santa Clara, the Cities of San Jose and Campbell, and multiple consultants. Assisted with establishing the existing conditions and planning context for the Plan. Tasks included co-writing a document review of relevant plans and studies relating to

transportation projects and programs that would impact the study corridor, inventorying the existing data required for further analysis, and coordinating the collection of additional data. Also assisted as a facilitator at public outreach workshops.

Stanford Neighborhood Street Enhancement Project, Redwood City, CA, City of Redwood City, 2016-Ongoing, \$100K: As Assistant Planner, assisted in identifying and prioritizing street enhancement elements in Redwood City and assisted in drafting the Neighborhood Street Enhancement Program (NSEP) Implementation Plan. The NSEP has been implemented in conjunction with the Stanford in Redwood City Precise Plan and development, which is bordered by three neighborhoods that have been prioritized for street improvements. Major tasks included inventorying existing street features such as traffic calming elements and traffic controls, and identifying where new enhancements would be applicable. Also co-wrote sections of the NSEP Implementation Plan concerning the planning context and sources of funding.

DTA DAVID TAUSSIG & ASSOCIATES



DAVID TAUSSIG

President | dtadavid@taussig.com

Project Role – Principal-in-Charge

Mr. Taussig has nearly 40 years of experience in the fields of real estate finance and urban economics. His areas of expertise include municipal finance programs for infrastructure and public facilities development, fiscal and redevelopment impact analysis, and land development project feasibility studies.

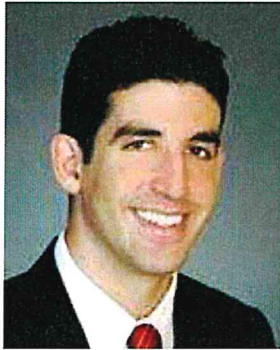
Mr. Taussig has an extensive background in computerized financial analysis. Since founding DTA in 1985, Mr. Taussig has developed several state-of-the-art analytical methods and modeling approaches, and directed the formation of over 1,000 public financing Districts and the subsequent sale of tax-exempt municipal bonds. These Districts have funded public infrastructure and services for many types of residential and non-residential development, and have included several hundred master planned communities built throughout California, and in several other western states. Mr. Taussig's work has involved both the preparation and implementation of financing plans, and his public-sector clients have included virtually every major urban county and city within California, and hundreds of special districts. He has provided similar consulting services to many of the largest land development firms in the State. The financing programs implemented by Mr. Taussig have ranged from land-secured Community Facilities Districts and Assessment Districts to redevelopment tax-increment programs and lease revenue-based Certificates of Participation. He is also responsible for DTA's successful efforts related to funding opportunities through federal and State grant programs and various tax credit programs.

Mr. Taussig has also overseen the preparation of numerous feasibility and impact studies involving the computerized analysis of project cash-flows and/or impacts on public agencies and landowners. This has included several hundred fiscal impact analyses that have evaluated the municipal revenues generated by a land development project as compared with the costs to a municipality of providing public services to that project. In addition, Mr. Taussig has established and implemented development impact fee programs and affordable housing programs for numerous public agencies.

Prior to establishing his own firm, Mr. Taussig was Director of Finance for Gfeller Development Company, where he handled all take-out and construction financing for the Company's residential projects and infrastructure. He also prepared development project proformas that were used by prospective lenders and joint venture partners to evaluate the Company's proposed projects.

Mr. Taussig was previously employed for six years by Mission Viejo Company ("MVC") where, as Manager of Housing and Community Development, he was involved in the planning and financing of two planned communities encompassing over 50,000 homes. These planned communities are now the cities of Mission Viejo and Aliso Viejo in Orange County, California. Mr. Taussig handled a substantial portion of MVC's mortgage financing and infrastructure financing during that period. He also worked for five years in the public sector as the administrator of a federal housing and community development program, and as a land-use planner. Mr. Taussig's educational background includes a Masters in City Planning from the University of California at Berkeley and a B.A. in Economics from Cornell University. He has qualified for full member status with the American Institute of Certified Planners, and is an active member of the Urban Land Institute's national Public Private Partnership Council.

Mr. Taussig and the firm are a registered Municipal Advisor with the SEC/MSRB.



NATHAN PEREZ, ESQ.

Managing Director | nperez@taussig.com

Project Role – Project Manager

Mr. Perez has a background in law, economics, business administration, and statistical analysis. Since joining DTA, Mr. Perez has been involved in all aspects of the formation and implementation of hundreds of Mello-Roos Community Facilities Districts and Assessment Districts throughout California, New Mexico, Texas, and Washington, with responsibilities related to the development of tax spread proforma analyses and the preparation of rate and method of apportionments, Public Reports, and overlapping debt analyses. Mr. Perez also serves as DTA's Project Manager for the Statewide Community Infrastructure Program ("SCIP"), for which DTA acts as the Assessment Engineer and Administrator for new districts all over the State.

Mr. Perez also has expertise in the preparation, peer-review, and defense of hundreds of development impact fee studies. This includes considerable work related to the preparation of facilities needs lists and the apportionment of infrastructure and services costs to a variety of land uses based on benefit criteria. He has also specialized in the apportionment of costs and the setting of service levels for the construction and maintenance of law enforcement and fire protection facilities, open space acquisition, parkland, transportation facilities, drainage facilities, government services facilities, community centers, and library facilities. He has also completed nearly 175 fiscal impact reports and 75 economic development analyses for a variety of residential, commercial, and mixed-use developments throughout California, New Mexico, Texas, and Washington.

Finally, his experience as an attorney has allowed Mr. Perez to effectively and efficiently evaluate dozens of state and Federal legal, regulatory, and administrative frameworks related to public finance and infrastructure development.

Prior to joining DTA, Mr. Perez worked for the Boston office of an international law firm, where he advised sponsors, managers, and investors on the tax aspects of fund formation and investment. Mr. Perez is admitted to the bar in both Massachusetts and California. Mr. Perez received his law degree from Harvard Law School, and his B.A. in Economics and History, with highest distinction, from the University of North Carolina at Chapel Hill.

Mr. Perez is an active member of the Urban Land Institute (where he regularly volunteers with the UrbanPlan Program), the California Bar Association, and the Hispanic National Bar Association. He also sits on the Board of Directors and Executive Board that governs his local Business Improvement District, presently volunteering as the district's Treasurer (https://www.willowglen.org/About_WGBA).

He also holds a Series 50 license as a registered Municipal Adviser with the SEC/MSRB, under rules promulgated following the Dodd-Frank Act in 2010.

Windsor, CA

Traffic Impact Fee Study 2018 Update

**PROJECT OWNER:**

Town of Windsor

PROJECT DATE(S):

2018 - Ongoing

KEY PERSONNEL:

Nayan Amin, TE • PIC & QA/QC
Chris Kinzel, PE, TE • Project Manager
Lawrence Liao • Task Lead

TJKM CLIENT REFERENCE:

Alejandro Perez
Town of Windsor
8400 Windsor Road
Building 100
Windsor, CA 95492
(707) 838-5340
aperez@townofwindsor.com

TJKM FEE:

\$95K

PROJECT DESCRIPTION:

The Town of Windsor selected TJKM to conduct the 2018 update to the Town's Traffic Impact Fee (TIF) Program. The most recent major update of the TIF was in 2008, followed by a minor update in 2010. The Windsor TIF is in need of updating to reflect the most recent plans and growth forecasts for the community and to refresh the procedures and assumptions in the TIF document itself. The TJKM Team will:

- Develop a list of transportation improvement projects for the 2018 update;
- Prepare conceptual designs and cost estimates for each project;
- Create a recommended fee structure for various land use categories;
- Make the necessary nexus findings; and
- Prepare draft and final reports for consideration/adoption by the Town Council.

TJKM will meet twice with the stakeholders, principally the development community and their consultants, to first seek input and later to provide an initial look at the proposed fee structure.



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