



Qualifications for

Transportation and Infrastructure Fee Study

for

Farragut, Tennessee

duncan | associates

THE CORRADINO GROUP

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Cover Letter



March 6, 2015

Gary Palmer, ICMA-CM AICP
Assistant Town Manager
11408 Municipal Ctr. Drive
Farragut, TN 37934

[via electronic transmission to gpalmer@townoffarragut.org](mailto:gpalmer@townoffarragut.org)

RE: Transportation and Infrastructure Fee Study

On behalf of **Duncan Associates** and **The Corradino Group**, I am pleased to submit our qualifications to assist the Town in implementing a more comprehensive impact fee system that fairly apportions the cost of transportation improvements necessitated by growth to new developments that create the need.

- Impact fee experience:** Duncan Associates has prepared over 400 impact fee studies for local governments across the country over the past 25 years. In Tennessee, we have prepared impact fees studies for Franklin, LaVergne, Nolensville, Portland and Smyrna.
- Transportation expertise:** The Corradino Group, with an office in Brentwood, Tennessee, has provided planning, engineering design, environmental and construction management services to the government and private sector for 44 years. Key competencies brought to this project include transportation and land use planning, travel demand modeling, and public involvement.
- Local familiarity:** Duncan Associates prepared a previous transportation impact fee study for the Town. The Corradino Group is familiar with the Knoxville TPO's Regional Travel Demand Model.
- Legal defensibility:** We have a proven track record of producing impact fee studies that have withstood legal challenge. None of our studies have been successfully challenged in court. We have served as expert witnesses in successfully defending legal challenges.

We have read the request for qualifications document, understand its contents, and intend to offer services related to this request. Duncan Associates will be the primary consultant, and I am our firm's authorized representative. Please contact me if you have any questions.

Sincerely,
DUNCAN ASSOCIATES

A handwritten signature in blue ink that reads "Clancy Mullen".

Clancy Mullen
Vice-President

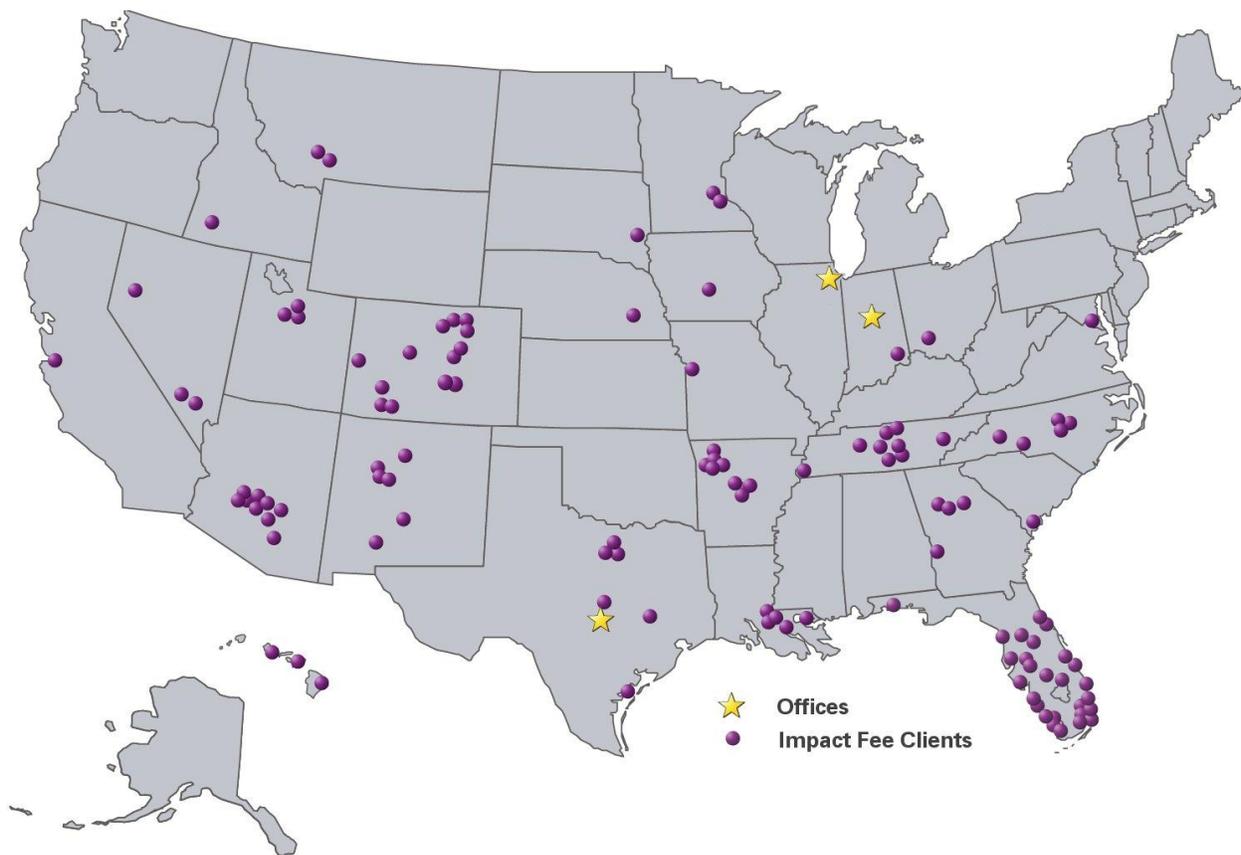
1. Consultant Team

We have assembled a consultant team, consisting of **Duncan Associates** and **The Corradino Group**, which is uniquely tailored to the needs of this project. Our multi-disciplinary team includes specialists in impact fees, land use planning, fiscal analysis, and transportation planning. Our two firms worked together on a previous transportation impact fee study for the Town of Nolensville, Tennessee.

Duncan Associates will be the lead firm and will take primary responsibility for drafting the study and preparing ordinance amendments. The Corradino Group will have responsibility for transportation planning, cost estimating and travel demand modeling. In light of potential budget constraints, it is anticipated that the Corradino Group will also lead the public involvement.

Duncan Associates

Duncan Associates is an urban planning consulting firm specializing in infrastructure finance with an extensive national impact fee practice. We have prepared impact fee studies for over 400 jurisdictions in 26 states. The locations of current and previous impact fee clients are shown in the figure below, and the types of facilities addressed for each jurisdiction are shown in the matrix on the following two pages.



Duncan Associates Impact Fee Clients

| State | Client | Feas- ibility | Roads | Water | Waste- Water | Storm- Water | School | Parks | OS/ Trails | Lib. | Fire | EMS | Police | Jail | Pub. Bldg | Solid Wste |
|--------------|---------------------|------------------|-------|-------|-----------------|-----------------|--------|-------|---------------|------|------|-----|--------|------|--------------|---------------|
| AR | Cabot | • | • | | • | | | • | | • | • | | | | | |
| | Conway | | • | | | | | • | | | | | | | | |
| | Elkins | | | • | • | | | | | | | | | | | |
| | Fayetteville | | • | • | • | | | • | | | • | | • | | | |
| | Farmington | | | • | • | | | | | | | | | | | |
| | Greenland | | | • | • | | | | | | | | | | | |
| | Little Rock | | • | | | | | | | | | | | | | |
| | Rogers | | • | | | | | | | | | | | | | |
| AZ | Sherwood | | • | | | | | • | | | | | | | | |
| | Apache Junction | • | • | | | | • | • | | | | | • | | • | |
| | Avondale | | • | • | • | • | | • | | • | • | | • | | | |
| | Buckeye | • | | | | | | | | | | | | | | |
| | Chandler | | • | | | | | • | | • | • | | • | | • | |
| | Florence | | • | • | • | | | • | | • | • | | • | | | |
| | Mesa | • | • | • | • | • | | • | | • | • | | • | | • | |
| | Oro Valley | | • | | | | | • | | | | | • | | | |
| | Peoria | | • | • | • | | | • | | • | • | | • | | | |
| | Phoenix | • | • | | | | • | | • | • | • | | • | | | |
| CA | Tucson | • | • | | | | | • | | • | | • | | | • | |
| | Monterey | • | | | | | | | | | | | | | | |
| CO | Adams County | | • | | | | | | | | | | | | | |
| | Colorado Springs | • | • | | | | | • | | | • | | • | | | |
| | Commerce City | | • | | | | | | | | | | | | | |
| | Durango | | • | | | | | | | | | | | | | |
| | Eagle County | | • | | | | • | | | | | | | | | |
| | El Paso County | | • | | | | | | | | | | | | | |
| | Fort Collins | | | | | | | • | | | • | | • | | • | |
| | Greeley | • | • | • | • | • | | • | | | • | | • | | | |
| | Larimer County | • | • | | | | | • | | | | | | | | |
| | La Plata County | | • | | | | | | | | | | | | | |
| | Mesa County | | • | | | | | | | | | | | | | |
| | San Miguel County | | | | | | • | | | | | | | | | |
| | Weld County | | • | | | | • | | | | | | | | • | |
| Windsor | | • | | | | | | | | | | | | | | |
| FL | Bonita Springs | | • | | | | | • | | | | | | | | |
| | Brevard County | | | | | | | • | | • | | • | | | | |
| | Broward County | | | | | | • | | | | | | | | | |
| | Cape Coral | | • | • | • | | | | | | | | | | | |
| | Citrus County | • | • | | | | • | • | | • | • | • | • | | • | |
| | Collier County | | | | | | | • | | | | | | • | | |
| | Daytona Beach | • | • | | | | | • | | | • | | • | | • | |
| | Destin | | • | | | | | • | | • | | | • | | | |
| | Fort Lauderdale | | | | | | | • | | | | | | | | |
| | Fort Myers Beach | • | | | | | | | | | | | | | | |
| | Highlands County | | • | | | | • | • | | • | • | • | • | • | | |
| | Hillsborough County | | • | | | | • | • | | • | • | | | | | |
| | Indian River County | | • | | | | • | • | | • | • | | • | • | • | • |
| | Lake County | | • | | | | | • | | • | • | | | | | |
| | Lee County | | • | | | | • | • | | | • | • | | | | |
| | Levy County | | • | | | | | | | | • | | | | | |
| | Miami/Dade County | | | | | | • | • | | | | | | | | |
| | Nassau County | | | | | | | • | | | • | | | • | | • |
| | North Bay Village | | | | | | | | | | | | | • | | |
| | North Port | | • | | | | | • | | | • | | • | | • | • |
| | Okeechobee County | | • | | | | • | • | | | • | • | • | | | |
| | Orange County | | • | | | | • | • | | | • | • | • | • | | |
| | Palm Beach Gardens | | • | | | | | • | | | • | | • | | | |
| | Plantation | | | | | | | • | | • | • | | • | | • | |
| | Polk County | | | | | | | • | | | • | • | • | • | • | |
| | Sarasota County | | • | | | | | • | | • | • | • | • | • | • | • |
| | Sweetwater | | • | | | | | • | | | • | | • | | • | |
| Weston | | | | | | | • | | | • | | • | | • | | |
| Winter Haven | | • | • | • | | | • | | | • | | • | | | | |

Duncan Associates Impact Fee Clients (continued)

| State | Client | Feas- ibility | Roads | Water | Waste- Water | Storm- Water | School | Parks | OS/ Trails | Lib. | Fire | EMS | Police | Jail | Pub. Bldg | Solid Wste |
|--------------|----------------------------|------------------|-----------|-----------|-----------------|-----------------|-----------|-----------|---------------|-----------|-----------|----------|-----------|----------|--------------|---------------|
| GA | Atlanta | • | • | • | • | • | | • | | | • | | • | | | |
| | Columbus | | • | • | • | | | | | | | | | | | |
| | Gwinnett County | | • | | | | | • | | | | | | | | |
| | Milton | • | | | | | | | | | | | | | | |
| HI | Hawaii County | | • | | • | | | • | | | • | | • | | | • |
| | Kauai County | | • | | | | | | | | | | | | | • |
| | Maui County | | | • | • | | • | | | | • | | • | | | • |
| | State of Hawaii | | | | | | • | | | | | | | | | |
| IA | West Des Moines | | | | | | | • | | | | | | | | |
| ID | Boise/Ada County | | • | | | | | | | | | | | | | |
| IN | Dearborn County | | | | | | | | | | • | | | | | |
| LA | Ascension Parish | • | • | | | | | | | | | | | | | |
| | East Baton Rouge Parish | | • | | | | | | | | | | | | | |
| | LA Dept. of Transp. | • | • | | | | | | | | | | | | | |
| | St. Tammany Parish | • | • | | | • | | | | | | | | | | |
| | West Feliciana Parish | • | | • | | | | | | | | | | | | |
| MD | MD/Nat'l Capitol Plan Com | • | | | | | | | | | | | | | | |
| MN | MN Dept. of Agriculture | • | | | | | | | | | | | | | | |
| | Mpls./St. Paul Met Council | | | | • | | | | | | | | | | | |
| MO | Kansas City | | • | | | | | | | | | | | | | |
| MT | Bozeman | | • | • | • | | | | | | • | | | | | |
| | Gallatin County | | • | | | | • | | | | • | | | | | |
| NC | Apex | | | | | | | • | | | | | | | | |
| | Cary | | • | | | | | | | | | | | | | |
| | Charlotte | • | | | | | | | | | | | | | | |
| | Hickory | • | | | | | | | | | | | | | | |
| | Raleigh | | • | | | | | | • | | | | | | | |
| NE | Lincoln | • | • | • | • | | | • | | | | | | | | |
| NM | Albuquerque | • | • | | | • | | • | • | | • | | • | | | |
| | Bernalillo County | • | • | | | • | | • | • | | • | | • | | | |
| | Las Cruces | • | • | | | • | | | | | • | | • | | | |
| | Rio Rancho | • | • | | | • | | • | • | | • | | • | | | |
| | Ruidoso | • | • | • | • | | | | | | | | | | | |
| | Santa Fe | • | • | • | • | | | | • | | • | | • | | | |
| NV | Clark County | | • | | | | | • | | | • | | • | | | |
| | Las Vegas | • | • | | | | | | | | | | | | | |
| | Reno/Sparks/Washoe Co | • | • | | | | | | | | | | | | | |
| OH | Hamilton Twp/Warren Co | | • | | | | | • | | • | | • | | | | |
| SC | Hilton Head | • | • | | | | | • | | • | | • | | • | | |
| SD | Sioux Falls | • | • | • | | | | | | | | | | | | |
| TN | Dickson County | • | | | | | | | | | | | | | | |
| | Farragut | | • | | | | | | | | | | | | | |
| | Franklin | • | • | | | | • | • | | • | • | | • | | • | • |
| | LaVergne | | • | • | | | | • | | | | | | | | |
| | Memphis/Shelby County | • | | | | | | | | | | | | | | |
| | Nolensville | | • | | | | | | | | | | | | | |
| | Portland | | | • | • | | | • | | | • | | • | | | |
| | Smyrna | | • | | | | | • | | | • | | • | | | |
| White House | | • | | | | | • | | | • | | • | | | | |
| TX | Arlington | • | • | • | • | | | | | | | | | | | |
| | College Station | • | | • | • | | | | | | | | | | | |
| | Corpus Christi | • | | | | | | | | | | | | | | |
| | Denton | • | | • | • | | | | | | | | | | | |
| | Flower Mound | | | • | • | • | | | | | | | | | | |
| | Georgetown | • | | • | • | | | | | | | | | | | |
| | Greenville | • | | | | | | | | | | | | | | |
| UT | Sandy City | | • | • | | • | | • | • | | • | | • | | | |
| | Wasatch Front | | • | | | | | | | | | | | | | |
| | West Valley City | | • | | | • | | • | | | • | | • | | | |
| Total | | 43 | 83 | 28 | 27 | 14 | 16 | 61 | 5 | 16 | 51 | 6 | 47 | 5 | 17 | 6 |

Our small size, specialized focus and long-tenured professional staff ensure that our clients receive a quality product. The firm's key impact fee professionals, Jim Duncan, Clancy Mullen, Kirk Bishop and Jody Maas, have all been with the firm for more than 20 years. **James B. Duncan**, FAICP, president of Duncan Associates, will be principal-in-charge and manage overall client relations. **Clancy Mullen**, director of infrastructure financing, will be the day-to-day project manager and principal author of the study. **Kirk Bishop** will provide planning support, and Jody Maas will provide fiscal analysis.

Duncan Associates is an S corporation, incorporated in 1997 in Texas as James Duncan and Associates, Inc., doing business as Duncan Associates. Our headquarters are located at 360 Nueces Street, Suite 2701, Austin, TX 78701. Contact persons are James B. Duncan, President (512-658-8875) and Clancy Mullen, Vice-President (512-423-0480). Our Federal Tax ID number is 74-2862552.

THE CORRADINO GROUP

Firm Profile

The Corradino Group, Inc. (Corradino), with an office in Brentwood, Tennessee, has provided planning, engineering design, environmental and construction management services to the government and private sector for 44 years. Corradino maintains a staff of 190 engineers, planners, environmental scientists, and support personnel with extensive experience in transportation planning and engineering services. Corradino has a reputation for building understanding of, and support for, transportation projects from planning to implementation.

Corradino provides a team of professionals with extensive experience in successfully completing both small- and large-scale transportation projects, many of which are complex. Our project experience has encompassed a wide range of services such as:

- Transportation Planning;
- Travel Demand Modeling;
- Urban Planning and Community Development;
- Transit Planning and Engineering;
- Traffic Engineering;
- Bicycle and Pedestrian Planning;
- Rail and Freight Planning;
- Air Quality and Noise Analyses;
- Public Involvement/Community Outreach;
- Environmental Assessment and Mitigation;
- Civil Engineering;
- Design/Build Services;
- Construction Engineering and Inspection;
- Highway and Bridge Design;
- Aviation Planning and Engineering; and,
- Property Acquisition and Relocation.

Corradino is licensed to work in Tennessee. We have “unlimited” contract status with the Tennessee Department of Transportation (TDOT), meaning we are pre-approved and qualified to work on any transportation project for TDOT.

References

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Project Manager, Washington Co. Thoroughfare Plan
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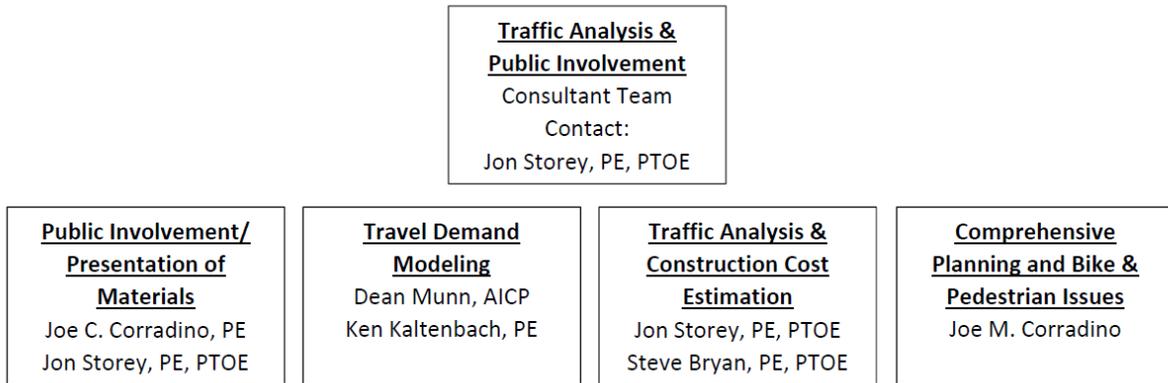
THE CORRADINO GROUP

Staffing

Corradino will lead the traffic analysis and public involvement/presentation of materials elements of the Transportation and Infrastructure Fee Program. Our firm brings a wealth of knowledge, expertise, and capacity to the Town of Farragut. In addition, we have the organizational capability to manage these tasks effectively.

The key staff members that will be committed to the Transportation and Infrastructure Fee Program have extensive experience providing the required traffic analysis services to local governments. Our key staff members and their proposed roles on this project are summarized in the organizational chart, staff availability matrix, and resumes that follow.

Organizational Chart



Staff Availability

As illustrated below, the key staff members to be assigned to this project have the required expertise and sufficient capacity to complete the assignment in accordance with the tentative project timeframe noted in Section VIII of the Request for Qualifications.

| Employee | Expertise | Availability |
|---------------------------|---|--------------|
| Jonathan Storey, PE, PTOE | Transportation Planning and Traffic Analysis | 50% |
| Joseph C. Corradino, PE | Public Involvement | 50% |
| Dean Munn, AICP | Travel Demand Modeling | 50% |
| Steve Bryan, PE, PTOE | Traffic Analysis | 80% |
| Ken Kaltenbach, PE | Travel Demand Modeling | 70% |
| Joseph M. Corradino, AICP | Comprehensive Plans/ Bike and Pedestrian Planning | 30% |

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2. Resumes

James B. Duncan, FAICP, Principal-in-Charge

Jim Duncan is one of America's leading urban planners. Throughout his almost five decade career, he has focused his primary interests and energies on the development of “efficient and effective” land-use controls and “full and fair” infrastructure financing tools. In addition to having served as a consultant to over 300 public sector clients, Jim has directed planning and development programs for Austin, Texas; Hollywood, Florida; and Broward County, Florida. He also served as an advisor to two Tennessee Governors, co-wrote the nation's first state impact fee enabling act (Texas), and prepared one of the first comprehensive plans to incorporate “consistency and concurrency” (South Miami). Jim co-authored the best-selling APA publication, “Growth Management Principles and Practices” and wrote the “Public Infrastructure” chapter in the ICMA “Planner’s Greenbook.” He is a regular instructor for APA’s popular Planner’s Training Service workshop on “Sustainable Development Controls.” Jim has served as national president of the American Planning Association and as president of its Tennessee chapter. His peers have honored him by naming him a Fellow of the American Institute of Certified Planners. He has a master’s degree in regional and city planning from the University of Oklahoma and a bachelor’s degree in Journalism and political science from the University of Texas at Austin. Jim has served as principal-in-charge for all of the firm’s impact fee projects.



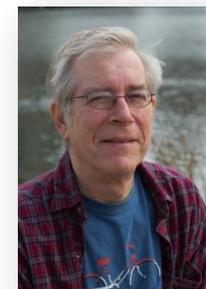
JAMES B. DUNCAN

Education

M.S. Regional and City Planning, University of Oklahoma
B.A. Journalism, University of Texas at Austin

Clancy J. Mullen, Project Manager

Clancy is one of the nation's most experienced impact fee specialists. Since joining Duncan Associates 25 years ago, he has managed most of the firm's infrastructure financing, “cost of growth,” and impact fee studies, including all of the firm’s projects in Tennessee. In addition to over 300 studies for cities and counties from coast to coast, he has also prepared studies for the Florida Department of Community Affairs, the Hawaii Department of Education, the Louisiana Department of Transportation, the Maryland-National Capitol Park and Planning Commission, and the Minnesota Department of Agriculture. Prior to joining Duncan Associates, Clancy served as a zoning planner for the City of Austin, Texas. He is a contributing author to two American Planning Association publications, *Impact Fees: Principles and Practice of Proportionate-Share Development Fees*, 2009 and *Growth Management Principles and Practices*, 1995, as well as the Island Press book *A Guide to Impact Fees and Housing Affordability*, 2008. Clancy is a frequent conference speaker on impact fees, and currently serves on the Board of Directors of the Growth & Infrastructure Consortium (formerly National Impact Fee Roundtable). He was a National Merit Scholar at Rice University and has a master’s degree in community and regional planning from the University of Texas at Austin.



CLANCY J. MULLEN

Education

M.S. in Community and Regional Planning
University of Texas at Austin

B.S. in Sociology
University of Houston

Kirk Bishop, Planner

Kirk has been with Duncan Associates since 1987. Kirk is in charge of the firm's regulatory review and revision services. In addition to his regulatory work, Kirk has assisted in numerous impact fee projects, including projects for Chandler and Mesa, Arizona, and has managed impact fee projects for the County of Hilton Head Island, South Carolina, the Telluride R-1 School District in La Plata County, Colorado, and the Miami-Dade School Board. Since joining Duncan Associates over 20 years ago, he has led most of the firm's major zoning and land development ordinance updates. Before joining Duncan Associates, Kirk was a senior planner with the city of Austin, where he was responsible for zoning and subdivision case review, and staff support for a citizen's code update panel. Earlier in his career, he was a senior associate with the American Planning Association, where he served as principal researcher for numerous studies and authored the Planning Advisory Services report, "Designing Urban Corridors." Kirk is a frequent speaker at conferences and a regular guest lecturer in the University of Illinois at Chicago's Urban Planning and Public Affairs program. He holds a master's degree in urban and regional planning and a bachelor's degree in political science from the University of Iowa. It is anticipated that approximately 5% of his time would be devoted to this project.



KIRK R. BISHOP

Education

M.A. Urban and Regional Planning, University of Iowa

B.A. Political Science, University of Iowa

Jody Maas, Financial Analyst

Jody Maas is a financial analyst who has worked on many impact fee projects since joining Duncan Associate in 1990, including projects for City of Cape Coral and Citrus, Collier, Lee, Miami-Dade and Polk Counties in Florida. Her work on impact fee projects includes review of budgets and comprehensive financial reports, analysis of debt obligations, document editing and cash flow analysis. She also has 24 years' experience managing the business aspects of this multi-million dollar consulting firm. Jody's accountability extends to financial activities of the firm as well as human resources and managing the day to day office operations. Her responsibilities include payroll oversight, including federal and state payroll reporting, multi-faceted state compliance reporting, 401k reporting, accounts payable, accounts receivable, liaison with health/professional liability/commercial liability insurance companies, human resources management, tax planning, cash management, expense forecasting, and internal/external financial reporting. She has a degree in business with an emphasis in accounting from Nebraska Wesleyan University.



JODY MAAS

Education

B.S. in Business Administration

THE CORRADINO GROUP

YEARS OF EXPERIENCE
17 (3 WITH CORRADINO)

EDUCATION
BS (Civil Engineering), University of Tennessee, Knoxville, Tenn., 1997
MS (Civil Engineering), University of Tennessee, Knoxville, Tenn., 2003

PROFESSIONAL AFFILIATIONS
Institute of Transportation Engineers, Tennessee Section since 2002
American Society of Highway Engineers, Middle Tennessee Section since 2005

PROFESSIONAL REGISTRATIONS
Professional Engineer:
Tennessee, No. 107389, 2002
Arkansas, No. 12565, 2006
Georgia, No. PE034835, 2010
Kentucky, No. 27237, 2010
Indiana, No. PE11400378, 2014
Professional Traffic Operations Engineer (PTOE), 2012
TDEC EPSC Level 1, No. 124038, 2013

TECHNICAL EXPERTISE
Signal Design
NEPA Documentation
Highway Capacity Analysis
Safety Studies
Transportation Modeling
Transportation Planning
Traffic Studies
Highway Design
Highway Drainage

JON STOREY, PE, PTOE Vice President



Experience

Mr. Storey's work experience includes traffic engineering, environmental (NEPA) planning, transportation planning, and geometric design. He has served as Project Manager for numerous environmental impact statements, categorical exclusions, transportation planning reports, interchange access requests, roadway safety audits, and traffic engineering studies.

Representative project experience includes:

Transportation Infrastructure Cost Study Update, Town of Nolensville, TN – Jon served as Project Manager. The Nolensville Transportation Infrastructure Cost Study assesses the long-term transportation needs of the town of Nolensville. Existing deficiencies are listed in the report along with long-term roadway improvement needs. Cost estimates for all roadway improvements totaling \$40 million were developed as part of the Study Update. Roadway widening improvements were assessed along Kidd Road, Rocky Fork Road, York Road, Clovercroft Road, Sunset Road, Sam Donald Road, and Brittain Lane. Eight signal locations were assessed. Left turn lane improvements were studied along Nolensville Road, Rocky Fork Road, Rocky Springs Road, and Waller Road. This project was developed as a sub-consultant to Duncan Associates for the Town of Nolensville's Development Impact Fee program. Started and completed in 2013.

Washington County Thoroughfare Plan, Washington County, TN – Jon served as Project Manager. The Thoroughfare Plan covers the rural portion of the county to complement the urban planning efforts of the Johnson City Metropolitan Transportation Planning Organization (JCMTPO). The purpose of the Washington County Thoroughfare Plan is to set forth a realistic set of multi-modal transportation improvements that can be prioritized and programmed between now and the design year of 2036 for rural Washington County. Analysis took into account where growth is occurring and where it is expected to continue to occur, based on the anticipated expansion of water and sewer infrastructure, general growth patterns, and the availability of developable land with good access. Examining these indicators points to roadway improvements necessary to support development and encourage regional economic growth. Roadway improvements were evaluated and prioritized. Traffic projections, traffic capacity analysis, needs assessments, construction cost estimates, and land use studies were all developed as a function of this project. Coordination with multiple agencies, including the Washington County Highway Department, the JCMTPO, and TDOT's Long Range and Project Planning Divisions was required for this project.

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THE CORRADINO GROUP

JON STOREY, PE, PTOE · Page 2 of 2

SR 115 at Cherokee Trail Interchange Study, Knoxville, TN – Jon serves as Project Manager. This project studies interchange improvement alternatives at the interchange of SR 115 (Alcoa Highway) with Cherokee Trail. The location is complicated by the presence of the University of Tennessee Medical Center on the east side of the interchange, the UT Practice Golf Team facility on the southwest side of the interchange, and the new UT Cherokee Farm Campus, which is under development, on the west/northwest side of the interchange. A Marine Corp Reserves facility is located south of the interchange on the west side of SR 115. Access to this facility must be maintained. Due to these developments and terrain, ROW is constrained, limiting improvement options. Tasks included a site visit, managing traffic counts, traffic projections, level of service analysis, develop interchange alternatives, development of conceptual plans, development of cost estimates, organizing and conducting a stakeholder meeting, and preparation of the report. Stakeholders included TDOT, UT Medical Center, and UT Facilities, who represent the Cherokee Farm Campus. This project is ongoing.

TDOT Continuing Planning Contract – Jon served as the Project Manager for the TDOT Project Planning, Long Range Planning, and Multimodal Divisions' Continuing Planning On-Call Contract. The Corradino Group was one of ten prime consultant firms to service this contract. Work orders performed under this contract include, but are not limited to, signal studies, signal warrant analysis, transportation planning reports, thoroughfare plans, traffic counts, traffic generation, roadway safety audit reports, conceptual plans, and cost estimates. From 2010 to 2014 received and successfully managed 108 work orders valued at approximately \$2.4 million.

NEPA Continuing Planning Contract – Jon serves as Project Manager. The Corradino Group has been selected as one of eight prime consultant firms to service the Tennessee Department of Transportation's Environmental Division as an On-Call Consultant for National Environmental Policy Act (NEPA) Documentation services. Work orders are related to the preparation of NEPA Documentation, including Categorical Exclusions, Environmental Assessments, and Environmental Impact Statements. From 2012 to 2015 received and successfully managed 32 work orders valued at approximately \$500,000.

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YEARS OF EXPERIENCE
42

EDUCATION

B.S.C.E., Villanova University,
Villanova, PA, 1965
M.S.C.E. (Urban Planning and
Engineering), Purdue University,
West Lafayette, IN, 1966

PROFESSIONAL REGISTRATIONS

Professional Engineer:
Pennsylvania,
No. PE-016672E, 1970
Kentucky, No. 7730, 1970
Florida, No. 22421, 1975
Michigan, No. 6201023400, 1976
California, No. C37790, 1991
Ohio, No. PE-57067, 1993

**HONORARY AND FRATERNAL
AFFILIATIONS**

Chi Epsilon – Civil Engineering
Honor Fraternity
Tau Beta Pi – National Honor
Fraternity
Rhodes Scholar Candidate
Who's Who of America
Louisville Zoo Foundation – Former
Chairman
Spalding University – Board of
Trustees, Former Chairman

PROFESSIONAL TRAINING

Program in Negotiation: Harvard –
MIT Public Disputes Program
Leading in the 1990s: University of
Kentucky

JOSEPH C. CORRADINO, PE CEO



EXPERIENCE

1970 – Present

The Corradino Group, Inc.: Managing Principal. Responsible for project control and execution of technical work in transportation/traffic engineering, engineering design, environmental management, systems planning, and urban and regional planning projects.

Mr. Corradino has directed numerous projects in the fields of engineering and planning. These include analyses of transportation alternatives, environmental impact assessments, and system analyses for major projects in Detroit, Louisville, KY, Miami, and Los Angeles. Joe Corradino was the Project Manager of several significant projects for the Michigan Department of Transportation including widening I-75 in Oakland County for addition of an HOV lane; a public-private partnership to expand an intermodal (truck/rail) terminal in Detroit (ongoing); and, a new bridge between Windsor, Canada, and Detroit, MI. Joe Corradino was the Program Manager for the \$850 million Louisville, KY, Airport Improvement Program. One significant facet of the project was creation of a "Renaissance Zone," the legislation for which Joe Corradino authored. It creates a "turbo-charged" Tax Increment Financing District to pay for infrastructure at and around the airport.

On a national scale, Joe Corradino's experience includes alternatives analysis of major rapid transit systems in Miami and Los Angeles; highway work such as Preliminary Engineering/EISs for I-65 in Indiana; feasibility studies for a proposed interstate highway (I-73) between Toledo, Ohio, and Jackson, MI, and The Hoosier Heartland Highway between Lafayette and Logansport, IN. The multimodal plans he has helped his clients prepare include those for Gainesville, FL, and Ann Arbor and Petoskey, Mich.

Joe's work in public involvement is complemented by affected citizens' groups as "inclusive" and "collaborative," resulting in enhancements to a community as infrastructure improvements are built. Joe Corradino is known for being able to address contentious/highly controversial situations in common-sense terms with positive outcomes. Part of that success comes from serving in elected office as a Jefferson County, KY, Commissioner.

Recent activities include acting as project manager for the SEMCOG (Southeast Michigan Council of Governments) Freight Analysis, the Genesee County Freight and Connectivity Study, the Defiance, Ohio, Intermodal Facility Study and The Memphis public outreach to update the Regional Transportation Plan.

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YEARS OF EXPERIENCE

18

EDUCATION

BS (Geography & Urban Area Development, University of Wisconsin, Whitewater, WI, 1994

Graduate Studies (Geography), Indiana University, Bloomington, IN, 1994-1996

PROFESSIONAL AFFILIATIONS

Gamma Theta Upsilon, International Geography Honor Society

American Planning Association, (Indiana & California Chapters)

DEAN LAWRENCE MUNN Technical Vice President



EXPERIENCE

2009 – Present: Corradino LLC, Indianapolis: Technical Vice President – Systems Planning Division. Mr. Munn is responsible for management of transportation planning and travel demand model development and forecasting projects throughout the United States.

Many of these modeling projects were conducted using the TransCAD software platform, which is used in the Knoxville metro area and by TDOT. Over the past six years, Dean has developed travel demand models and conducted transportation planning studies for metropolitan areas that include: Knoxville, TN; Indianapolis, IN; Detroit, MI; Monterey, CA; and many others around the Midwest. During his tenure at Corradino, Dean has also been involved in model development and research projects for the state Departments of Transportation in Indiana, Michigan, and Kentucky.

2004 – 2009: Bernardin, Lochmuller & Associates, Indianapolis: Senior Transportation Planner. During his tenure at BLA, Mr. Munn was responsible for project

management and technical analysis for transportation planning and travel demand forecasting. He managed a wide variety of transportation planning projects focusing on travel demand modeling, corridor studies, air quality conformity analysis, geographic information systems (GIS), and intermodal freight studies.

2001 – 2004: Association of Monterey Bay Area Governments, Marina, CA: Senior Transportation Planner. Mr. Munn was responsible for managing regional travel demand model updates and various model application projects, as well as the GIS department. He also conducted air quality conformity analysis for TIP, TP, and CMAQ projects as needed and provided technical assistance for the members of the Central Coast ITS Steering Committee and other clients.

1997 – 2000: Indiana Department of Transportation, Indianapolis: Team Leader/Transportation Planner. In this capacity he was responsible for managing the INDOT Long-range Planning Unit. In addition, his duties included the continued development of travel demand forecasting and other technical planning tools.

Specific Project Experience Related to this Proposal:

- **2011-2012 Knoxville TPO Transit Alternatives Analysis** – Dean lead the modeling tasks, where transit mode choice components were added to the current Knoxville model to support ridership and feasibility forecasting for various premium transit corridors and concepts being evaluated as part of the Transit Alternatives Analysis Study.
- **2008-2009 Regional Travel Demand Model Update, Knoxville TN, TPO** – Mr. Munn served as Project Manager for the first phases of a complete update of the Knoxville Regional Model which is currently in use. During Mr. Munn's tenure, the project team developed a new household survey, an external origin-destination survey, expansion of the network and land use information to include the full nine-county Knoxville planning area, and several other methodological enhancements.
- **2007-2008 Subarea Model Development for the Tennessee Department of Transportation** – Project Manager in development and calibration of three rural subarea models nested within the TDOT Statewide Model using TDOT geographic information system and TRIMS data sources.

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DEAN LAWRENCE MUNN · Page 2 of 2

Regional Traffic Impact Fee Programs

- **2004-2006 Modeling Assistance for Fort Ord Reuse Authority Transportation Impact Fee Re-allocation Study** in California - Updated AMBAG model's land use assumptions and traffic zone structure based on extensive coordination with local jurisdictions. Used the regional travel demand model to identify future network deficiencies and to develop a set of alternative network improvements. FORA transportation impact fee responsibilities were re-allocated for new on- and off-site projects based on this analysis.
- **2003-2004 Modeling Assistance for Monterey County Regional Development Impact Fee Program** in California - Used the AMBAG travel demand model to support the Nexus Analysis in an effort to implement a countywide developer fee to fund regionally significant transportation improvements.

Travel Demand Modeling for Development Impacts

Mr. Munn has provided modeling assistance on a variety of comprehensive land development planning and/or specific land development projects. Each has involved the development of a more detailed subarea model and alternatives analysis for both land use and network alternatives. Specific projects include:

| Project | Location | Year | Description |
|--------------------------------------|-----------------------|------|---|
| Fishers Long Range Demand | Fishers, Ind. | 2014 | Evaluation of transportation infrastructure costs under various development scenarios. |
| Sonora Community Revitalization Plan | Sonora, Calif. | 2013 | Mixed use development site. Evaluation of transportation infrastructure impacts and costs. |
| Nevada County General Plan | Nevada Co., Calif. | 2013 | County-wide growth plan. Evaluation of transportation infrastructure impacts and costs. |
| Monterey Downs and Horse Park | Monterey Co., Calif. | 2013 | New horse racing venue, hotel, office park, and residential development. Evaluation of transportation infrastructure impacts and costs. |
| Loma Rica Ranch Modeling | Grass Valley, Calif. | 2012 | 1,200 units of residential, multiple locations, three growth phases. Evaluation of transportation infrastructure impacts and costs. |
| Brookfield Development | Placer Co, Calif. | 2011 | Mixed use development site. Evaluation of transportation infrastructure impacts and costs. |
| CSUMB Master Plan | Monterey Co., Calif. | 2009 | Development of a new University, on former Army base. |
| Boronda Redevelopment | Castroville, Calif. | 2009 | Mixed use development site. Evaluation of transportation infrastructure impacts and costs. |
| Del Rey Oaks Resort | Del Rey Oaks, Calif. | 2008 | Golf course, hotel, retail, and residential development. |
| University Village | Marina, Calif. | 2007 | Mixed use development site. Evaluation of transportation infrastructure impacts and costs. |
| San Juan Canyon EIR | San Benito Co, Calif. | 2007 | Mixed use development site. Evaluation of transportation infrastructure impacts and costs. |
| King City/Silva Property | Monterey Co., Calif. | 2006 | 5,000 units of residential plus office and retail center. Evaluation of transportation infrastructure impacts and costs. |
| Fort Ord East Garrison | Monterey Co, Calif. | 2006 | 1,400 units of residential plus office and retail center, 2 growth phases. Evaluation of transportation infrastructure impacts and costs. |

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YEARS OF EXPERIENCE

43

EDUCATION

University of Kentucky, Lexington, Ky.,
B.S.C.E. (1971), M.S.C.E. (1972)

PROFESSIONAL AFFILIATIONS

Institute of Transportation Engineers
Kentucky Society of Professional
Engineers
National Society of Professional
Engineers

PROFESSIONAL REGISTRATION

Professional Engineer:

Kentucky, 1975, No. 9379
Ohio, 1998, No. E-62616
Florida, 1976, No. 23921
California, 1983, No. 37494
Indiana, 1990, No. PE60900287
Virginia, 1990, No. 0402-021073
Michigan, 1996, No. 40881
Tennessee, 2012, No. 00115566

KENNETH D. KALTENBACH, PE Senior Vice President



EXPERIENCE

1976 - Present

The Corradino Group, Inc.: Senior Vice President, Transportation Systems Planning. Mr. Kaltenbach manages Corradino's nationwide practice of transportation planning and travel demand forecasting.

Mr. Kaltenbach developed concurrency management systems for the cities of Coral Gables, Hialeah, and Miami Beach, Florida. The concurrency management system produced an assessment of the impacts on proposed developments on the public infrastructure, including transportation and roadways. The concurrency managements systems formed the basis for assessing development impact fees. Concurrency software development employed Mr. Kaltenbach's expertise with travel demand modeling, transportation planning, geographic information systems, and computer programming.

Mr. Kaltenbach currently serves as Corradino's project manager for the General Planning Consultant for Travel Demand Modeling for the Florida Department of Transportation (FDOT), District 4 (Ft. Lauderdale). In this role he is developing an activity-based model for the Treasure Coast Region (Martin, St. Lucie, and Indian River Counties). He is also working on an activity-based model for the Southeast Florida Region of Miami-Dade, Broward, and Palm Beach Counties. In recent work for FDOT District 4 he developed models to evaluate managed lanes (high occupancy toll) for the 95 Express HOT lanes, which are now in operation, and planned extensions. In other recent work he led Corradino's work as on-call modelers for the Virginia Department of Transportation. In this work Corradino developed models for Hampton Roads, Charlottesville, Winchester, Blacksburg, Danville, Harrisonburg, and the Tidewater Region.

Mr. Kaltenbach has managed a wide range of transportation planning and travel demand forecasting studies. Recent projects include the development of a TransCAD model for the Indianapolis MPO; the development and calibration of the 4,000-plus zone trip-based Southeast Florida Regional Planning Model; development of the Florida Statewide Model; and management of the 1999 Southeast Florida Travel Characteristics Study. In Michigan, Mr. Kaltenbach developed a commodity flow model in support of the Detroit Intermodal Freight Terminal Feasibility Study and EIS, and has recently completed an update of the travel demand model for the Lansing region.

Mr. Kaltenbach is also leading Corradino's travel demand modeling work with the Kentucky Transportation Cabinet. Corradino has served in this role work nearly ten years. In the most recent work, Corradino has updated the Statewide Model, and developed new models for Lexington and Owensboro.

Since the late 1970s, Mr. Kaltenbach has been a key player in the continuing development of the Florida Standard Urban Transportation Modeling Structure (FSUTMS). FSUTMS is the cornerstone of travel demand modeling and transportation planning activities in Florida. Using these models, he has managed model development, corridor studies and long-range transportation studies in Jacksonville, Fla.; Panama City, Fla.; the Treasure Coast region; Orlando, Fla.; Gainesville, Fla.; and, Broward, Miami-Dade and Palm Beach counties.

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YEARS OF EXPERIENCE

23

EDUCATION

BA (Geography), Villanova University, 1990

MA (Community Planning), University of Cincinnati, 1992

PROFESSIONAL

REGISTRATIONS/QUALIFICATIONS

American Institute of Certified Planners No. 012032

Vice Mayor, Council Member Village of Pinecrest, FL (2006-2014)

Miami Dade MPO, Transportation Planning Council (2009-Present)

Chairman of the Board, Bd of Dir Chamber South (2006-Current)

Chairman of the Board, Doral Business Council (2005-2007)

JOSEPH M. CORRADINO, AICP President



EXPERIENCE

1995-Present: The Corradino Group, Inc., Miami - President.

Mr. Corradino is president of The Corradino Group and heads the company's Urban Planning operations in South Florida. He works with local, regional and state governments developing policy and strategic planning efforts, including public involvement, charrettes and workshops; transportation, traffic and transit studies; as well as comprehensive plans and mobility studies. Mr. Corradino is a skilled transportation/land use planner, and has two decades of experience in the field. His specialty is working with municipalities, in transportation master plans, urban design studies, traffic calming, traffic impact analysis, transit planning, comprehensive planning and growth management/concurrency. Mr. Corradino has won nearly a dozen awards from the American Planning Association. He has served as the Vice Mayor for the Village of Pinecrest and Chairman of the Village of Pinecrest Planning Board. He also serves on the Miami-Dade County MPO, Transportation Planning Council, which is the board of technical professionals and agency heads that make direct recommendations to the MPO on regional transportation decisions. He has directed the development of regional Transportation Master/Mobility Plans for municipalities such as Doral, Miami Gardens, Palmetto Bay and Miami Beach.

2006-Present: Town of Cutler Bay City Engineer / Planner, Cutler Bay, FL - Principal-in-Charge. The Corradino Group acts as City Engineer/Planner for the Town of Cutler Bay. Immediately after incorporation the firm served as interim planning director, until the position was permanently filled. The firm continues to serve as staff for a myriad of issues. Tasks include, plans review, zoning, land use, traffic impact review, GIS, and transportation planning and engineering. This diverse catch all position enables the Town to be flexible. By hiring Corradino, with 200 professionals, any need that the town had could be serviced, avoiding unnecessary in-house staff redundancy, and resulting in marked efficiency and effectiveness in developing projects. Services provided: Urban Planning, Plans Review, Permitting, Traffic Impact Analysis, Comprehensive Planning, Transportation and Transit Planning. Project Cost: \$500,000. **Reference: Steve Alexander, 305-234-4262**

2006-2009: Miami Dade County MPO, General Planning Consultant (GPC), Miami-Dade, FL - Principal-in-Charge.

In this contract The Corradino Group provided a variety of transportation and planning services, on time and within budget for this effort. These included:

- Data Collection
- Analysis and Evaluation of Alternatives
- Level of Service Determination
- Travel Demand Forecasting
- Preparation of Maps, Reports, and Presentations
- Public Involvement

Project/Construction Costs: \$400,000. **Reference: Jesus Guerra, 305-375-4507**

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3. Experience/References

Over the past five years, Duncan Associates has completed transportation impact fee studies for the following 27 jurisdictions:

Albuquerque, New Mexico
Arlington, Texas
Atlanta, Georgia
Cary, North Carolina
Chandler, Arizona
Citrus County, Florida
Destin, Florida
El Paso County, Colorado
Florence, Arizona
Franklin, Tennessee
Greeley, Colorado
Highlands County, Florida
Lake County, Florida
Las Cruces, New Mexico
Lee County, Florida
Levy County, Florida
Louisiana Dept. of Transportation
Nolensville, TN
Okeechobee County, Florida
Oro Valley, Arizona
Peoria, Arizona
Santa Fe, New Mexico
Sherwood, Arkansas
St. Tammany Parish, Louisiana
Sweetwater, Florida
Weld County, Colorado
Windsor, Colorado

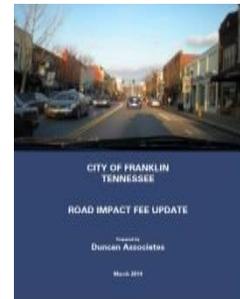
In all of these projects, Duncan Associates personnel performed the following roles: Jim Duncan, principal-in-charge; Clancy Mullen, project manager; Kirk Bishop, planner; and Jody Maas, fiscal analyst.

Four of our recent projects are described in greater detail on the following pages, including dates of service and contact information for client references.

City of Franklin, Tennessee

For Franklin, a southern suburb of Nashville, Duncan Associates drafted the City's first innovative infrastructure financing tools. In 1987, the City obtained special authority from the Tennessee legislature to enact development impact fees and/or facility taxes. That same year, the City commissioned Duncan Associates to calculate the maximum impact fees and facility taxes that the City might be able to legally charge. Ordinance 1037 enacting road impact fees was adopted by the City in June 1988. Fees were adopted at 60 percent of the maximum fees calculated in the original study. In 1999, the City rehired Duncan Associates to update the original fee and tax studies. The update of the road impact fees was especially timely, since the City had just completed an update of its Major Thoroughfare Plan. The road impact fee update indicated that revised fees could be increased significantly for most land use categories. The study update indicated that developers should be given offsets against the fees for the value of all contributions toward the major thoroughfare system, up to the full amount of the impact fees. Duncan Associates was subsequently retained to update the road fees in 2007 and 2014.

Personnel Roles: Jim Duncan, principal-in-charge; Clancy Mullen, project manager; Kirk Bishop, planner; Jody Maas, fiscal analyst.



Road Impact Fee & Facility Tax Study

Sept 1987 – May 1988
Jan 1999 – Sept 2000
May 2007 – Nov 2007
Dec 2013 – Jun 2014

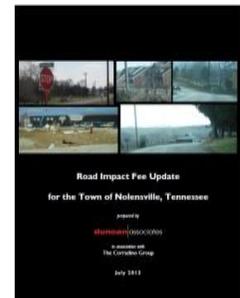
Contact:

David Parker, City Engineer
109 Third Ave South
Franklin, TN 37064
615-791-3218
davidp@franklin-tn.gov

Town of Nolensville, Tennessee

For Nolensville, a southeastern suburb of Nashville, Duncan Associates developed a road impact fee in 2007. Nolensville is a small community poised for significant growth. The Town land use plan projects that the population will triple to 10,000 in the next ten years. The Town has the authority to enact impact fees under its mayor-aldermanic charter. Fees were developed based on a transportation plan prepared by a local engineering firm. The plan identifies approximately \$29 million in roadway infrastructure improvements needed to meet future traffic demand, including widening existing two-lane roads to three lanes, improving existing two-lane roads, relocating existing road sections, improving intersections, and making drainage improvements. About \$21 million were determined to be growth-related and eligible for impact fee funding. The costs of improving Nolensville Road were assigned to both residential and nonresidential uses. However, nonresidential uses, which are located exclusively on Nolensville Road, were determined not to cause the need for or benefit from improvements to the residential collectors that feed on to Nolensville Road. Duncan Associates, in association with The Corradino Group, updated the fees in 2013.

Personnel Roles: Jim Duncan, principal-in-charge; Clancy Mullen, project manager; Kirk Bishop, planner; Jody Maas, fiscal analyst; Jon Storey, transportation planner.



Road Impact Fee Study

Jan 2007 – June 2007
May 2013 – July 2013

Contact:

Henry Laird
Town Planner
7240 Nolensville Rd #103
Nolensville, TN 37135
615-776-6688
planner@nolensville-tn.com

Town of Cary, North Carolina

For Cary, one of the fastest growing municipalities in the nation, Duncan Associates designed and developed a zonal, improvements-based transportation facility fee program. The firm had developed a more traditional city-wide, consumption-based road facility fee system in the late 1980s. The update was undertaken in conjunction with the development of a long-range transportation plan by Wilbur Smith Associates. Engineers performed select-link analyses, and the findings were used to allocate costs among and between geographic areas. In addition to the "downtown" area defined by an inner loop road, City staff identified other areas with high development potential and expensive improvements needed to accommodate growth. The updated facility fee was adopted by the Town Council concurrently with the amendments to the adequate public facilities (APF) ordinance. The Town-wide fee was assessed on all new development in the Town. The zonal fees, however, were not assessed in the downtown zone in order to encourage infill and redevelopment in this area. During the 2007 update, the fee system was simplified, and fees in the downtown core were reduced based on the lower level of service standard required in the area by the APF ordinance. The firm is now performing the 2015 update.

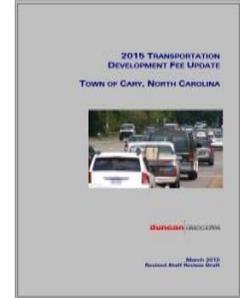
Personnel Roles: Jim Duncan, principal-in-charge; Clancy Mullen, project manager; Kirk Bishop, planner; Jody Maas, fiscal analyst.

Lee County, Florida

Road Impact Fees

Lee County in southwest Florida (Fort Myers is the county seat), has been one of the fastest-growing areas in the state and was especially hard-hit by the housing crisis. Duncan Associates was retained by the County in 2014 to update its road impact fees prior to the end of the two-year period during which all impact fees were temporarily reduced by 80%. The biggest challenge was the tight schedule to update the last study, which had been prepared by Duncan Associates in 2011. While the consumption-based methodology used in the 2011 study was basically retained, a major change was to include multi-modal components, such as bikeways, pedestrian improvements and trails, in the fee in order to allow the County to spend some of the road impact fee revenue on those kinds of improvements when undertaken outside the framework of a project that also expands vehicular capacity. The updated fees were adopted, and the County Commissioners decided to increase the collection rate from 20% to 45%.

Personnel Roles: Jim Duncan, principal-in-charge; Clancy Mullen, project manager; Kirk Bishop, planner; Jody Maas, fiscal analyst.

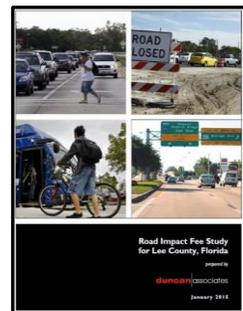


Transportation Development Fee Study

Apr 1989 – Jan 1990
Apr 1999 – Aug 2001
July 2007 – Dec 2007
Sep 2014 – present

Contact:

Tim Bailey
Engineering Director
316 N Academy Street
Cary, NC 27512
919-469-4034
tbailey@townofcary.org



Road Impact Fee Study

Sep 2014 – Mar 2015

Contact:

Mary Gibbs
Community Development Director
1500 Monroe St., 2nd Floor
Fort Myers, FL 33901
239-533-8345
mgibbs2@leegov.com

4. Project Approach/Scope of Work

Project Understanding

The Town recently adopted an Everett Road Corridor Improvement Fee to provide funding for the planned improvement to Everett Road by assessing a fee on new development that will benefit from the corridor improvement. The Town now desires to have a consultant prepare a more comprehensive transportation impact fee, which could either be a uniform Town-wide fee applicable to all new development in the Town, or corridor-specific fees that would apply only to new development in selected corridors. The Town has preliminarily identified nine other corridors (see map below) with significant amounts of undeveloped land and anticipated roadway improvement needs.



Project Approach

The purpose of an impact fee program is to impose fees on new development to fund the fair share cost burdens of required transportation improvements. As development occurs, traffic generated by the occupants of new dwelling units and commercial square footage will place additional burdens on the Town's transportation facilities. A sophisticated travel demand modeling approach will be used to estimate the need for additional transportation infrastructure improvements and/or additional transportation capacity. The transportation analysis will also establish the degree to which new development within the Town of Farragut will contribute to the need for additional transportation spending. The guiding principal is that new development should not burden existing residents with the cost of public facilities, including transportation facilities, required to accommodate growth.

Best Practices

The following best practices will be followed in developing the corridor fees:

- The imposition of a fee must be rationally linked (the linkage is known as the "nexus") to the impact created by development and the resulting need for growth-related capital improvements.
- A fee cannot be imposed to correct previously existing deficiencies, except to the extent they are exacerbated by new development.
- The transportation system's performance improvements must benefit the developments that pay the fee.
- The amount of the fee must be a proportionate fair share of the costs of the improvements made necessary by new development and must not exceed the cost of the improvements.
- New developments should not pay more than their fair share when other types of taxes and fees are considered.

The need for the corridor fees will be demonstrated using travel demand modeling and traffic engineering analyses that quantify the projected traffic impacts of new development on transportation facilities. This will establish a reasonable relationship between the need for the planned transportation improvements and the developments that will pay the fee.

Knoxville Travel Demand Model

The Knoxville Regional Transportation Planning Organization (TPO), which covers the Town of Farragut, develops and maintains the Knoxville Regional Travel Model (KRTM). Our proposed approach is designed to make use of the KRTM's unique travel demand forecasting capabilities. Corradino modified and applied this model in 2012 for a regional transit alternatives analysis. Additionally, Dean Munn of Corradino has been involved with the household survey, external origin-destination survey, transit survey and development of network supply-side components of the KRTM model while at his previous employer. Our familiarity with the KRTM will allow this tool to be used in an efficient and cost effective manner.

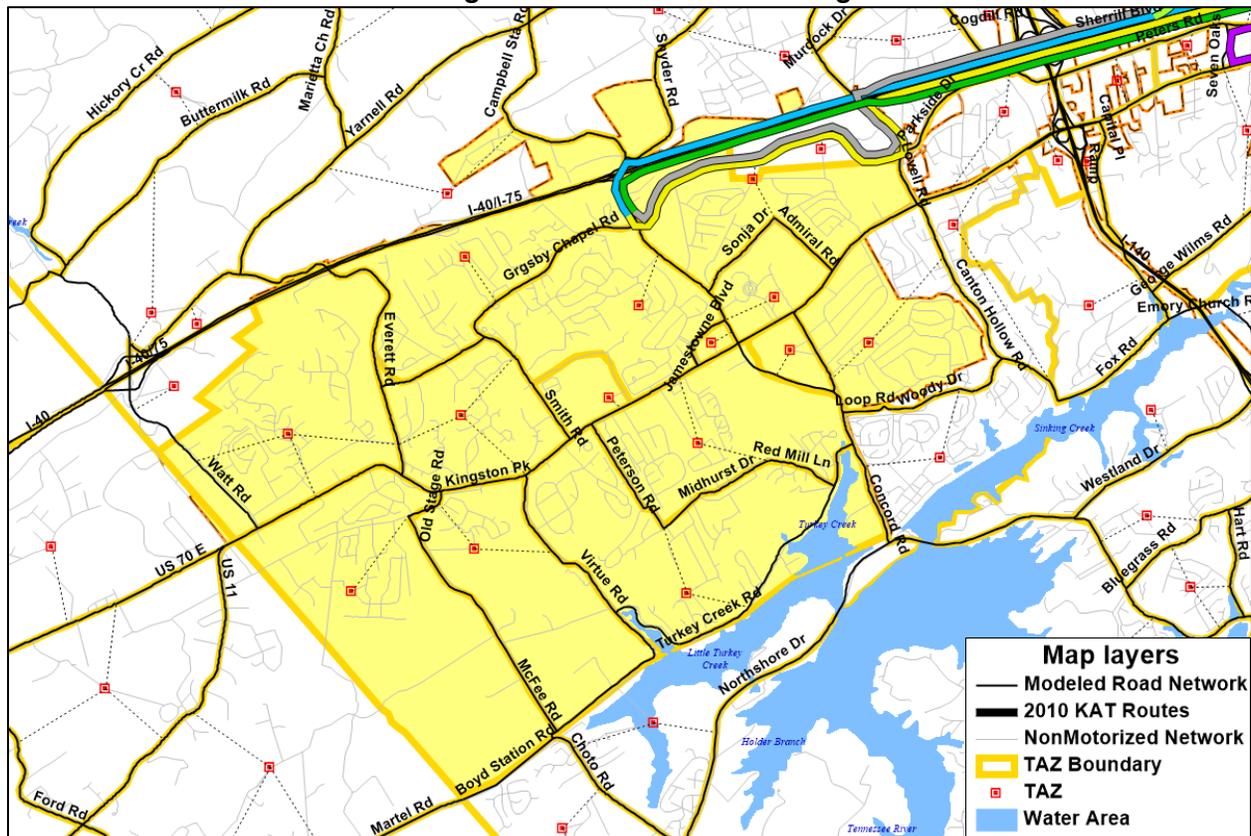
The KRTM predicts weekday traffic volumes for all roadway classes of Knox and Blount counties and major arterials and collectors in Anderson, Jefferson, Sevier, Loudon, Union, Roane, and Grainger Counties. The model's roadway network covers over 6,600 lane-miles over an area of 3,425 square miles represented by 1,019 traffic analysis zones. The model's roadway capacity methodology

is sensitive to the types of projects being considered in Farragut (widening and upgrading without necessarily adding travel lanes). The current version of the model also predicts the Knoxville Area Transit (KAT) average weekday system ridership and the number of average weekday bicycle and pedestrian trips within the region. The Knoxville Regional Travel Model includes departure time choice models which distribute trips throughout the day. The models are capable not only of producing the traditional AM, PM and off peak trip tables for standard traffic flow assignments, but also can produce trip tables for any or all 15-minute periods from 6 am to 9 pm. These 15-minute trip tables should be of significant value for the traffic analysis for the Farragut fee program.

The KRTM model is designed primarily for use in transportation planning efforts at a regional scale, such as in the development of long-range plans and regional air quality emissions analysis. The model has also been used for a variety of detailed planning studies, such as the transit alternatives analysis mentioned above. For this project, we are expecting a few minor enhancements to be made to the Farragut portion of the model's network and traffic zone assumptions. These include:

- Increase the network detail in Farragut, so that it is appropriate for this study. We will likely recommend adding all public roadways in Farragut via geographic information system (GIS) layers that are already being used in the non-motorized portion of the KRTM.

Existing KRTM Structure for Farragut



- Evaluate the validation of the model vs. count data in this study area and make model adjustments as necessary. Review any current traffic count data that may be new since development of the model.

- Update the Farragut portion of the socioeconomic forecasts embedded in the traffic zones, via a review of more detailed growth expectations with the Town of Farragut staff. Splitting KRTM zones into a more detailed structure may be warranted for this study, and, if so, we will make that recommendation.

Knoxville TPO Growth Forecasts

The success of traffic forecasting for transportation planning and policy applications depends on the socioeconomic forecasts on which it is based. The Knoxville TPO last updated its regional travel model to a 2010 base year using 2010 Census and other sources for employment data. At the same time, the TPO developed socioeconomic control total forecasts, which represent the official development forecast for the region. The control totals were then used by the TPO in developing future land use scenarios at the traffic analysis zone level for use with the travel model. These regional growth forecasts have been reviewed and adopted by the TPO technical and policy committees, and accepted by local, state, and federal agencies for use in the region for transportation modeling and planning. Since the future development assumptions are a key component of this study, we recommend the following:

- Use the Knoxville TPO forecast for most of Knox County, and all of Blount, Anderson, Jefferson, Sevier, Loudon, Union, Roane and of Grainger Counties.
- For Farragut, replace the KRTM zone assumptions using more specific development expectations and locations derived from coordination with the Town of Farragut staff.
- For adjacent areas in Knoxville and unincorporated Knox County, review and adjust growth assumptions for greater accuracy. This should include areas around the I-440/Kingston Pike, I-40/Watt Rd./Everett Rd., and I-40/Lovell Rd. interchanges.

Deficiency Analysis and Identifying Corridor Improvements

After the necessary adjustments are made to the Knoxville Regional Transportation Model (KRTM) and input assumptions, a set of model forecasts will be generated that will be used to identify traffic growth and traffic performance. The deficiency analysis will use the KRTM 2035 scenario (as adjusted for this project), but using only existing or committed roadway projects, so that network deficiencies can be identified. The E+C analysis will assume that none of the anticipated impact fee projects are in place.

The consultant team will work with the Town of Farragut to develop thresholds and definitions of conditions that are considered to be deficiencies. This can include traditional peak hour level of service thresholds, and/or additional measures such as daily vehicle hours of delay and travel time reliability. It could also include a review of intersection control types (convert 2-way to 4-way stop, covert stop controls to signals, etc.), appropriate cross sections and geometrics for areas transitioning from rural to more dense development, and defining thresholds for when sidewalk and bike path infrastructure is needed.

The corridor analysis will lead to identification of a listing of specific improvements to be funded by the fee program.

Project Cost Estimates

The construction cost estimate methodology for the proposed improvements will be coordinated with the Town of Farragut. A recommended approach is to develop the construction cost estimates in a manner consistent with the methodology utilized by the Tennessee Department of Transporta-

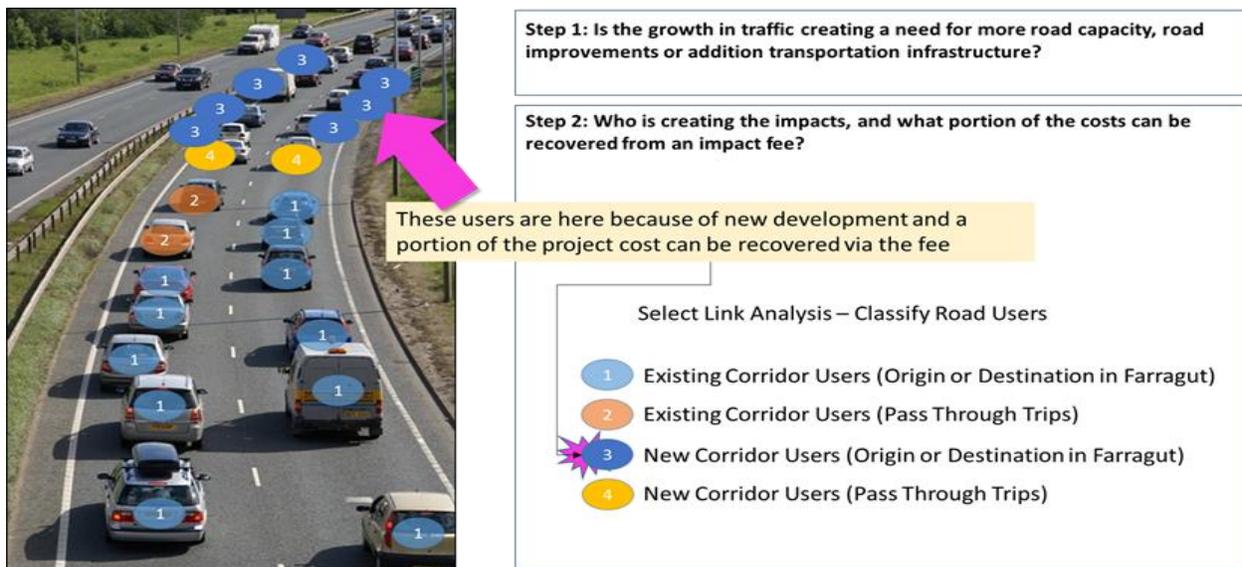
tion’s Planning Divisions. This methodology utilizes Statewide Average Unit Prices (AUP) for construction materials. The AUPs are readily available from TDOT. The quantities of construction materials will be based upon a typical roadway cross section for each corridor. Input from the town will be sought for right-of-way costs along the various corridors under study. If no other data is available for right-of-way cost estimates, tax maps can be utilized. Finally, utility costs associated with the proposed improvements will be estimated to a planning level. Again, any and all information the town can provide to improve the accuracy of the cost estimates will be utilized.

Nexus Evaluation

The KRTM will also be used in the nexus evaluation to determine and quantify improvement costs attributed to new development. The nexus analysis essentially involves computations of traffic growth and classes of users to determine the proportion/percentage of 2035 average daily traffic (ADT) demands on improvement projects-impacted facilities that could be reasonably attributed to planned new/future land development projected to occur.

The nexus evaluation will involve developing corridor boundaries and conducting “select-link”/“select zone” model runs in order to determine a proportionate distribution of new development’s share of improvement costs by geographic location of the benefiting development and the improvement projects. The select-link modeling procedure essentially tracks the trip origins/destinations of vehicle trips that traverse through “select links” (corridor improvement projects) in the model’s network. Conversely a “select zone” technique will also be used, wherein the network-wide distribution of all trips with origin/destination at a specific corridor are tracked.

The select link (and select-zone) model runs will be conducted using the year 2010 and the 2035 KRTM with the full set of fee program projects coded into the network (“unconstrained” model runs). The trip origins/destinations will be tracked at the model’s Traffic Analysis Zone (TAZ) level and then aggregated at a corridor level. The traffic assignments will be conducted separately for each of the fee program projects in order to determine volume distribution of trips from each corridor that traverse the specified select-links in the model, for each project improvement. The model run volume results extracted from 2010 and 2035 will be used to derive a final percentage distribution of new growth generated traffic through year 2035 by corridor, for each of the fee program projects.



Year 2010 and Year 2035 model scenarios will both be run with the full set of fee program improvement projects coded as part of the model network. All fee program improvements will be considered to provide increased capability for the transportation system to accommodate new growth, while also alleviating any existing deficiencies on these facilities. The recommended methodology extracts the future traffic share on project facilities that are attributable only to “new growth” and therefore the portion of costs attributable to existing traffic/deficiencies or future pass-through traffic is automatically excluded from impact fee consideration. The result of this analysis will be the computation of the cost per trip associated with new development, either Town-wide or separately for specific corridors.

Fee Calculation

The cost per trip calculated as describe above will be adjusted as necessary to account for other sources of payment to calculate the net cost per trip. Other sources of payment could include property taxes being used to retire debt on existing corridor improvements, or gasoline taxes that come back to the Town in the form of Federal or State transportation funds that would be used to partially fund the improvements. The net cost per trip will then be multiplied by the number of trips expected to be generated by a particular type of development (e.g., residential, commercial) per unit of development (e.g., dwelling unit, 1,000 square feet of commercial building) to determine the fee schedule(s).

Task 1: Project Organization/Data Collection

This task will involve data collection and project organization. The consultant will work with the Town’s project manager to schedule a meeting with key members of Town staff. The consultant will gather available information related to the project, identify major policy issues involved in developing the impact fee program (as discussed in the Project Approach section above), coordinate staff and consultant responsibilities and establish the project schedule. The Town should provide the consultant team, without charge, copies of all relevant plans, studies and documents needed to perform the scope of work.

Deliverable: Project Organization Meeting

Task 2: Staff Review Draft

This task entails the preparation of an initial draft of the fee study for staff review. It will include all of the elements mandated by Tennessee statutes and state and national case law, including compliance with the dual rational nexus test.

Deliverable: Staff Review Draft Impact Fee Study

Task 3: Public Review Draft

Following receipt of staff comments on the staff review draft, the consultant will make appropriate modifications to the study and prepare the public review draft.

Deliverables: Public Review Draft Impact Fee Study

Task 4: Meetings and Presentations

The consultant will attend meetings to brief Town staff at critical points in the preparation process. Consultant will present the study findings to stakeholders, advisory boards and the Board of Mayor and Aldermen as appropriate.

Deliverables: Attendance at Meetings/Presentations

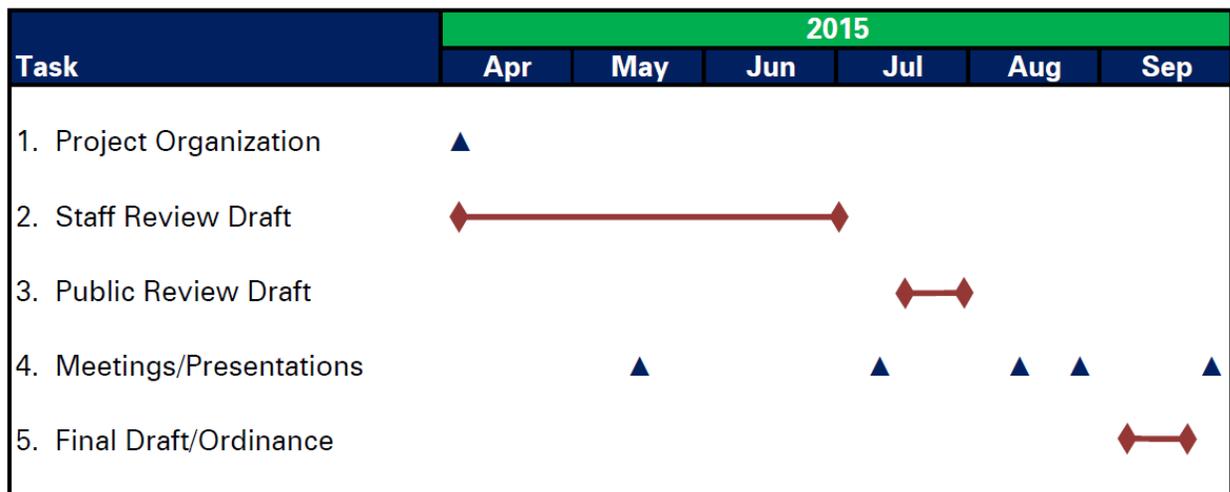
Task 5: Final Draft/Ordinance

Following receipt of comments on the public review draft, the consultant will make appropriate modifications to the fee study. Concurrently with the final draft of the study, the consultant will provide draft ordinance amendments to implement the proposed fees and comply with all of the requirements of Tennessee statutes.

*Deliverables: Final Review Draft Impact Fee Study
Draft Impact Fee Ordinance Amendments*

Time Schedule

The proposed scope of services is anticipated to take approximately 6 months from project initiation to the final presentation of the study and ordinance, as illustrated in the following flowchart. We could start the project immediately upon receipt of the notice to proceed and will assign it our highest priority. The consultant team has sufficient staff resources to perform the proposed work within the 6-month period.



5. Public Involvement

The consultant team knows how to work with government clients, contractors/subcontractors, the media and the public, including residents, business owners, and elected officials. We will assist the Town of Farragut with developing a comprehensive communication program that will inform and engage key stakeholders on all aspects of the Transportation and Infrastructure Fee Program to provide an understanding of it.

Develop Transportation and Infrastructure Fee Identity

Branding is a necessary component of any public agency’s communication endeavors, just as it is in the for-profit marketing realm. The development of an identity, or theme, for the Transportation and Infrastructure Fee Program will help capture attention and signify its importance. The Transportation and Infrastructure Fee Program may encounter some level of controversy, so, it is important for the Town to effectively and succinctly communicate why the program is needed.

Branding of the Fee Program will be a collaborative effort between the Town of Farragut and The Duncan/Corradino team. A project “message” will be developed to portray the Town’s goals for the fee program. Imagery will be utilized, as appropriate. The goal of the identity effort is to portray to the Town’s citizens the importance of the fee program and why they should support it.



Existing Evans Road in Farragut



Cross Section Improvement Option
Bike Lanes with Curb, Gutter, & Sidewalk

Conduct Stakeholder Meetings

The Duncan/Corradino Team will meet with Town of Farragut Staff and, if desired, elected/appointed officials at key junctures of the project’s development. We will support the Town with coordination of key stakeholder meetings, including the preparation of stakeholder information packets and other meeting materials. Records will be kept and distributed of all meetings. We propose to meet, at a minimum: 1) at project initiation/kickoff meeting; 2) at the completion of the traffic analysis portion of the document; and, 3) after the draft Transportation and Infrastructure Fee Program document has been submitted, but prior to public workshops and public meetings. Meeting at project initiation will allow us to start the project “on the right foot”. Meeting after the traffic analysis is completed will allow us to discuss transportation infrastructure needs and potential improvement options, along with their estimated costs. Meeting after submittal of the 1st draft of the document will allow us to obtain the Town’s comments in person, and discuss key issues prior

to proceeding to the public involvement portion of the project. Input from the development community can be sought at any point in the process desired by the Town.

Conduct Public Workshops and Meetings

We anticipate coordinating a minimum of two public workshops and two public meetings targeted to homeowners, business leaders, and the development community. The public workshops and meetings are intended to provide a forum for stakeholders to learn about the Transportation and Infrastructure Fee Program, gain an understanding of why the fee program is needed, how it benefits the Town, the process used to develop the fee, and how it impacts them. They will have an opportunity to meet with the consultant team, ask questions, and leave educated on the program.

The timing of the meetings will be coordinated with the Town's Project Manager. One option is to "piggyback" the workshops and public meetings together with the Town's regularly scheduled Board of Mayor and Aldermen or Planning Commission Meetings. This could improve turnout at the meetings and consequently improve the transparency of the proposed fee program.

As now contemplated, a period of each meeting will be devoted to a workshop, to facilitate one-on-one discussions. The public will be asked to identify and provide information about key issues and concerns, not only of the Transportation and Infrastructure Fee Program, but of transportation needs within the Town.

The latter part of the session will be devoted to a more formal public meeting. Or, if desired by the Town, the formal public meeting will be held at a different time than the workshops. At the public meeting, a PowerPoint presentation will be given, with a question and answer session following. It is anticipated information from the public workshops will be summarized and transportation needs of the Town will be discussed along with funding options. Challenges facing the Town to fund transportation infrastructure improvements will be a focus of the presentation, as this discussion will naturally segue to the need for the Fee Program. The Duncan/Corradino Team has detailed knowledge of transportation funding constraints facing communities in Tennessee. Finally, the approach used to assign the development fees will be presented at the public meeting.