



2026 Regional Fee Update

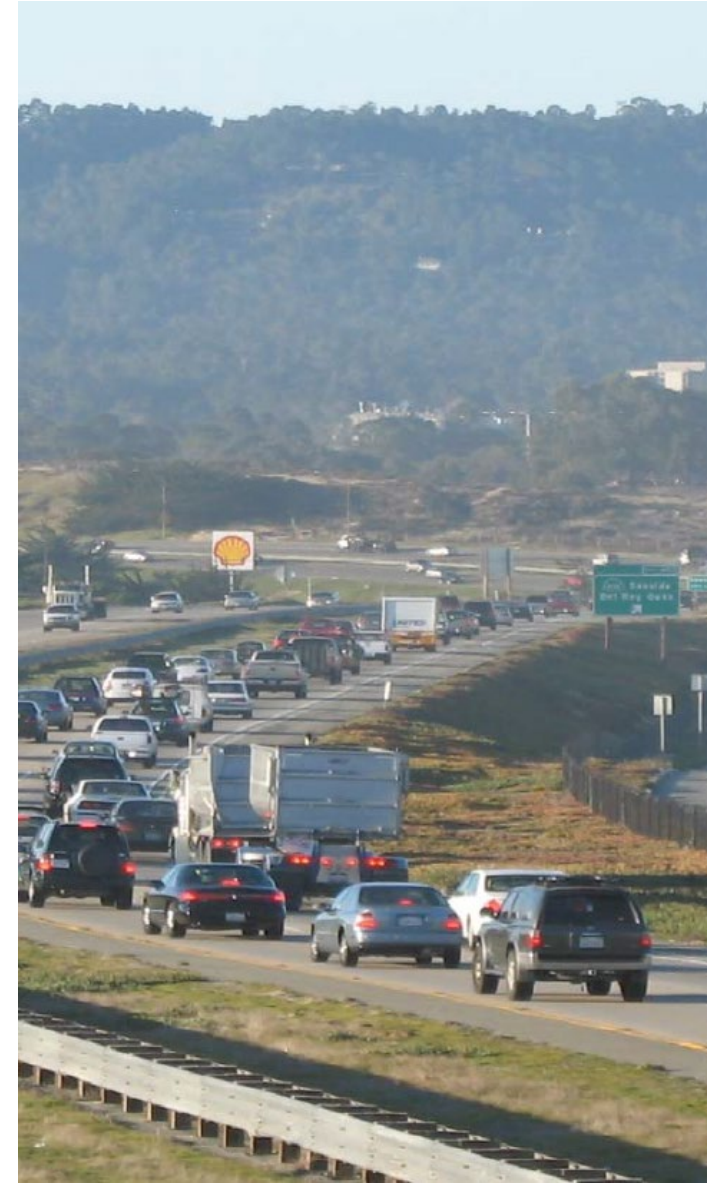


Kimley»Horn



What is an Impact Fee Program?

- Impacts from New Development
- Growth Pays for Growth
- Existing vs. New Traffic
- Roadway Improvements

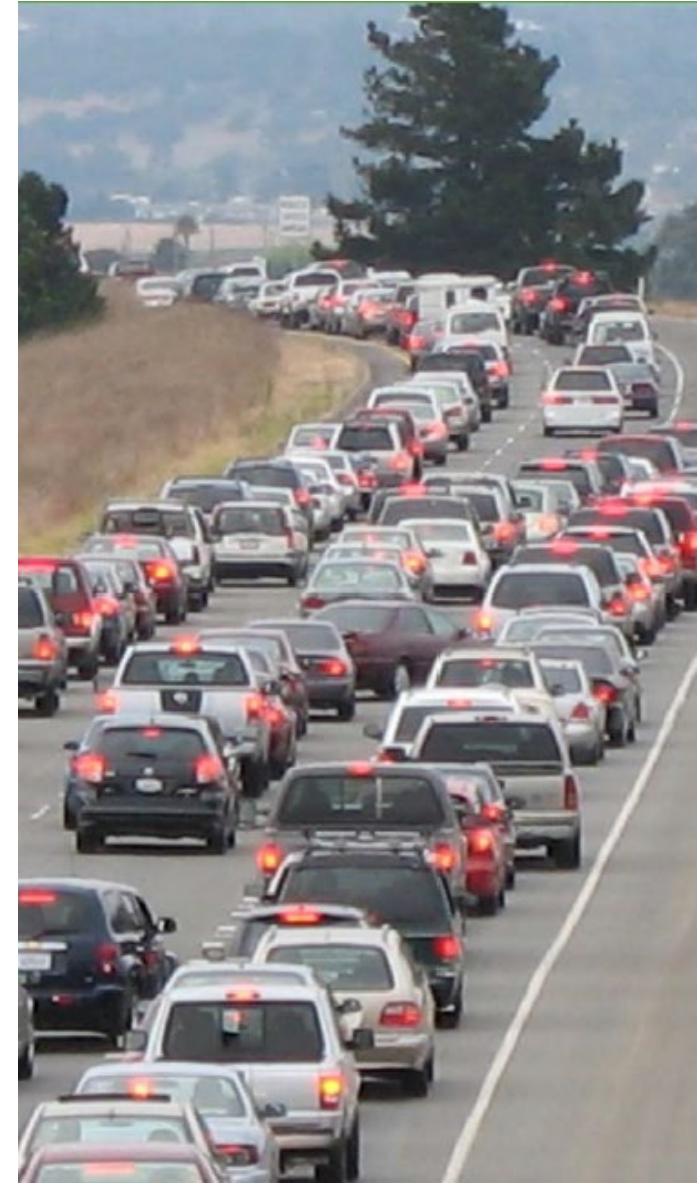


Questions Fee Program Answers

- Where does Congestion Occur Today?
- Where will Congestion Occur in the Future?
- Where are there Safety Issues Today and in the Future?
- What can be Done to Improve Congestion and Safety?

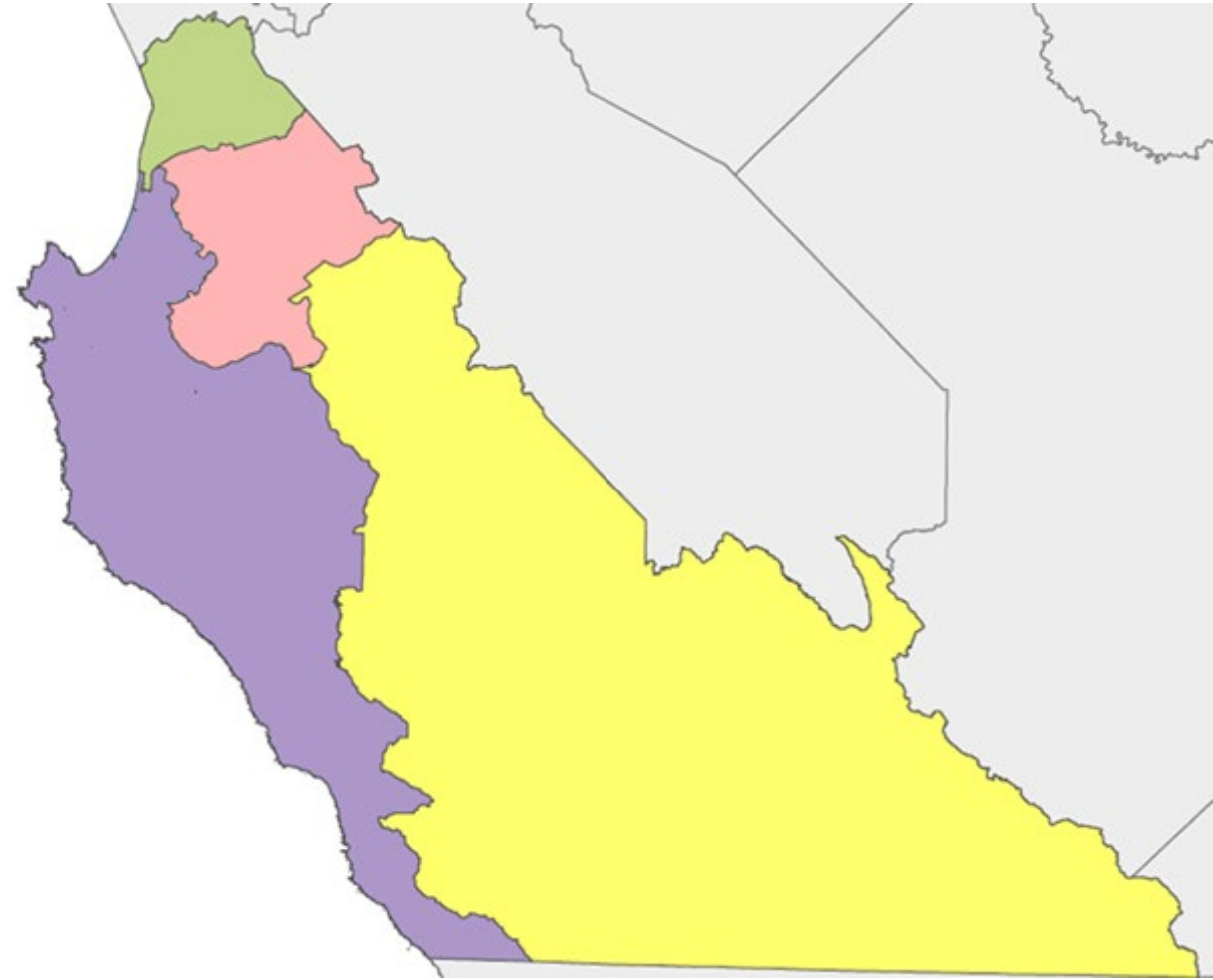
Impact Fee Program Benefits

- Streamlines Development Fee Process
 - Saves Time, Money, and Hassle
 - Predictable Costs
- All Projects Pay Fair Share
- Makes Fees Consistent for All



Regional Development Impact Fee

- Applies to Development Based on New Vehicle Trips
- Coordinates with Local Impact Fee
- Joint Powers Authority



Fee Calculation & Collection Procedure

1. Identify the Benefit Zone
2. Identify the Land Use Type
3. Calculate the Base Regional Fee
 - a) Unit * Fee Type
4. Adjust Base Fee for Available Discounts
 - a) Local Impact Fees
5. Adjust the Fee for Available Credits
 - a) Developers Dedicating Land or Construct Regional Facilities
6. Pay Regional Fee

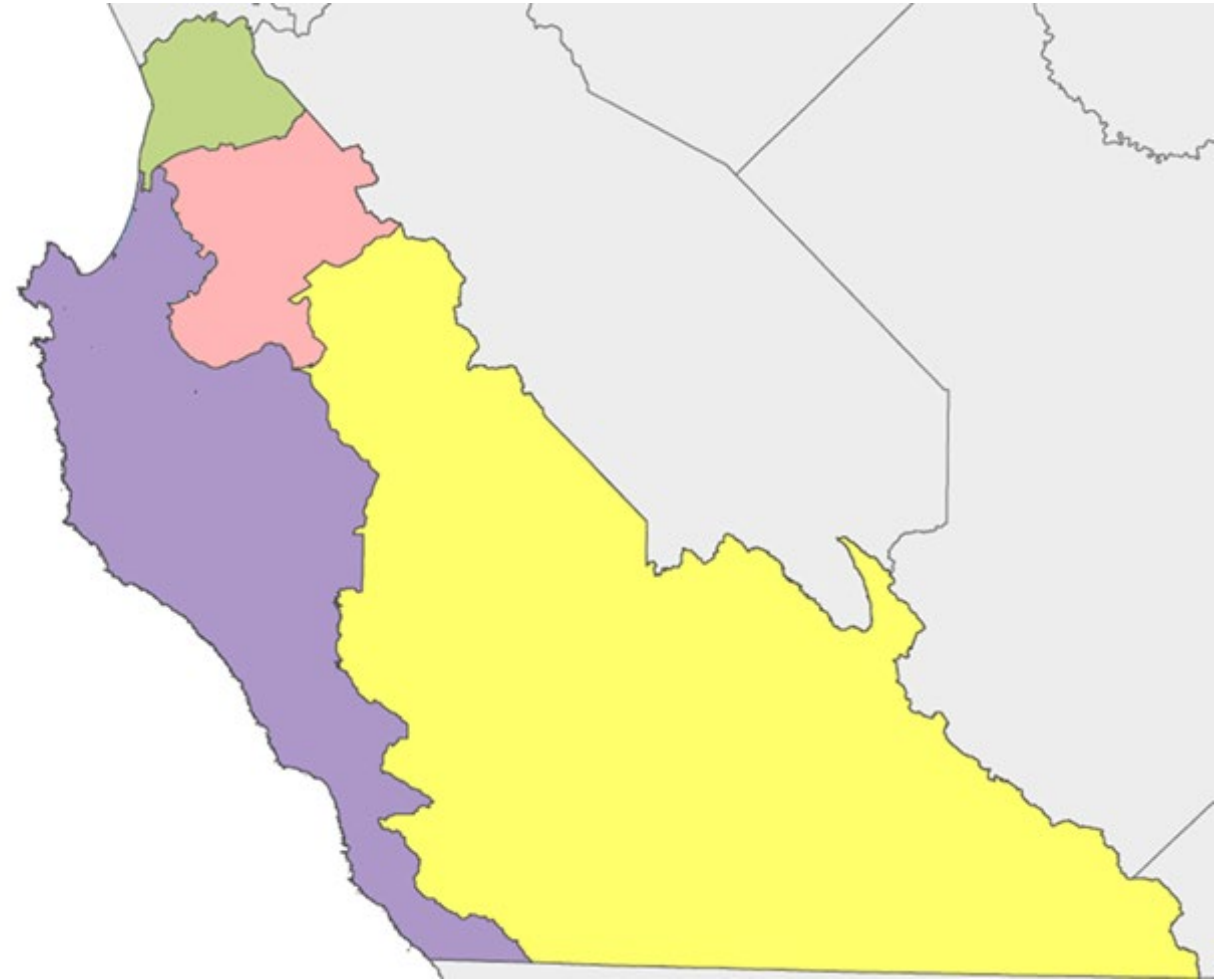


Project Discounts

- Local Fee Collection – Local Agency Collects Fees for Same Projects
 - Marina (11.62%), Salinas (45.6%), and Soledad (49.19%)
- Infill – 10% Discount Based on Project Location
- Affordable Developments Using State Funds (AB 179)
 - No Fees Charged
- ADUs – Fee Restriction or Discounted
 - No Fees Charged for ADUs $\leq$ 750 sq-ft
 - Fees Charged Proportionate to Primary Home for ADUs $>$ 750 sq-ft
- Developer Fee Credit – Developer Funded Regional Improvements Credited Against Fees Assessed

Regional Development Impact Fee

- Nexus Study
 - Analyzed Road Congestion and Safety
 - Updated Project Costs
 - Determined Regional Growth
 - Fair Share Analysis
 - Update Fees



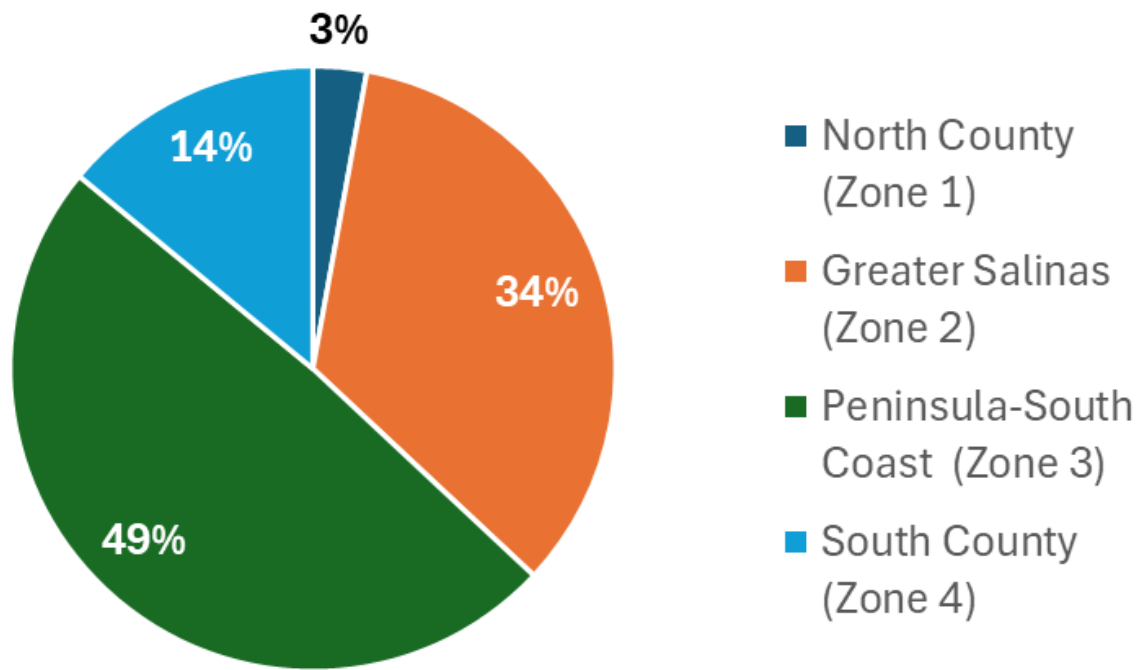
2026 Regional Fee Update

- AB 602 Compliance
- Eight-Year Update
- LOS Deficiency Analysis
- Safety Deficiency Analysis
- Review of Project List
- Calculate and Review Fees

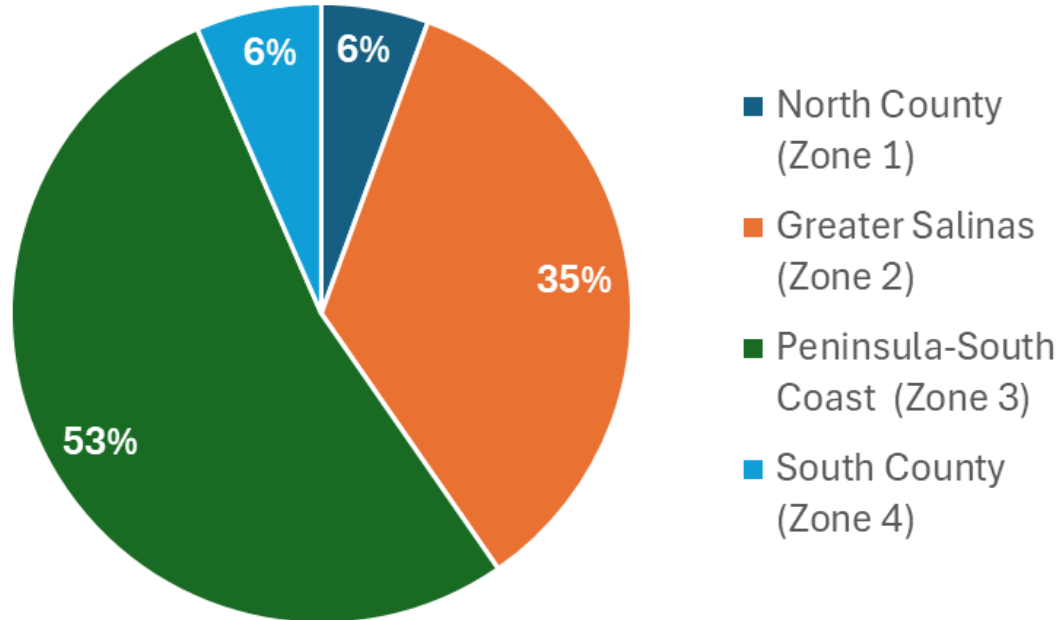


AMBAG Land Use Growth

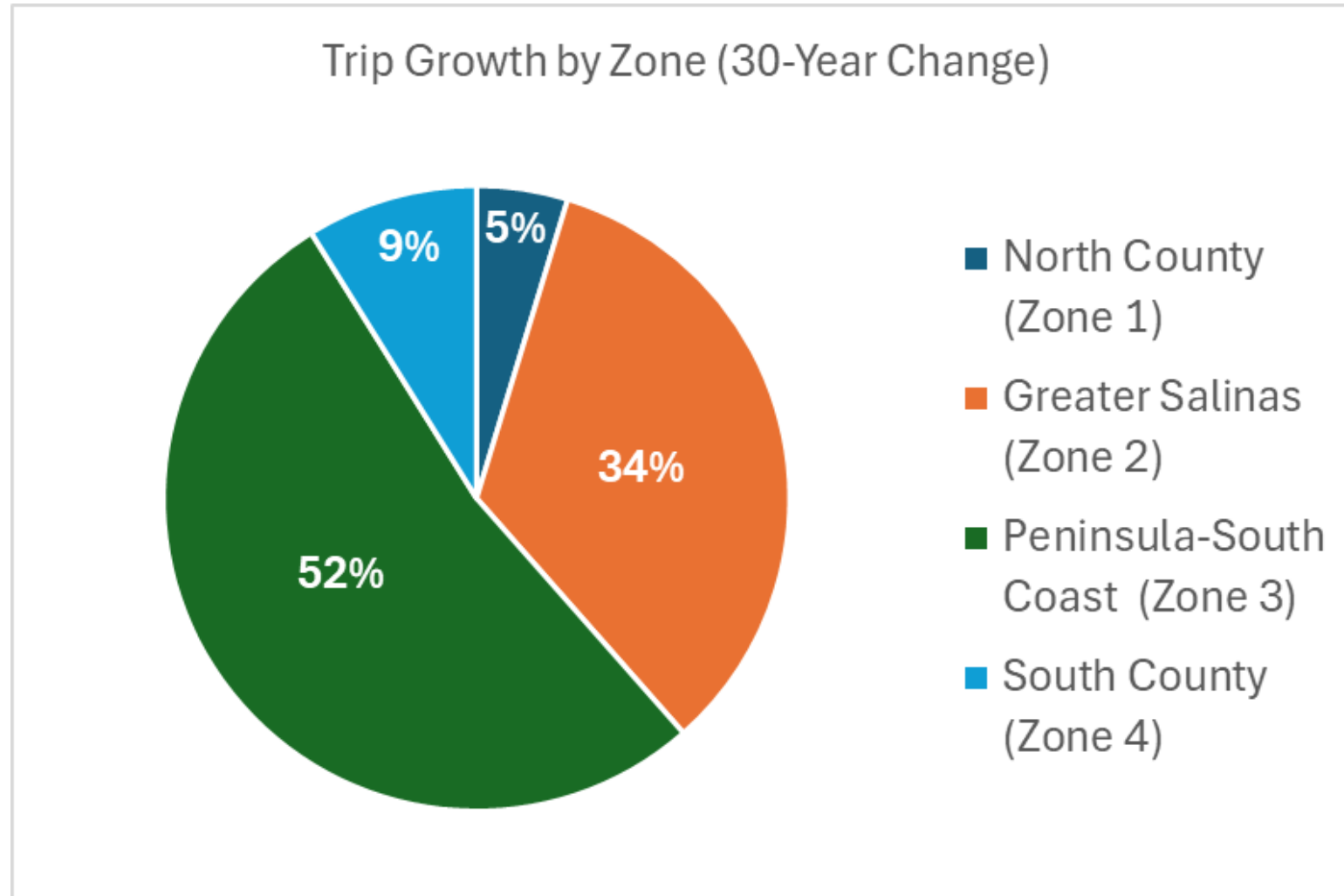
Household Growth by Zone (30-Year Change)



Employment Growth by Zone (30-Year Change)



AMBAG Trip Growth



Lower Growth Statewide

- DOF Statewide 2050 Population Projection Down ~10 mil compared to 2016
 - Lower population growth, reduced household construction, high housing costs, and slower in-migration
- Monterey County's Growth Lower in AMBAG 2026 RTP Compared to Prior Projections
- Results:
 - Reduced projected development (Fewer households/jobs)
 - Reduced travel demand (Lower trip growth)
 - Higher Fee per Trip with Higher Project Costs

AMBAG Trip Growth

	Fee per Trip by Fee Zone				Total
	North County (Zone 1)	Greater Salinas (Zone 2)	Peninsula-South Coast (Zone 3)	South County (Zone 4)	
Residential					
Households	1,280	15,228	21,872	6,263	44,642
Residential Total	1,280	15,228	21,872	6,263	44,642
Employment					
Agriculture ²	909	4,493	69	1,694	7,165
Manufacturing	111	445	573	205	1,333
Site-based Skilled Trade	487	3,684	3,455	1,156	8,781
Wholesale ^{1,3}	790	2,772	744	797	5,103
Retail ³	1,451	3,712	8,564	171	13,898
Financial and Professional Services	172	1,380	3,393	59	5,004
Education	935	3,361	5,231	578	10,105
Healthcare and Social Assistance	230	6,228	8,038	674	15,171
Other Services	960	4,160	19,353	470	24,943
Public	23	2,925	2,991	258	6,196
Self-employed ²	120	441	1,352	98	2,011
Employment Total	6,187	33,601	53,762	6,160	99,710
Trip Reductions (50% of Wholesale and Retail)	-1,120	-3,242	-4,654	-484	-9,500
Trip Growth By Fee Area	6,347	45,587	70,979	11,938	134,851
Total Trips By Fee Area (%)	4.7%	33.8%	52.6%	8.9%	100.0%
2018 Trip Growth	24,310	83,289	130,491	82,870	320,960

Comparison of Max Fee per Trip

	Fee per Trip by Fee Zone				Total
	North County (Zone 1)	Greater Salinas (Zone 2)	Peninsula-South Coast (Zone 3)	South County (Zone 4)	
<i>2026 Trip Growth</i>	<i>6,347</i>	<i>45,587</i>	<i>70,979</i>	<i>11,938</i>	<i>134,851</i>
<i>2026 Total Eligible Cost</i>	<i>\$20,720,294</i>	<i>\$156,463,387</i>	<i>\$119,788,093</i>	<i>\$35,923,804</i>	<i>\$332,895,578</i>
<i>2026 Fee per Trip</i>	<i>\$3,265</i>	<i>\$3,432</i>	<i>\$1,688</i>	<i>\$3,009</i>	<i>\$2,469</i>
<i>2018 Trip Growth</i>	<i>24,310</i>	<i>83,289</i>	<i>130,491</i>	<i>82,870</i>	<i>320,960</i>
<i>2018 Total Eligible Cost</i>	<i>\$9,777,199</i>	<i>\$28,747,544</i>	<i>\$54,163,166</i>	<i>\$16,261,652</i>	<i>\$108,949,561</i>
<i>2018 Fee per Trip</i>	<i>\$403</i>	<i>\$346</i>	<i>\$416</i>	<i>\$197</i>	<i>\$340</i>

Single Family Home Fee Comparison

Fee by Land use Type	North County (Zone 1)	Greater Salinas (Zone 2)	Peninsula- South Coast (Zone 3)	South County (Zone 4)	Countywide (1 Zone)
Single Family (2026 RDIF Update)	\$29,677	\$31,199	\$15,341	\$27,354	\$22,440
Single Family (RDIF Current Fees)	\$4,925	\$4,128	\$5,029	\$2,415	\$4,135

Residential Project Example

Project Size	50 Single-Family Units
Project Location	City of Salinas (Greater Salinas Fee Zone)
2026 Maximum Fee per Unit	\$31,199
2026 Fee without Discounts	50 Units * \$31,199 = \$1.56 mil
Local Fee Discount	45.6% or \$711,337
Infill Discount	10% or \$155,995
Developer Credit	\$0
2026 Fee Payment	\$1.56 mil – \$711,337 – \$155,995 = <u>\$692,618</u>

- Current Fee per SF Unit: \$4,128.42
- Current Fee Payment: **\$101,059**

Office Project Example

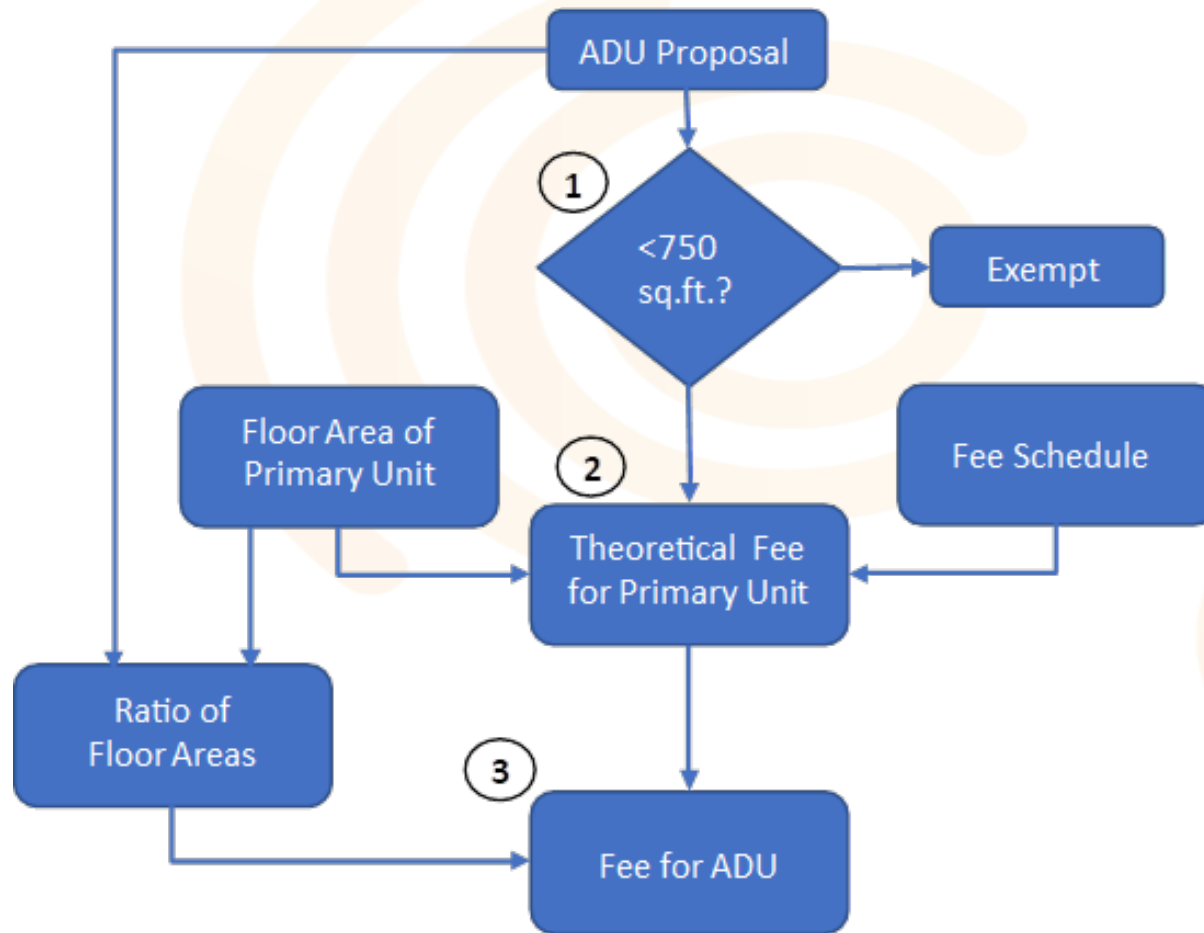
Project Size	30,000 Square-Foot General Office
Project Location	City of Gonzales (South County Fee Zone)
2026 Maximum Fee per 1 Sq-Ft	\$23.562
2026 Fee without Discounts	30,000 sq-ft * \$33.469 = \$706,860
Local Fee Discount	\$0
Infill Discount	10% or \$70,686
Developer Credit	\$10,000
2026 Fee Payment	$\$706,860 - \$70,686 - \$10,000 = \underline{\$626,174}$

- Current Fee per square-foot: \$2.67
- Current Fee Payment = \$56,667.96

Project Location Example - Peninsula vs South County

Project Size	<u>50,000 Square-Foot Industrial Building</u>	
Project Location	South County Fee Zone	Peninsula / South Coast
2026 Maximum Fee per 1 Sq-Ft	\$10.83	\$6.08
2026 Fee without Discounts	50,000 sq-ft * \$10.83 = \$541,650	50,000 sq-ft * \$6.08 = \$303,800
Local Fee Discount	\$0	\$0
Infill Discount	10% or \$54,165	\$0
Developer Credit	\$0	\$0
Fee Payment (2026)	\$1,004,070 – \$100,407 = <u>\$487,485</u>	<u>\$303,800</u>
Fee Payment (Current)	<u>\$79,146</u>	<u>\$183,136</u>

Accessory Dwelling Units and Fees

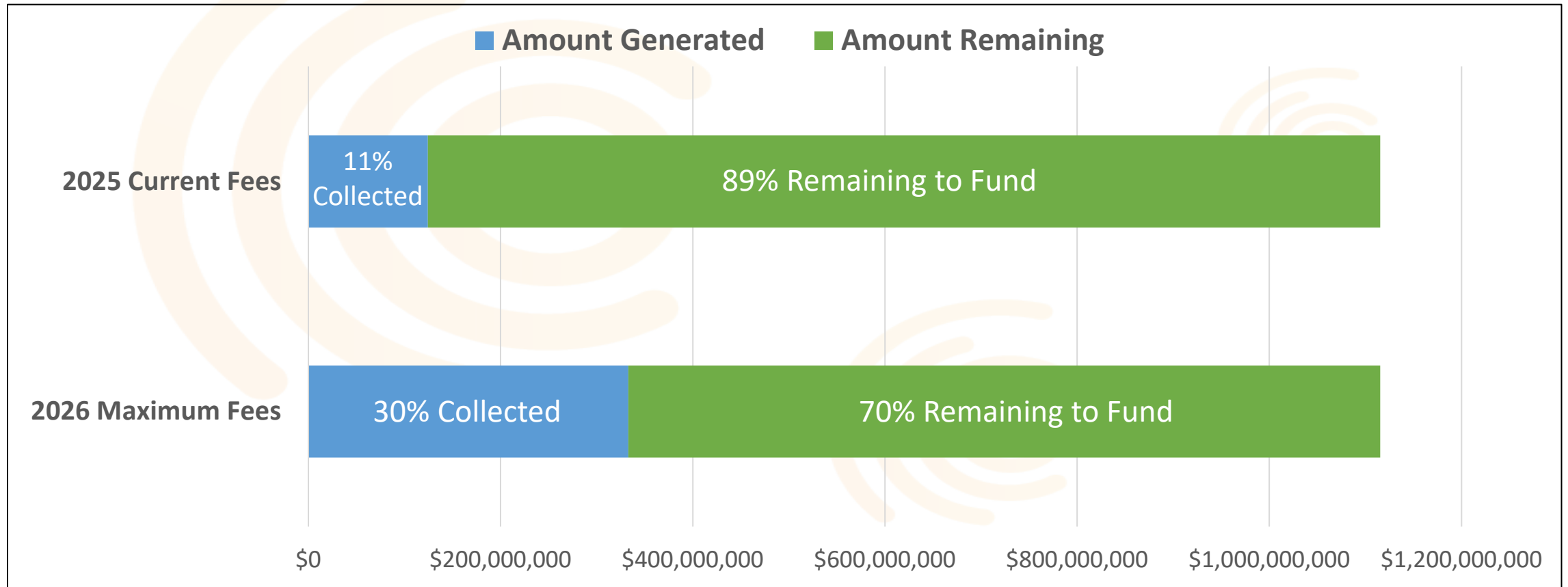


- ADUs ≤ 750 sq-ft:
No Fees Charged
 - ADUs > 750 sq-ft:
Fees Proportionate to Primary Home Size
- Example:**
850 ft ADU &
2,500 sq-ft Primary Home
Fee: $850/2,500 = \underline{34\% \text{ of Primary Home Fee}}$

Residential Square Footage Fee Calculation Example

Fee Calculation Example	Single-Family Home	Multi-Family Home
Fee per Trip: \$2,469 (Countywide Average)		
Daily Trip Generation Rate	9.09 Daily Trips/Unit	4.46 Daily Trips/Unit
Average Unit Size	2,500 Square-Feet	1,000 Square-Feet
Calculation Equation	$(\text{Fee per Trip} * \text{Daily Trips per Unit}) \div \text{Average Unit Size}$	
Fee per Square-Foot	\$8.98	\$11.26
Fee per Unit	\$22,443	\$11,259

TIF Program Contribution to Project Cost



Fee Comparison – Single Family Units

Jurisdiction	Fee per Single Family Unit
TAMC RDIF (Current)	\$4,135 (Average)
TAMC RDIF (2026 Maximum)	\$31,199
City of Marina	\$11,671
City of Salinas	\$4,272
City of Soledad	\$6,827

Note: Salinas and Soledad in Process of Updating Fees; Marina is Reduced Fee

Staff Fee Recommendation

- Project Costs Increased 35% from 2018 Study
 - 2018 RTP to 2026 RTP Project Cost Also 35% Increase
- Local Fee Programs 3% (Salinas) to 182% (Marina) Higher than RDIF Current Fees for Single-Family Homes
 - Soledad 65% Higher
- Staff Recommends Increasing Current Fees 35% - 65%

Board Action

- Provide Direction on the Structure of the Benefit Zones
 - Continue with 4 Benefit Zone Framework, or
 - Update to Single Benefit Zone Framework
- Provide Direction to Staff on How High Fees Should Be
 - If Fees Should be Lower than Maximum: Provide Direction to Staff on How Much Higher than the Existing Fees, the New Fees Should Be

Next Steps

1. Choose Eligible Cost Amount
2. Update Regional Fee Schedule & Nexus Study
3. TAMC Board Approval
4. Cities/County Approvals

Questions?



2026 Maximum Fees by Land Use Type

Fee by Land use Type	Daily Trip Rate	North County (Zone 1)	Greater Salinas (Zone 2)	Peninsula-South Coast (Zone 3)	South County (Zone 4)	Countwide Fee Average
Maximum Eligible Fee Per Trip		\$3,265	\$3,432	\$1,688	\$3,009	\$2,469
Residential Average (dwelling unit)						
Single Family	9.09	\$29,677	\$31,199	\$15,341	\$27,354	\$22,440
Apartment	4.46	\$14,561	\$15,308	\$7,527	\$13,421	\$11,010
Condo/Townhome	6.57	\$21,450	\$22,549	\$11,088	\$19,770	\$16,219
Multi-Family	6.21	\$20,275	\$21,314	\$10,480	\$18,687	\$15,330
Retail (per 1,000 sq. ft.)						
Retail ¹	36.39	\$36,312	\$38,173	\$18,770	\$33,469	\$27,456
Office/Government (per 1,000 sqft)						
Office Building	7.83	\$25,564	\$26,874	\$13,214	\$23,562	\$19,329
Industrial/Agriculture (per 1,000 sq. ft.)						
Light Industrial	3.60	\$11,753	\$12,356	\$6,076	\$10,833	\$8,887
Heavy Industrial	2.68	\$8,750	\$9,198	\$4,523	\$8,065	\$6,616
Warehouse	1.38	\$4,505	\$4,736	\$2,329	\$4,153	\$3,407
Manufacturing	4.27	\$13,941	\$14,655	\$7,206	\$12,849	\$10,541
Lodging (per room)						
Hotel	5.84	\$19,067	\$20,044	\$9,856	\$17,574	\$14,417
Motel	3.35	\$10,937	\$11,498	\$5,654	\$10,081	\$8,270

¹ Reductions Applied to account for pass-by/diverted link trips and retail trips being concentrated more on local roads than regional routes, consistent with 2018 Nexus Study

4 Benefit Zones vs Single Zone System

Fee Difference Compared to Using a Single Zone System:

Fee by Land use Type	North County (Zone 1)	Greater Salinas (Zone 2)	Peninsula-South Coast (Zone 3)	South County (Zone 4)
Maximum Eligible Fee Per Trip	\$796	\$964	-\$781	\$541
Residential Average (dwelling unit)				
Single Family	\$7,238	\$8,759	-\$7,099	\$4,914
Apartment	\$3,551	\$4,297	-\$3,483	\$2,411
Condo/Townhome	\$5,231	\$6,331	-\$5,131	\$3,552
Multi-Family	\$4,945	\$5,984	-\$4,850	\$3,357
Retail (per 1,000 sq. ft.)				
Retail	\$8,856	\$10,717	-\$8,686	\$6,012
Office/Government (per 1,000 sqft)				
Office Building	\$6,234	\$7,545	-\$6,115	\$4,233
Industrial/Agriculture (per 1,000 sq. ft.)				
Light Industrial	\$2,866	\$3,469	-\$2,811	\$1,946
Heavy Industrial	\$2,134	\$2,582	-\$2,093	\$1,449
Warehouse	\$1,099	\$1,330	-\$1,078	\$746
Manufacturing	\$3,400	\$4,114	-\$3,335	\$2,308
Lodging (per room)				
Hotel	\$4,650	\$5,627	-\$4,561	\$3,157
Motel	\$2,667	\$3,228	-\$2,616	\$1,811

Takeaways:

- Zones 1, 2, and 4 Are Lower with Single Zone System
- Peninsula-South Coast (Zone 3) is Only Zone Benefitting from 4 Zone System
- Policy Decision to Change to Single Benefit Zone System

2018 RDIF: Trip Growth by Zone

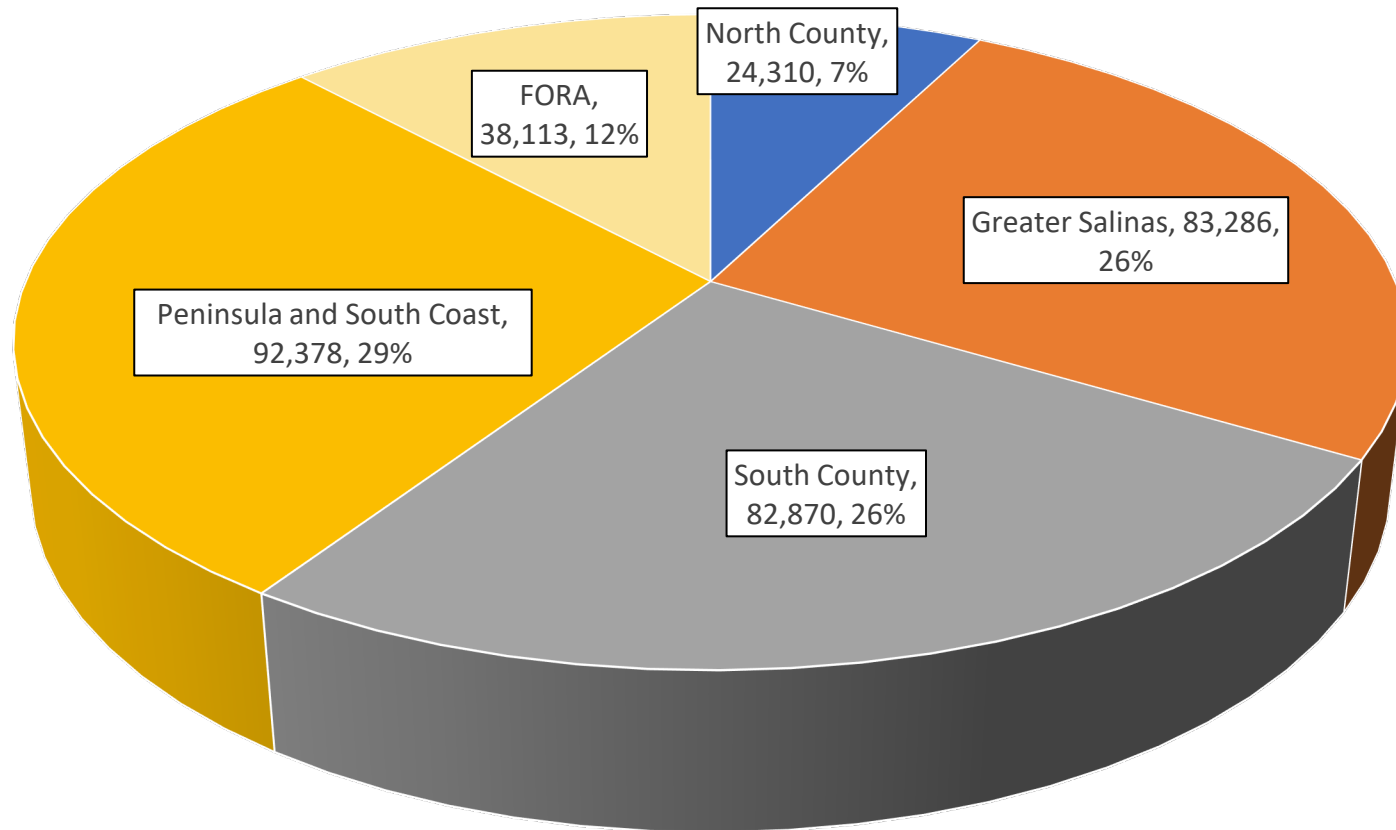
New Development (Base Year to 2035) Trip Generation by Benefit Zone

Zone #	Benefit Zone	Residential	Retail	Service	Gov't	Other	Total Trips
1	North County	17,537	100	750	5,823	100	24,310
2	Greater Salinas	32,563	16,800	20,484	10,783	2,658	83,289
3	Peninsula and South Coast	28,103	9,871	30,076	23,014	1,314	92,378
4	South County	60,607	2,146	3,390	6,428	10,301	82,870
5	Fort Ord Reuse Authority	31,444	3,755	1,268	777	869	38,113
Countywide		170,253	32,671	55,969	46,825	15,242	320,960

Fort Ord Reuse Authority (FORA) Benefit Zone Now Part of Peninsula and South Coast

2018 RDIF: Trip Growth by Zone

- Total Countywide Trip Growth: 320,960 Trips



2018 RDIF: New Development Share

#	2018 RDIF Regional Improvement Project	Base Year Raw Model Trips	Year 2035 Raw Model Trips	Growth in Project Trips	% of Project Trips from New Development	2018 Estimated Project Cost	New Development Share
1	SR-1 Corridor & Busway	92,604	104,977	12,373	11.8%	\$ 26,481,000	\$ 3,121,155
2	SR-156 Widening	33,161	42,792	9,631	22.5%	\$ 149,175,000	\$ 33,574,136
3	Marina-Salinas Corridor	42,590	56,324	13,734	24.4%	\$ 74,556,000	\$ 18,179,677
4	Davis Road North	27,576	33,826	6,250	18.5%	\$ 7,736,000	\$ 1,429,374
5	Davis Road South	4,465	10,970	6,505	59.3%	\$ 15,736,000	\$ 9,331,147
6	Del Monte Corridor Improvements	33,841	41,591	7,750	18.6%	\$ 49,616,000	\$ 9,245,366
7	US-101 South County Phase 1 (Frontage Roads - Salinas to Chualar)	52,079	69,526	17,447	25.1%	\$ 108,096,000	\$ 27,125,837
8	US-101 South County Phase 2 (Harris Road Interchange)	18,855	22,738	3,883	17.1%	\$ 59,850,000	\$ 10,220,669
9	SR-68 Commuter Improvements	60,658	64,148	3,490	5.4%	\$ 79,955,000	\$ 4,349,987
10	US 101 Widening from Airport Boulevard to Boronda Road	122,554	142,182	19,628	13.8%	\$ 57,863,000	\$ 7,987,896
11	County Route G12 San Miguel Canyon Improvements	40,326	47,340	7,014	14.8%	\$ 74,221,000	\$ 10,996,749
12	Salinas Road Improvements	22,047	26,009	3,962	15.2%	\$ 7,516,000	\$ 1,144,927
						Total	\$ 710,801,000
							\$ 136,706,920

New Development Share (Trips Starting or Ending in Monterey County) is 19.2% of Total Project Cost

2018 RDIF: Cost by Zone

#	2018 RDIF Regional Improvement Project	2018 Estimated Project Cost	New RDIF Development Percent Share ¹	New RDIF Development Cost Share ²	Benefit Zone 1 - North County		Benefit Zone 2 - Greater Salinas		Benefit Zone 3 - Peninsula and South Coast		Benefit Zone 4 - South County		Benefit Zone 5 - FORA		External	
					%	Cost	%	Cost	%	Cost	%	Cost	%	Cost	%	Cost
1	SR-1 Corridor & Busway	\$ 26,481,000	8.5%	\$ 2,238,907	0.0%	\$ -	0.0%	\$ 8,763	6.5%	\$ 1,722,142	0.0%	\$ 12,901	1.9%	\$ 495,101	3.3%	\$ 882,248
2	SR-156 Widening	\$ 149,175,000	12.7%	\$ 19,005,313	2.4%	\$ 3,508,084	0.2%	\$ 276,954	9.1%	\$ 13,551,584	0.0%	\$ -	1.1%	\$ 1,688,691	9.8%	\$ 14,568,824
3	Marina-Salinas Corridor	\$ 74,556,000	23.3%	\$ 17,377,545	0.3%	\$ 187,958	8.7%	\$ 6,495,153	5.1%	\$ 3,821,379	0.5%	\$ 399,081	8.7%	\$ 6,473,974	1.1%	\$ 802,132
4	Davis Road North	\$ 7,736,000	16.8%	\$ 1,296,946	0.4%	\$ 29,733	8.1%	\$ 622,914	3.5%	\$ 269,887	0.0%	\$ -	4.8%	\$ 374,412	1.7%	\$ 132,428
5	Davis Road South	\$ 15,736,000	54.9%	\$ 8,636,152	0.7%	\$ 107,584	23.7%	\$ 3,733,176	5.5%	\$ 861,392	0.9%	\$ 145,597	24.1%	\$ 3,788,403	4.4%	\$ 694,995
6	Del Monte Corridor Improvements	\$ 49,616,000	17.0%	\$ 8,440,668	0.1%	\$ 34,598	0.4%	\$ 190,288	14.9%	\$ 7,404,524	0.1%	\$ 30,422	1.6%	\$ 780,836	1.6%	\$ 804,697
7	US-101 South County Phase 1 (Frontage Roads - Salinas to Chualar)	\$ 108,096,000	16.6%	\$ 17,937,753	0.0%	\$ -	6.3%	\$ 6,829,956	1.8%	\$ 1,905,746	8.1%	\$ 8,800,106	0.4%	\$ 401,945	8.5%	\$ 9,188,084
8	US-101 South County Phase 2 (Harris Road Interchange)	\$ 59,850,000	12.5%	\$ 7,463,476	0.0%	\$ -	3.0%	\$ 1,775,464	3.7%	\$ 2,201,053	4.9%	\$ 2,938,654	0.9%	\$ 548,305	4.6%	\$ 2,757,191
9	SR-68 Commuter Improvements	\$ 79,955,000	3.9%	\$ 3,100,668	0.0%	\$ -	0.7%	\$ 534,146	2.2%	\$ 1,776,319	0.5%	\$ 368,603	0.5%	\$ 421,600	1.6%	\$ 1,249,319
10	US-101 Widening from Airport Boulevard to Boronda Road	\$ 57,863,000	8.2%	\$ 4,773,297	0.0%	\$ -	5.8%	\$ 3,368,419	0.1%	\$ 35,310	2.1%	\$ 1,209,254	0.3%	\$ 160,314	5.6%	\$ 3,214,599
11	County Route G12 San Miguel Canyon Improvements	\$ 74,221,000	9.4%	\$ 6,971,847	6.6%	\$ 4,890,406	0.3%	\$ 200,696	0.5%	\$ 373,954	1.9%	\$ 1,426,042	0.1%	\$ 80,749	5.4%	\$ 4,024,903
12	Salinas Road Improvements	\$ 7,516,000	8.4%	\$ 628,280	5.2%	\$ 393,147	0.0%	\$ -	0.1%	\$ 4,988	3.0%	\$ 229,066	0.0%	\$ 1,079	6.9%	\$ 516,646
Total		\$ 710,801,000		\$ 97,870,852		\$ 9,151,510		\$ 24,035,929		\$ 33,928,278		\$ 15,559,726		\$ 15,195,409		\$ 38,836,066

¹Indicates total percentage of new trips from the RDIF study area that use the corresponding Improvement Project (i.e. sum of percentages of new trips from Benefit Zones 1-5).

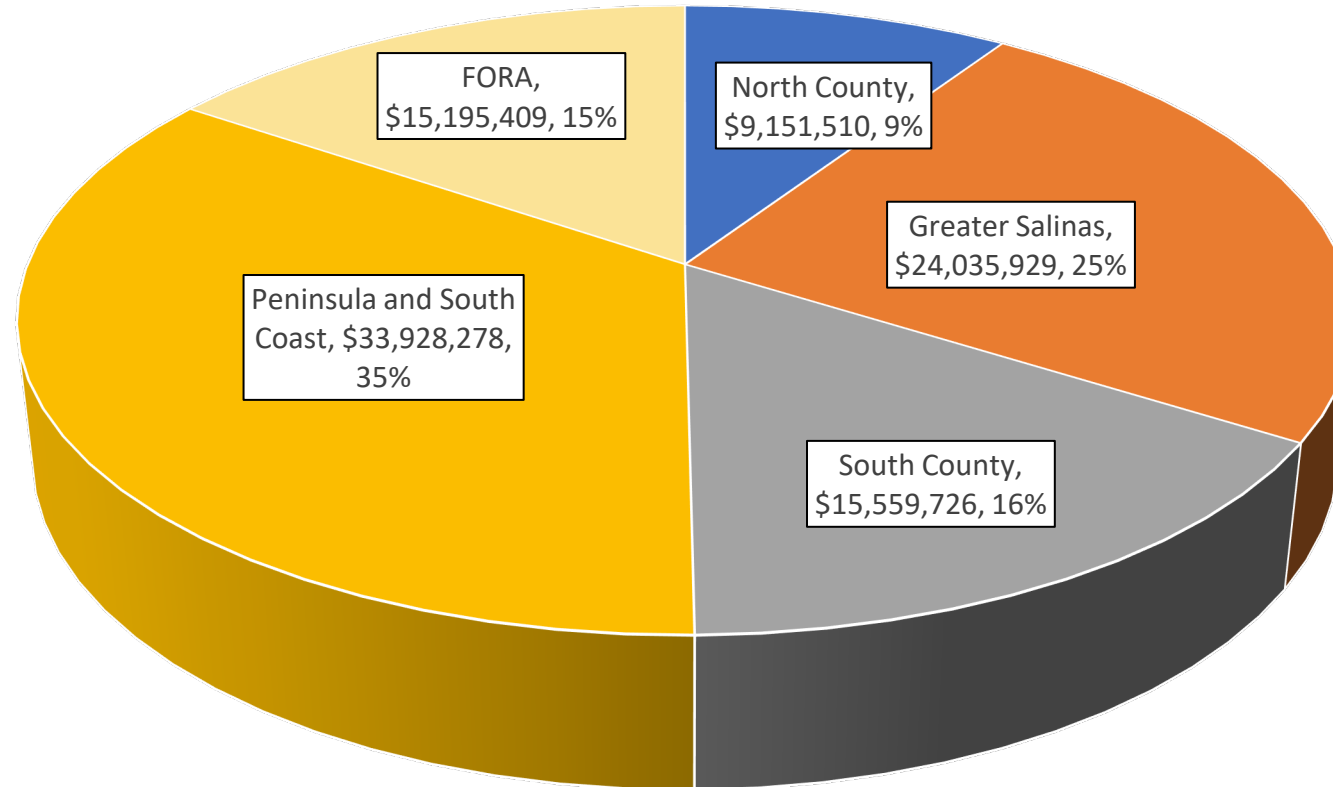
²Indicates the total RDIF cost for each Improvement Project that will need to be collected from the RDIF study area (i.e. sum of costs from Benefit Zones 1-5).

External Trips Cannot be Included in Fee Program
(\$136,706,920 - \$38,836,066 = \$97,870,852)



2018 RDIF: Cost by Zone

- Total Eligible Project Cost: \$97,870,852



2018 RDIF: Transit and Admin Costs

Zone #	Benefit Zone	Benefit Zone Contribution			
		2018 Estimated Projects Cost	Transit Component	Administrative Costs	Total Fee
1	North County	\$ 9,151,510	\$ 528,885	\$ 96,804	\$ 9,777,199
2	Greater Salinas	\$ 24,035,929	\$ 4,426,986	\$ 284,629	\$ 28,747,544
3	Peninsula and South Coast	\$ 33,928,278	\$ 4,097,352	\$ 380,256	\$ 38,405,887
4	South County	\$ 15,559,726	\$ 540,920	\$ 161,006	\$ 16,261,652
5	Fort Ord Reuse Authority	\$ 15,195,409	\$ 405,857	\$ 156,013	\$ 15,757,279
Total		\$ 97,870,852	\$ 10,000,000	\$ 1,078,709	\$ 108,949,561

2018 RDIF: Initial Fees by Benefit Zone

Zone #	Benefit Zone	Fee / Trip	Fee / DU ¹ Average Residential	Fee / KSF ² Retail	Fee / KSF ² Service	Fee / KSF ² Office - Government	Fee / KSF ² Other
1	North County	\$ 403	\$ 3,418	\$ 5,459	\$ 4,460	\$ 4,460	\$ 859
2	Greater Salinas	\$ 346	\$ 2,935	\$ 4,687	\$ 3,830	\$ 3,830	\$ 737
3	Peninsula and South Coast	\$ 416	\$ 3,528	\$ 5,635	\$ 4,604	\$ 4,604	\$ 887
4	South County	\$ 197	\$ 1,671	\$ 2,669	\$ 2,181	\$ 2,181	\$ 420
5	Fort Ord Reuse Authority	\$ 414	\$ 3,511	\$ 5,608	\$ 4,582	\$ 4,582	\$ 882
¹ DU = Dwelling Unit ² KSF = 1,000 square feet gross floor area							

2018 RDIF: Fee by Land Use and Benefit Zone

Land Use Type (Unit)	Benefit Zone 1: North County	Benefit Zone 2: Greater Salinas	Benefit Zone 3: Peninsula and South Coast	Benefit Zone 4: South County	Benefit Zone 5: FORA
Residential Average (dwelling unit)	\$ 3,418	\$ 2,935	\$ 3,528	\$ 1,671	\$ 3,511
Single Family	\$ 3,857	\$ 3,312	\$ 3,982	\$ 1,886	\$ 3,962
Apartment	\$ 2,709	\$ 2,326	\$ 2,796	\$ 1,324	\$ 2,783
Condo/Townhome	\$ 2,362	\$ 2,028	\$ 2,438	\$ 1,155	\$ 2,427
Multi-Family	\$ 1,496	\$ 1,284	\$ 1,544	\$ 731	\$ 1,536
Retail (per 1,000 sq. ft.)	\$ 5,459	\$ 4,687	\$ 5,635	\$ 2,669	\$ 5,608
Office/Government (per 1,000 sq. ft.)	\$ 4,460	\$ 3,830	\$ 4,604	\$ 2,181	\$ 4,582
Industrial/Agriculture (per 1,000 sq. ft.)	\$ 1,540	\$ 1,322	\$ 1,590	\$ 753	\$ 1,582
Light Industrial	\$ 2,809	\$ 2,412	\$ 2,900	\$ 1,374	\$ 2,886
Heavy Industrial	\$ 605	\$ 519	\$ 624	\$ 296	\$ 621
Warehouse	\$ 1,999	\$ 1,717	\$ 2,064	\$ 978	\$ 2,054
Manufacturing	\$ 1,540	\$ 1,322	\$ 1,590	\$ 753	\$ 1,582
Lodging (per room)					
Hotel	\$ 3,293	\$ 2,827	\$ 3,399	\$ 1,610	\$ 3,383
Motel	\$ 2,269	\$ 1,948	\$ 2,343	\$ 1,110	\$ 2,331
Fee per trip	\$ 403	\$ 346	\$ 416	\$ 197	\$ 414