Development Impact Fee Study

CITY OF SOUTH SAN FRANCISCO, CALIFORNIA

FINAL REPORT

matrix consulting group

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1. Introduction and Executive Summary

The report, which follows, presents the results of the Development Impact Fee Study conducted and compiled by the Matrix Consulting Group for the City of South San Francisco.

1 PROJECT BACKGROUND AND SCOPE OF WORK

The Matrix Consulting Group was retained by the City of South San Francisco to evaluate four development impact fees – Childcare, Library, Police, and Fire Impact Fees. Additionally, the City contracted with DKS to calculate a Citywide Transportation Impact Fee. Childcare impact fees have not been reevaluated since 2001, and were last increased in 2007. Police and Fire impact fees have not been evaluated since 2012, and the City has not increased the impact fee since initial adoption. The proposed Citywide Transportation Impact Fee incorporates two existing impact fees – East of 101 Traffic and Bike / Pedestrian. The East of 101 Traffic Impact Fee has not been evaluated since its adoption in 2007, but has been annually increased. The Bike / Pedestrian Impact Fee was implemented in 2017, but has not been increased annually. The Library Impact Fee is being newly proposed, and has not been previously studied.

The scope of services of this study is to review and validate the growth and development assumptions for the City of South San Francisco, as well as determine the proportionate share of the impact that should be borne by future development. Impact fees within the state of California are governed by the Mitigation Fee Act (AB1600) (Gov. Code §66000 et seq.), which requires demonstrating the reasonable relationship that exists between the development activity and the proposed benefit. The results of this study allow the City to ensure that there is still a nexus between future development and its proportionate impact on City infrastructure as well as update the fee amounts to be more reflective of that impact.

2 GENERAL PROJECT APPROACH AND METHODOLOGY

There are two typical methodologies utilized to calculate impact fees – service level standards and specific facility projections. For the purposes of this analysis the project team has utilized the more commonly accepted and recognized service level standards approach.

The service level standard approach is based on the creation and recognition of existing service level standards provided by the jurisdiction to the users of its services (residents, employees, students, etc.). As there is new development and growth in the community, there is the potential for the service level standard to decline if appropriate measures are

not taken to retain that service level standard. Therefore, the service level standard calculates the impact of each individual on the city's infrastructure and applies it to future individuals and growth. If there is an increase in the service population, there would be a corresponding impact on infrastructure, and thereby a nexus for collection of impact fees. However, if there is no increased population or use of those services, impact fees would not be justifiable or applicable.

For the purposes of calculating impact fees associated with Childcare, Library, Police, Fire, and Transportation, the project team reviewed a variety of data elements from the state, regional organizations, county, and city staff. The following points highlight the data reviewed through the course of this analysis:

- **Ordinances:** The project team reviewed the City's ordinances to ensure that there was the legal authority to assess and increase current impact fees.

- **General Plan, Facilities Assessment, Department Master Plans, and CIP Plans:** Data was reviewed from a variety of city specific documents regarding the potential growth in the community, the goals for the city and the departments, as well as future capital projects.

- **Growth and Projection Data:** Population, household, dwelling units, and employment information for current and future years was obtained from the U.S. Census Bureau, the Association of Bay Area Governments (ABAG), the Employment Development Department (EDD), and internal City General Plan projection documents.

- **Service Level Standards:** Information such as child care spaces, library collection items, fire and police facilities sq. ft. per capita were collected, reviewed, and applied for calculation regarding future impacts.

- **Revenues and Expenses:** Revenue collected for impact fees was reviewed to ensure compliance with reporting practices as well as to calculate an administrative overhead percentage. Expense information was reviewed for cost estimates for infrastructure as well as overhead allocation to the impact fees.

The above elements were utilized to develop and calculate the updated impact fees related to Childcare, Library, Fire, Police, and Transportation that have been presented in this study.

3 SUMMARY OF RESULTS

Based upon the results of this analysis, the project team has calculated updated or new impact fees for all six service areas – Childcare, Library, Fire, Police, and Transportation.

As outlined in the Mitigation Fee Act, proportional costs associated with future infrastructure impacts, along with administrative overhead, were used to calculate the full cost of the impact fees presented. The following subsections show the results of the updated impact fees calculated for the City for each of these areas.

1 Childcare Impact Fee

The Childcare Impact Fee for the City of South San Francisco was developed and implemented in 2001 to help mitigate the impact of new development upon the need for future childcare space needs. The City last increased these fees in 2007. Through the course of this analysis, the impact fees were evaluated based upon the current projected impacts between 2020 and 2040. The following table compares the city's current fees to the full cost fee calculated through this study, the resulting surplus / (deficit), and the cost recovery:

Table 1: Childcare Impact Fees – Current vs. Full Cost

Category	Current Fee	Full Cost Fee	Surplus / (Deficit) Per Unit	Cost Recovery %
Residential (per dwelling unit)				
Low Density	$1,979	$5,748	($3,769)	34%
Medium Density	$1,858	$5,034	($3,176)	37%
High Density	$1,851	$4,285	($2,434)	43%
Other Residential	$1.28	$3.19	($1.91)	40%
Commercial / Non-Residential (per square foot)				
Commercial / Retail	$0.68	$0.82	($0.14)	83%
Hotel / Visitor	$0.18	$0.32	($0.14)	57%
Office / R&D	$0.57	$1.49	($0.92)	38%
Industrial	$0.54	$0.50	$0.04	107%

The City's cost recovery for Childcare impact fees ranges from a low of 34% for Low Density residential properties to a high of 107% for industrial properties. The full cost fee calculated through this study represents the maximum fee that the City can charge and is inclusive of the administrative fee allowable under the Mitigation Fee Act.

2 Library Impact Fee

There is currently no impact fee charged for the expansion, rehabilitation, or replacement of library facilities or materials. Through this study, the project team worked with Library staff to calculate the projected impacts of increased residents and employees within the City over the next 20 years. Similar to other impact fees in the City, the cost per dwelling unit was developed based upon residential density, and the cost per square foot was developed based upon commercial square footage. The following table shows the full cost impact fees calculated for the Library.

Table 2: Library Impact Fees – Full Cost

Category	Full Cost Impact Fee
Residential (per dwelling unit)	
Low Density	$1,647
Medium Density	$1,441
High Density	$1,227
Commercial / Non-Residential (per sq. ft.)	
Commercial / Retail	$0.07
Hotel / Visitor	$0.03
Office / R&D	$0.12
Industrial	$0.04

The full cost calculated for the library varies from $1,227 for highly dense multi-family complexes to $1,647 for low density single-family homes, and from $0.03 per square foot for hotels to a high of $0.12 per square foot for office / research and development projects.

3 Police Impact Fee

The Police Impact Fees currently charged by the City have been in place since 2012, and have not been updated based upon a CPI or any other construction cost factor. Currently, the City charges a singular Public Safety Fee, with 40% of the fee attributed to Police and 60% of the fee attributed to Fire. The fees were originally calculated as separate fees and then bundled together after calculation into a singular fee. For purposes of this analysis the fee has also been calculated separately. The following table compares the City's current fees (proportionate to Police) to the full cost calculated through this study:

Table 3: Police Impact Fees – Current vs. Full Cost

Category	Current Fee	Full Cost Fee	Surplus / (Deficit) Per Unit	Cost Recovery %
Residential (per dwelling unit)				
Low Density	$514	$750	($236)	69%
Medium Density	$324	$656	($332)	49%
High Density	$225	$559	($333)	40%
Commercial / Non-Residential (per square foot)				
Commercial / Retail	$0.18	$0.28	($0.11)	62%
Hotel / Visitor	$0.17	$0.11	$0.06	155%
Office / R&D	$0.18	$0.51	($0.34)	34%
Industrial	$0.07	$0.17	($0.10)	41%

The full cost fee for Police is significantly higher for most categories compared to the current proportion of fee retained by the Police Department. The cost recovery ranges from a low of 34% for Office / R&D properties to a high of 155% for Hotel / Visitor properties. The full cost represents the maximum amount the City can charge to recover for appropriate impacts.

4 Fire Impact Fee

The Fire Impact Fee was implemented at the same time as the Police Impact Fee in 2012. Currently, the Police and Fire Impact Fees are charged together as a singular fee on the fee schedule and then split apart in the City's accounting system, with 60% of the fee attributed to Fire and 40% of the fee attributed to Police. Similar to the prior nexus analysis the Fire and Police Impact Fees were calculated separately. The following table compares the City's current fees (proportionate to Fire) to the full cost calculated through this study.

Table 4: Fire Impact Fees – Current vs. Full Cost

Category	Current Fee	Full Cost Fee	Surplus / (Deficit) Per Unit	Cost Recovery %
Residential (per dwelling unit)				
Low Density	$771	$1,008	($237)	76%
Medium Density	$486	$883	($397)	55%
High Density	$338	$751	($413)	45%
Commercial / Non-Residential (per square foot)				
Commercial / Retail	$0.26	$0.38	($0.12)	68%
Hotel / Visitor	$0.25	$0.15	$0.10	167%
Office / R&D	$0.26	$0.69	($0.43)	38%
Industrial	$0.11	$0.23	($0.12)	48%

The current cost recovery level for Fire Impact fees ranges from a low of 38% for Office / R&D properties to a high of 167% for Hotel / Visitor properties. The full cost represents the maximum amount the City can charge to recover for appropriate fire-related impacts.

5 Public Safety Impact Fee

As the Police and Fire Impact Fee sections discussed, the City currently charges a singular fee encompassing Police and Fire, which was calculated at 40% for Police and 60% for Fire. Through this study, the Police and Fire impact fees were calculated separately, with the option for the City to combine the fees together on its fee schedule; similar to its current practice. The following table compares the City's current fees to the full cost calculated through this study for Police and Fire.

Table 5: Public Safety Impact Fees – Current vs. Full Cost

Category	Current Fee	Full Cost Fee	Surplus / (Deficit) Per Unit	Cost Recovery %
Residential (per dwelling unit)				
Low Density	$1,285	$1,758	($473)	73%
Medium Density	$810	$1,539	($729)	53%
High Density	$563	$1,310	($747)	43%

Category	Current Fee	Full Cost Fee	Surplus / (Deficit) Per Unit	Cost Recovery %
Commercial / Non-Residential (per square foot)				
Commercial / Retail	$0.44	$0.66	($0.22)	67%
Hotel / Visitor	$0.42	$0.26	$0.16	162%
Office / R&D	$0.44	$1.20	($0.76)	37%
Industrial	$0.18	$0.40	($0.22)	45%

The average cost recovery for the City as it relates to the Public Safety Impact fees is approximately 68%. Should the City continue its practice of charging a singular (Public Safety) fee, it would need to update the percentage split between Police and Fire from 40% Police and 60% Fire to 43% Police and 57% Fire.

6 Citywide Transportation Impact Fee

The City currently charges two different transportation impact fees – East of 101 Traffic Impact Fee and a Bike / Pedestrian Impact Fee. Through the course of this analysis, it was determined that a singular citywide Transportation Impact Fee should be developed. The actual impact fee calculations were performed by DKS Associates and included in this report with all other impact fees evaluated for the City. The following table compares the city's current fee (East of 101 and Bike / Pedestrian Fee) to the full cost fee calculated by DKS, the surplus / (deficit) per unit, and the cost recovery percentage:

Table 6: Citywide Transportation Impact Fees – Current vs. Full Cost

Category	Current Fee	Full Cost Fee	Surplus / (Deficit) Per Unit	Cost Recovery %
Residential (per dwelling unit)				
Single-Family	$243	$27,377	($27,134)	1%
Multi-Family	$170	$15,776	($15,606)	1%
Commercial / Non-Residential (per square foot)				
Commercial / Retail	$25.42	$32.93	($7.51)	77%
Hotel / Visitor – per room	$1,407[1]	$23,318	($21,911)	6%
Office / R&D	$6.14	$31.47	($25.33)	20%
Industrial	$0.12	$16.39	($16.27)	1%

By developing a citywide Transportation Impact Fee, the city will be spreading the cost of citywide transportation needs over the entire city limits. This will ensure that transportation impacts felt throughout the city are accounted for, rather than only accounting for impacts sustained in the East of 101 geographic area.

[1] A $0.24 per square foot fee for the Bike / Pedestrian Impact Fee is also charged.

7 Summary

This report details the calculations for each of the impact fees, as well as validates the nexus that exists between the full cost identified and the proportionate impact of new development.

4 IMPLEMENTATION

The impact fees calculated through this study are representative of the full cost associated with the proportionate share and impact of new development within the City. City staff, management, and Council can utilize the information in this report to determine if new development should bear the full cost of their proportionate impact, or if this share should be reduced for development incentivization or other policy considerations and factors. The following subsections discuss the key aspects for impact fee implementation and updates, which includes: collection of fees, annual reporting requirements, refunds / credits / appeals, and annual updates.

1 Collection of Impact Fees

Section 66007 of the California Government Code outlines when impact fees should be paid for residential, multi-family, and commercial occupancies. Impact fees for Residential projects should be assessed and paid upon the date of final inspection or issuance of certificate of occupancy. For Multi-family and Commercial projects, fees can be paid in phases, at the completion of each phases final inspections.

Alternatively, the City has the option to collect impact fees prior to final inspection. This is only applicable if the City already has funds earmarked for specific projects that are in the vicinity of or are directly impacted by the proposed development. Typically, these fees should be collected at the building phase, and based upon the actual build out (dwelling units and square footage).

2 Annual Impact Fee Reporting Requirements

Section 66006 of the California Government Code dictates that once per year, within 6 months of the close of the fiscal year, the City must make available to the public detailed information regarding impact fees. This detailed information, should at a minimum include:

- Impact Fee name / type
- Beginning and Ending balance of the account or fund.
- Amount of fees collected in the fiscal year being reported on and the total interest earned.
- Identification of project(s) on which the funds are being earmarked for.

- Identification of the approximate date on which the projects would commence.
- Identification of any interfund loans or transfers related to capital projects, and the amount of the transfer.
- Amount of any refunds or allocations made on behalf of the impact fee funds.

The above reports must be submitted and reviewed by City Council, within 15 days of being posted publicly.

3 Refunds / Credits / Appeals / Waivers

Section 66001 requires that every five years, the City must make findings regarding the utilization of the impact fee revenue and / or proposed utilization of it within five years of collection. If such findings are not made within five years of impact fee collection, the City must refund the monies to the developer.

As part of the adoption of the impact fee resolution, the City may choose to also identify circumstances or instances in which a developer could obtain credits, exemptions, or appeal fees. Fee credits are typically obtained in the case of redevelopment, for example, if a developer was to redevelop an existing 10 multi-unit complex into a 15 multi-unit complex, the developer retains credit for the 10 existing units and only pays impact fees on the 5 new units being added. This credit is only provided if the existing facility had already paid into impact fees. If the existing development had not paid any impact fees, there would be no credit applicable.

Impact fee resolution may also include a discussion regarding fee exemptions. If a development project is determined to have no documented impact on the facilities for which the impact fees are being imposed (through a CEQA or other type of review document), then the project may be exempt from impact fees. The exemptions must not be granted by right and should be reviewed by City staff and Council to ensure that they are warranted and appropriate.

Any reductions in impact fees, or waivers or appeals regarding impact fees, would have to be determined by city staff and council and would be granted depending upon the nature and proportion of the impact of the future / proposed development on future infrastructure needs. Depending upon the nature of the project and its documented impacts, there might be a more in-depth process necessary to ensure that all impact fees collected are fair, proportionate, and in compliance with AB1600 and the Mitigation Fee Act.

4 Annual Increases

The City's current ordinances governing the impact fees provide the City with the ability to increase impact fees annually based upon either a Consumer Price Index (CPI) or Construction Cost Index (CCI). Typically, it is recommended that impact fees be updated

based upon the CCI, as those are more reflective of actual infrastructure costs. Therefore, it is recommended that the City should consider updating all existing ordinances and resolutions for current and future impact fees to be annually increased in-line with CCI increases. This ensures that increases in construction costs are included in the impact fees and proportionate share is passed onto new development.

The annual increase is not meant to be an infinite increase in fees. Per the Mitigation Fee Act, the nexus for the impact fees should be reevaluated every five years to ensure that there is still an appropriate correlation between the current fee being charged and proposed development within the City.

2. Legal Framework

Impact Fees are a mechanism for new development to pay for their proportionate share of impact upon City owned facilities and infrastructure. The following subsections discuss the State's requirements for impact fees and the City's legal authority for assessing these fees.

1 STATE LEGAL AUTHORITY

Development Impact Fees are governed by Government Code Section 66000 et seq., known as the Mitigation Fee Act, which specifies that there needs to be a nexus between the collection of fees and the new residential and non-residential development within a City's service area. It also states that this revenue can only be used to expand current or purchase new facilities, infrastructure, and equipment. It does not allow for revenue to be used for staffing, maintenance, or other operational costs.

The Mitigation Fee Act, or AB1600, requires that there be certain findings that have to be met in order for there to be a reasonable relationship or nexus between the new development and the need for new facilities or infrastructure. The following points highlight each of the key finding requirements:

- **Purpose of Fee:** The specific types of facilities, infrastructure, equipment, and projects for which the impact fee will be utilized. It is important to note it cannot be utilized for operational purposes.

- **Use of Fee Revenue:** The revenue collected from the impact fees can only be used to fund specific facility expansions, infrastructure improvements, or to purchase new equipment.

- **Benefit Relationship:** The benefit relationship requires that the use of the impact fee revenue and the type of development project upon which it is imposed is reasonable.

- **Impact Relationship:** In order to establish an impact relationship there needs to be a clear and reasonable relationship between the need for the public facility or infrastructure and the type of development project upon which the fee is imposed.

- **Proportionality:** The proportionality requirement states that the impact fee established must be directly related to the proportionate impact of the type of development project.

For each of the five impact fees evaluated through this study, the individual chapter will discuss how the fee is able to meet the nexus criteria identified.

2 CITY LEGAL AUTHORITY FOR IMPACT FEES

The City of South San Francisco has the legal authority to charge for the five impact fees identified as these fees are referenced in the municipal code or were adopted via resolution. The following table summarizes for each impact fee evaluated the relevant municipal code and key factors:

Table 7: City Municipal Code Information on Impact Fees

Impact Fee	Municipal Code Chapter	Notes / Key Factors
Childcare Impact Fee	Section 20.310	Fee amount determined by council resolution. Provisions for automatic annual adjustment based upon Engineering Cost Index (ECI)
Library Impact Fee	New	This is a new impact fee and at a minimum a resolution would be needed to establish authority to impose the fee.
Police Impact Fee	None / Resolution 97-2012	Provisions for annual increases based upon CPI-W.
Fire Impact Fees	Chapter 15.38	
Citywide Transportation Impact Fee	New[2]	This is a new impact fee that is being proposed to combine East of 101 Traffic Impact Fee and Bike / Pedestrian Impact Fee.

As outlined in the table above, only the Childcare and current Bike / Pedestrian Impact Fees are codified in the municipal code, while the Public Safety and East of 101 Impact Fees were authorized through a resolution. In order for the City to adopt and implement the Library and Citywide Transportation Impact Fees, the following would need to be considered:

- **Library Impact Fee:** A resolution would need to accompany the impact fee to ensure appropriate authority has been established to charge and impose this fee.

- **Citywide Transportation Impact Fee:** The current Bike / Pedestrian ordinance in the Municipal Code would need to be repealed / removed, and a new resolution would need to be adopted to ensure appropriate authority is established to charge and impose this new fee. Furthermore, the resolution would need to clearly state that it supersedes the East of 101 resolution.

[2] The current impact fees charged by the City for Transportation include East of 101 authorized by Resolution No. 84-2007 and Bike / Pedestrian Impact Fee authorized based upon Section 8.68 of the Municipal Code.

Along with ensuring that the City has codified its authority to charge these impact fees, it should also consider implementing a consistent annual increase factor. Currently, the Childcare Impact Fee allows for annual increases based upon ECI, whereas the Public Safety Impact Fee allows for increases based upon CPI-W. Adopting a singular increase factor will ensure that fees are appropriately and consistently increased annually.

3. Projected Growth and Development

The primary criteria for determining the projected impact of new development for impact fees is the amount of projected increase to the City's population (residential and commercial). These projections then form the basis of impact fee calculations. In order to calculate the projected growth and development, as well as density requirements, the project team reviewed the following sources of data:

- **Association of Bay Area Governments (ABAG):** Data from ABAG was utilized for 2020 and 2040 Estimates regarding total number of residential population within the City.

- **General Plan, Facilities Plans, Regional Plans, and City Projections:** Projection information based upon city and regional documents was utilized for cost calculation and assumptions. General Plan and facilities master plan information was used to estimate future dwelling units, square footage growth, employment information, as well as facility needs. Regional plans were utilized for childcare projection needs within the community.

- **US Census Bureau:** The Census Bureau's American Community Survey (ACS) information was used to calculate residential densities.

The information from these sources was utilized to calculate the projected increase in population as well as resulting population densities. The following subsections discuss the population projections calculated and the population densities used to calculate the impact fees.

1 POPULATION PROJECTIONS

The basis for impact fees is predicated on sufficient population growth that results in a meaningful impact on city infrastructure. The following table shows data published by ABAG for the current residential population, 2040 estimates, and associated increases for the City of South San Francisco:

Table 8: ABAG Population Projections through 2040

Category	2020 Estimates	2040 Estimates	Total Projected Increase
Residential Population	68,105	80,015	11,910

As the table indicates, ABAG is projecting that the residential population in South San Francisco will increase by 11,910 by 2040.

In reviewing the ABAG 2020 and 2040 estimates for employment within South San Francisco, it was determined that the projections did not accurately reflect the current or future level of employment. Therefore, the project team worked with City staff to utilize projections developed by the Employment Development Department (EDD), internal documents related to entitlement within the General Plan, and two major development projects entitled within the City. The following table shows the different components utilized to calculate the projected employment increase through 2040:

Table 9: Employment Projections through 2040

Category	Amount
2020 Employment	**57,182**[3]
General Plan Projection	16,051[4]
Genentech Employment	12,550[5]
Southline Employment	11,200[6]
Total Projected Employment Increase	*39,801*
2040 Estimated Employment	**96,983**

As the table indicates, it is projected that there would be an increase of approximately 40,000 jobs over the next 20 years. The primary source of these employment increases are due to two large projects (Genentech and Southline). The numbers noted in these tables were used as the basis for all of the proportionate impact calculations through this study, with employment information utilized for calculations associated with non-residential projected growth.

2 POPULATION DENSITIES

In addition to the population projection information, the other set of data that is consistently utilized in the calculations is the density associated with residential and non-residential categories. The following subsections discuss the population density assumptions utilized in the calculation of all impact fees in this report.

1 Residential Population Density

Due to the diverse nature of residential development within the City of South San Francisco, there are three types of densities: low, medium, and high. The low density refers to Single Family homes. Medium density refers to multi-family housing and small

[3] The 57,182 reflects the EDD Employment number from 2018 utilized for early general plan projection calculations internally within the City. Based upon discussion with City staff it was determined that this estimate of employment was appropriate to be utilized for 2020.

[4] The City's General Plan Consultants (Fehr and Peers) project an increase of approximately 16,051 jobs based upon the future projects scheduled for entitlement through the general plan buildout calculation. It is important to note that this projection excludes the 100 employees projected for the City's new civic campus as those reflect a shifting of existing city employees.

[5] Table 3-7 of the Genentech Project Description submitted to the city, estimates an additional increase of 12,550 potential employees based upon the scope of the project.

[6] Based upon initial projections developed by the Southline Project consultants as part of the Environmental Impact Report and CEQA analysis.

complexes (duplexes, triplexes, quadplexes, etc.). Lastly, high density refers to condensed large apartment complexes (5+ more units). The city is proposing to retain these three levels of densities to determine proportional impacts. The definition of each type of density (low, medium, and high) is based upon the city's internal planning designations. For purposes of this analysis, the project team utilized the densities as included based upon the number of units; however, the City has the flexibility to redefine the densities within the ordinance / resolution for each impact fee.

Due to population fluctuations and variation in dwelling unit assumptions from year to year, residential density was recalculated for this impact analysis, incorporating more current information rather than relying upon recent nexus analyses. As such, the project team utilized information from the American Community Survey (ACS)[7] regarding the total population per dwelling unit type and the total number of dwelling units to come up with the resulting average population density per unit for South San Francisco. The following table shows this calculation:

Table 10: Residential Population Density

Category	Total Population	Total # of Units	Population / Unit (Avg. Density)
Low Density[8]	48,933	14,197	3.45
Medium Density[8]	4,899	1,623	3.02
High Density[8]	11,705	4,555	2.57

The total population for each density category was divided by the associated number of dwelling units in order to determine the average population per density type. The average density per unit is multiplied by the cost per capita calculation to derive the base impact fee.

2 Non-Residential / Commercial Density

Similar to the residential density calculation, a calculation was performed for non-residential development within the City. The City utilizes four main commercial categories – Commercial / Retail[9], Hotel / Visitor, Office / R&D, and Industrial. The City is currently working with Fehr and Peers to conduct an update to its General Plan. As part of that analysis, when conducting the employment projections for the City, Fehr and Peers utilized certain assumptions regarding the level of employment per square foot for different types of non-residential land uses. Therefore, for consistency purposes, the project team utilized the densities as provided by Fehr and Peers. The following table shows the density associated with each non-residential category type:

[7] ACS 2017 Tables B25033 and B25032 were utilized as those were the most recent calculations.
[8] Low Density = Single Family Attached / Detached; Medium Density = 2-4 Units; High Density = 5+ units
[9] Commercial / Retail is also meant to be an all-encompassing category that includes all types of non-office, non-hotel, and non-industrial projects and could include grocery stores, retail shops, strip malls, services (i.e. hair, nail, fitness), etc. The City has the ability to more clearly define this in its resolution associated with impact fees.

Table 11: Employment Density

Category	Density (Sq. Ft. per employee)
Commercial	768[10]
Hotel / Visitor	2,000
Office / R&D	425
Industrial	1,250[11]

The density (square footage per employee) is multiplied by the cost per capita calculation to derive the base impact fee.

The following chapters utilize the assumptions included in this section to help project the proportionate impact of new development on the City's existing and proposed infrastructure.

[10] The employment density of 768 per square foot was calculated based on weighting the retail density (1 employee per 1,000 square feet) and service density (1 employee per 225 square feet) on the square footage of businesses entitled within the City. Approximately 70% of the square feet of commercial projects entitled in the city fell under the retail category, as such the weighted average was skewed more towards the retail density and closer to the 1,000 square footage.

[11] This was calculated by taking the straight average between manufacturing (1 employee per 650 sq. ft.), wholesale trade (1 employee per 1,100 sq. ft.), and agricultural (1 employee per 2,000 sq. ft.) as the City does not have a multitude of these businesses, therefore, a straight average was used.

4. Childcare Impact Fee

The City of South San Francisco provides childcare services through its Parks and Recreation Department. The City is unique in its imposition of a Childcare Impact Fee to help mitigate the impacts of new development as it relates to creating the demand for additional childcare facilities and needs. The City currently operates and owns several childcare facilities and are proposing the addition of new childcare facilities to help meet existing and future needs. The following subsections discuss the growth assumptions and standards utilized, cost assumptions and components, impact fee calculation, ability to meet the nexus criteria, and a comparative survey of childcare impact fees.

1 GROWTH PROJECTIONS

The Childcare Impact Fee is based upon the existing and future demand of childcare needs for the City of South San Francisco. The childcare demands for the City are generated from residents and employees working within the city limits. The childcare demand is typically measured based upon the number of childcare spaces needed. These childcare spaces can be in City run and owned facilities, private facilities, or home-care facilities. The projected demand for existing residents was sourced from the 2017 Childcare and Preschool Needs Assessment conducted for San Mateo County.

To calculate the demand for employees working within the City of South San Francisco, the project team utilized the assumptions from the original Childcare Nexus Analysis and reviewed it with City staff. The original analysis assumed that 5% of the City's existing workforce (2020 Employees) would require childcare services in the city in which they work. Those childcare services would only be limited to up to 5 years of age, as once children hit the age to attend local schools the need for childcare facilities would shift closer to the child's home rather than closer to the parent's workplace. Among the two childcare age categories (infant and preschool) it was determined in the previous nexus analysis that 60% of the demand would be for preschool and 40% would be for infants.

Based upon the studies and assumptions noted above, the following table shows the existing childcare spaces needed by residents and employees by childcare age category:

Table 12: Estimated Childcare Demand – Number of Spaces

Childcare Age Category	Residents	Employees	Total Demand
Birth to 2 or Infant	596	686	1,282
3 to 5 or Preschool	2,251	1,029	3,280
6 to 13 or School Age	2,082		2,082
Special Children - All Ages	468		468
TOTAL	**5,397**	**1,715**	**7,112**

As the table indicates, the total demand for current childcare spaces is approximately 7,112. The childcare spaces were utilized to calculate the current standard per resident and per employee. The following table shows the calculation of childcare spaces standard per resident and per employee:

Table 13: Childcare – Current Standard Calculation

Category	Total Childcare Space	2020 Estimated Population	Standard Per Capita
Resident	5,397	68,105	0.079
Employee	1,715	57,182	0.030

Based upon the current childcare space needs and population, the estimated standard per resident is 0.079 spaces or approximately 8 spaces per 100 residents and 0.030 spaces per employee or 3 spaces per existing 100 employees in the City.

This standard per capita was applied to the future projected residential and employment increases over the next 20 years to calculate the projected demand for childcare spaces by resident and employee, as well as overall future demand. The following table shows this future projection calculation:

Table 14: Childcare – Future Projected Demand

Category	Standard Per Capita	Projected Population Increase	Total Childcare Spaces
Resident	0.079	11,910	944
Employee	0.030	39,801	1,194
TOTAL			**2,138**

In order for the City to maintain its current standard of childcare space needs per resident and employee, there would be a need for an additional 2,138 childcare spaces over the next 20 years.

However, it is important to note that not all of these childcare spaces are expected to be met through traditional childcare facilities. Some of these needs are met through family members, informal daycare centers, and other non-traditional means of childcare. The Brion & Associates 2001 Childcare Nexus Analysis, and the City's ordinance related to childcare, state that it is expected that the Childcare Impact Fee assumes that only 50% of these projected spaces should be covered through Impact Fee Revenue. The following table shows the expected amount of childcare spaces to be funded.

Table 15: Childcare – Projected Childcare Spaces to be Funded

Childcare Spaces Needed	% to Be Funded	Total Childcare Spaces Funded
2,138	50%	1,069

Based upon the 50% standard, it is assumed that 1,069 additional childcare spaces should be funded through the Childcare Impact Fee.

2 COST ASSUMPTIONS AND COMPONENTS

The Childcare Impact Fee revenue is primarily used to fund the construction or expansion of existing and future childcare facilities. As the projections are based upon childcare spaces, the cost for the childcare facilities must be calculated on a per space basis. In 2016 Brion & Associates conducted an SMC Early Learning Facilities study that evaluated the estimated cost per childcare space based upon different childcare construction types. The following table shows the cost per childcare space based upon the type of childcare facility:

Table 16: Childcare Cost Per Space by Type of Childcare Facility

Childcare Facility Type	Cost Per Childcare Space
New Bldg Construction	$43,183
New or Existing Commercial	$53,800
Expanding Existing Centers	$37,003
Portable Buildings	$25,412
Employer-Based Centers	$41,033

As the table indicates, the cost per childcare space varies significantly depending on facility type, with a portable building costing $25,412 per childcare space and a brand new or existing commercial building costing $53,800. To determine the average cost per childcare space, the project team reviewed with City staff the proportion of childcare facilities expected to be utilized over the next five years based upon each facility type. As the City does not necessarily keep track of facilities based upon the types noted above, staff chose to default to the proportion of childcare facilities utilized by San Mateo County in the Brion & Associates study. The following table shows by childcare facility type, the cost per space, the proportion of facilities, and the resulting cost per space:

Table 17: Proportionate Cost per Childcare Space

Childcare Facility Type	Cost Per Childcare Space	Facility Proportion	Proportionate Cost Per Space
New Bldg Construction	$43,183	40%	$17,273
New or Existing Commercial	$53,800	20%	$10,760
Expanding Existing Centers	$37,003	15%	$5,550
Portable Buildings	$25,412	20%	$5,082
Employer-Based Centers	$41,033	5%	$2,052
TOTAL PROPORTIONATE COST PER CHILDCARE SPACE			**$40,718**

The resulting cost per childcare space is approximately $40,718. The total cost per childcare space is applied to the projected childcare spaces to be funded to arrive at the total estimated cost for childcare facilities:

Table 18: Estimated Childcare Future Facility Costs

Category	Amount
Estimated Childcare Space Needs	1,069
Estimated Cost per Childcare Space	$40,718
TOTAL ESTIMATED FUTURE FACILITY COSTS	**$43,527,221**

In order to meet the city's estimated demand of funding 1,069 future childcare spaces, the facility costs would be approximately $43.5 million.

Beyond estimating the future facility needs, the Mitigation Fee Act allows the City to charge an administrative fee to recover the costs associated with City staff to monitor and report upon the impact fees. The project team calculated the administrative or admin fee based upon the total indirect costs allocated to the Childcare Impact Fee Fund from the FY20 Citywide Cost Allocation Plan and the three-year average revenue collected. The following table shows this calculation:

Table 19: Childcare Admin Fee Calculation

Category	Childcare Impact Fee Fund
Citywide Overhead – FY20 Cost Plan	$28,539
Impact Fee Revenue – 3 yr. average	$853,362
Admin Fee Rate	**3.34%**

As the table indicates, the proposed administrative rate for the Childcare Impact fee is 3.34%, which is lower than the 5% administrative fee established in 2001.

3 IMPACT FEE CALCULATION

The $43.5 million in projected future facility costs for Childcare needs is inclusive of residential and employee needs. Therefore, in order to allocate the costs between residential and employees, the proportion of future childcare needs between residents and employees was utilized. The following table shows the calculation for residents and employees:

Table 20: Childcare Cost Allocation Between Residents and Employees

Category	Future Childcare Space Need	Proportion	Estimated Childcare Facility Cost	Total Allocated Cost
Resident	944	44%	$43,527,221	$19,218,754
Employee	1,194	56%	$43,527,221	$24,308,467

Due to approximately 56% of the future childcare space needs being related to employees, approximately $24.3 million of the $43.5 million is associated with employees working within the city. The remaining $19.2 million is associated with residents.

The total allocated costs to residents and employees is then converted into a cost per capita based upon the projected population increase. The following table shows the cost per capita calculation for residents and employees:

Table 21: Childcare Cost Allocation Between Residents and Employees

Category	Total Allocated Cost	Projected Population Increase	Cost Per Capita
Resident	$19,218,754	11,910	$1,614
Employee	$24,308,467	39,801	$611

The cost per capita is $1,614 for residents compared to $611 for employees. It is expected that the cost would be significantly higher for residents as they have the larger proportion of childcare demands that need to be met. The cost per capita for residents and employees was converted into an impact fee based upon the density per unit. For residential properties, the density is per dwelling unit (du) and for commercial properties it is per square foot (sq. ft.). The following table shows this calculation:

Table 22: Childcare Impact Fee Calculation

Category	Cost Per Capita	Density / Unit	Impact Fee
Residential (per dwelling unit)			
Low Density (Up to 8 du / acre)	$1,614	3.45	**$5,562 per du**
Medium Density (8-18 du / acre)	$1,614	3.02	**$4,871 per du**
High Density (18+ du / acre)	$1,614	2.57	**$4,147 per du**
Other Residential		1,800[12]	**$3.09 per sq. ft.**
Commercial / Non-Residential (per square foot)			
Commercial / Retail	$611	768	**$0.80 per sq. ft.**
Hotel / Visitor	$611	2,000	**$0.31 per sq. ft.**
Office / R&D	$611	425	**$1.44 per sq. ft.**
Industrial	$611	1,250	**$0.49 per sq. ft.**

The impact fees range from a low of $4,147 per dwelling unit for high density to a high of $5,562 per dwelling unit for low density. Among commercial properties the cost per square foot varies from a low of $0.31 for hotels to a high of $1.44 for office / R&D Projects.

The admin fee of 3.34% was applied to the impact fees calculated to determine the full cost impact fee for Childcare by category. The following table shows the full cost calculated.

[12] Based upon the City's current general plan the standard residential property is 1,800 sq. ft., and was used as the basis for the Other Residential category. This calculation was derived by dividing $5,563 (Low Density) by 1,800 (standard square footage).

Table 23: Childcare Impact Fee Calculation Including Administrative Fee

Category	Impact Fee	Admin Fee	Total Impact Fee
Residential (per dwelling unit)			
Low Density (Up to 8 du / acre)	$5,562	$186	**$5,748 per du**
Medium Density (8-18 du / acre)	$4,871	$163	**$5,034 per du**
High Density (18+ du / acre)	$4,147	$138	**$4,285 per du**
Other Residential	$3.09	$0.10	**$3.19 per sq. ft.**
Commercial / Non-Residential (per square foot)			
Commercial / Retail	$0.80	$0.02	**$0.82 per sq. ft.**
Hotel / Visitor	$0.31	$0.01	**$0.32 per sq. ft.**
Office / R&D	$1.44	$0.05	**$1.49 per sq. ft.**
Industrial	$0.49	$0.01	**$0.50 per sq. ft.**

Incorporating the administrative fee enables the city to recover for the financial support and staff time associated with monitoring and reporting on the use of impact fee funds.

The following table compares the City's current Childcare Impact Fees to the full cost impact fees, and the associated surplus / (deficit) per unit:

Table 24: Current vs. Full Cost Childcare Impact Fees

Category	Current Fee	Full Cost Fee	Surplus / (Deficit) Per Unit
Residential (per dwelling unit)			
Low Density (Up to 8 du / acre)	$1,979	$5,748	($3,769)
Medium Density (8-18 du / acre)	$1,858	$5,034	($3,176)
High Density (18+ du / acre)	$1,851	$4,285	($2,434)
Other Residential	$1.28	$3.19	($1.91)
Commercial / Non-Residential (per square foot)			
Commercial / Retail	$0.68	$0.82	($0.14)
Hotel / Visitor	$0.18	$0.32	($0.14)
Office / R&D	$0.57	$1.49	($0.92)
Industrial	$0.54	$0.50	$0.04

The City is under-recovering for all but one fee category, Industrial, in which there is currently a $0.04 per square foot over-recovery. The under-recoveries are as low as $0.14 per square foot for commercial and hotel / visitor, and as high as $3,769 per residential dwelling unit. The City's original Childcare Impact Fees were established in 2001 and since then the fee has only been increased in 2007. The original childcare fee calculated in 2001 assumed a cost per childcare space of $9,176; whereas the full cost impact fee assumes a cost per childcare space of $40,718, which is reflective of current construction costs. This difference in the cost per childcare space is the primary reason for the increased full cost fee.

4 NEXUS CRITERIA

As discussed in the legal framework section, in order for an impact fee to be implemented it must meet all five of the nexus criteria as established per AB1600. The following table outlines each criterion point, and how the proposed Childcare Impact Fee meets the AB1600 criteria.

Table 25: Childcare Impact Fees Nexus Criteria

Criteria	Meet	Don't Meet
Purpose of Fee	The fee would be used to fund the development of new childcare facilities or expand existing childcare facilities.	
Use of Fee Revenue	The Parks and Recreation Department has detailed capital improvement plans that outline the utilization of this fee revenue for current and future years to help ensure that there is appropriate expansion and development of childcare facilities to meet current and future resident and employee needs.	
Benefit Relationship	The use of the impact fee revenue would be to develop new facilities or expand existing facilities, which would be directly proportional to the increased need for childcare spaces. The increase in residential population is related to the number of dwelling units and the impact fee would be applicable to dwelling units. The increase in employment is related to non-residential space and is applicable to square footage.	
Impact Relationship	Based upon the current childcare demand needs in the City, there is a standard level of childcare space needs per resident and employee. In order to maintain that standard, the addition of new residents and employees would require the need for additional childcare spaces.	
Proportionality	The proposed impact fee would be a flat fee per dwelling unit depending upon the density of the housing units to capture the residential impacts as the primary mechanism for addition of residential population to the City is through increased dwelling units. For employees the fee is based upon non-residential square footage as that is the primary mechanism associated with increases in employment within the City.	

As the table demonstrates, the City is able to meet all five of the criteria necessary to continue to charge a Childcare Impact Fee.

5 COMPARATIVE SURVEY

As part of this impact fee analysis, the project team conducted a comparative survey of surrounding jurisdictions. The following table compares the city's current fee and proposed full cost fee for Childcare to other surveyed jurisdictions in the region, which charge a childcare impact fee:

Table 26: Childcare Impact Fee Comparative Survey

Fee Category / Jurisdiction	SSF – Current	SSF - Full Cost	San Francisco	San Mateo
Residential				
Low Density – Per DU	$1,979	$5,748	$1.14 per sq. ft.	
Medium Density- Per DU	$1,858	$5,034	$2.27 per sq. ft.	
High Density – Per DU	$1,851	$4,285	$2.27 per sq. ft.	
Other Residential – Per Sq. Ft.	$1.28	$3.19	$2.27	
Commercial / Non-Residential				
Commercial – Per Sq. Ft	$0.68	$0.82	$1.95[13]	$1.08[14]
Office – Per Sq. Ft	$0.57	$1.49	$1.95[13]	$1.08[14]
Industrial – Per Sq. Ft	$0.54	$0.50	$1.95[13]	$1.08[14]
Hotel – Per Sq. Ft.	$0.18	$0.32	$1.95[13]	$1.08[14]

There are only two other jurisdictions that charge a childcare impact fee – San Francisco and San Mateo. San Mateo only charges commercial projects greater than 10,000 square feet and San Francisco charges projects greater than 25,000 square feet. The surveyed fees for commercial projects are higher than South San Francisco's current fees, but are in line with its full cost fees.

San Mateo does not currently charge any new residential projects a Childcare Impact Fee, whereas San Francisco assesses residential projects a per square foot impact fee. As a comparison, a new single family home (2,500 sq. ft.) would be assessed an impact fee of $2,850 in San Francisco, which is higher than the current fee charged by South San Francisco, but about half of the full cost.

[13] Only applicable to projects greater than 25,000 sq. ft.
[14] Only applicable to projects greater than 10,000 sq. ft.

5. Library Impact Fee

The City of South San Francisco currently has three library branches – Grand Avenue, South San Francisco Public Library, and Community Learning Center. These three library branches primarily serve a residential population. There are currently no impact fees associated with replacement of library materials or facilities. Through this analysis, the project team worked with City staff to calculate a proposed library impact fee to be imposed upon new development to pay for their proportionate impact on replacement and rehabilitation of library materials and facilities. The following subsections discuss the growth assumptions and standards utilized, cost assumptions, impact fee calculation, ability to meet the nexus criteria, and a comparative survey of library impact fees.

1 GROWTH PROJECTIONS

As discussed in the methodology overview, the level of standard has been utilized as the basis for the calculation of Library impact fees. There are two main components of infrastructure associated with the library – library space and collection items. As there is a proportionate increase in population, there will be the need for not only additional library space to accommodate those residents and employees working in the city, but also the need for additional collection materials for those residents and employees. In order to determine the impact of residents and employees on the library, the project team had to calculate the total service population for the library's services. An employee working within the city does not have the same access or tendency to use the library, as such their impact and weight should be proportionately less. The following table shows the current population for each category, the proportionate weight and the equivalent residential population:

Table 27: Current Weighted Service Population for the Library

Category	Existing Population	Weight Factor	Weighted Population
Residential	68,105	1.0	68,105
Employees	57,182	0.11[15]	6,430
TOTAL			**74,535**

As the table indicates, the weighted service population for the library is 74,535 and should be utilized to calculate the standard per capita. The following table shows the current square footage of library space, the current number of items in circulation, and the standard per capita.

[15] To calculate the employee weight factor, the project team analyzed the hours that the library was open and available to employees as a proportion to residents, which was calculated at 22%. It was then determined that while employees might not have the tendency to use the library for 100% of that 22% of time that it is available, they would have the ability to use it at least 50% of that time. This assumption was discussed with Library staff and it was determined that 11%, in lieu of more concrete information, was an appropriate factor to weight the service population.

Table 28: Current Library Standard / Capita

Category	Amount	Service Population	Standard / Capita
Library Sq. Ft.	45,006	74,535	0.60
Total Collection Items	144,461	74,535	1.94

The current population standard equates to approximately 0.60 sq. ft. of library space and approximately two (2) library materials. Similar to calculating the current weighted service population, the project team calculated the projected weighted increase in population:

Table 29: Projected Weighted Increased Population for the Library

Category	Projected Increase	Weight Factor	Weighted Population
Residential	11,910	1.0	11,910
Employees	39,801	0.11	4,476
TOTAL			**16,386**

Based upon projected service population increases, the project team calculated the increased need for library square footage and additional collection items:

Table 30: Projected Library Needs Based Upon Population Increase

Category	Population Increase	Standard / Capita	Projected Total
Library Sq. Ft.	16,386	0.60	9,894.01
Total Collection Items	16,386	1.94	31,758

Based upon the proposed population increase, there is the projected need for approximately 9,900 sq. ft. of additional library space, and 32,000 additional materials to be in circulation. The additional square footage and collections could be enough for a new smaller library branch or it could be to expand existing facilities to accommodate the need for new residents and employees within the City.

2 COST ASSUMPTIONS AND COMPONENTS

In order to calculate the costs associated with projected service population and its associated needs, the project team utilized projected square footage, cost per square foot, projected circulation items, and cost per item. The following table shows this calculation:

Table 31: Projected Library Cost Based Upon Population increase

Category	Projected Expansion	Cost / Unit	Total Projected Cost
Library Space	9,894.01	$725[16]	$7,173,156
Circulation Items	31,758	$19.32[17]	$613,649
TOTAL			**$7,786,805**

The total projected cost associated with future residential and non-residential development through 2040 would be approximately $7.8 million.

In addition to the $7.8 million in projected costs associated with future residents and employees, the Mitigation Fee Act also enables the City to charge an administrative fee associated with annual monitoring and reporting of these funds. As there is no current impact fee for the Library, the administrative charge calculated for the proposed fees was calculated based off of an average of the Childcare Impact Fee Administration, and Parks and Recreation Administration Fee. These are the only two current impact fees charged that are part of community services and could be considered relatable to library services.

In order to calculate the administrative fee, the project team took the overhead allocated to the impact fee funds for Childcare and Parks and Recreation through the FY20 Cost Allocation Plan and divided it by the total impact fee revenue collected. However, due to the fluctuation in the amount of impact fee revenue, a 3 year average was utilized to allow for normalization in the administrative fee calculated. The following table shows the Admin Fee calculation for the Library:

Table 32: Library Admin Fee Calculation

Category	Childcare	Parks and Recreation	Average
Citywide Overhead – FY20 Cost Plan	$28,539	$30,912	$29,726
Impact Fee Revenue – 3 yr. average	$853,362	$1,058,588	$955,975
Admin Fee Rate	**3.34%**	**2.92%**	**3.11%**

Based upon the calculation methodology, the administrative fee to be applied to the full cost results of the proposed Library Impact Fees would be 3.11%. This percentage would enable the City to recover the costs associated with tracking revenues in a separate fund and developing annual mitigation fee monitoring reports by Finance staff.

3 IMPACT FEE CALCULATION

The proposed increased costs associated with new development would be approximately $7.8 million. In order to determine the proportion of costs that should be borne by

[16] Cost per square foot is based upon the Measure W – Community Civic Center Study for the potential cost to build a new library.
[17] The $19.32 is based upon an average of the cost associated with the circulation budget and acquiring 10% of the library's existing collection as new items and / or the number of new books in circulation. It includes all materials types, such as digital and hard copy books.

residents (including students) and employees, the project team calculated the proportion of the weighted population increase:

Table 33: Calculation of Split of Costs Between Categories

Category	Weighted Population	Proportionate Share
Residential	11,910	73%
Employees	4,476	27%
TOTAL	**16,386**	**100%**

This proportionate share was used to allocate the cost of $7.8 million to the two different categories and calculate the resulting residential and employee costs, as well as the cost per capita.

Table 34: Proposed Library Impact Fee Cost Per Capita Calculation

Category	Total Cost	Total Projected Increase	Cost Per Capita
Residential	$5,684,368	11,910	$477.28
Employees	$2,102,437	38,901	$52.82

The cost per future resident for projected library needs is $477 and the cost per employee is approximately $53. This seems appropriate as the residential development and growth has a larger proportionate impact upon the library and its needs. The cost per capita from this table was converted into a cost per dwelling unit and cost per sq. ft. based upon the density factors discussed in the projected growth and development chapter. The following table shows this calculation:

Table 35: Library Impact Fee Calculation

Category	Cost Per Capita	Density / Unit	Impact Fee
Residential			
Low Density	$477.28	3.45	**$1,647 per du**
Medium Density	$477.28	3.02	**$1,441 per du**
High Density	$477.28	2.57	**$1,227 per du**
Commercial / Non-Residential			
Commercial / Retail	$52.82	768	**$0.07 per sq. ft.**
Hotel / Visitor	$52.82	2,000	**$0.03 per sq. ft.**
Office / R&D	$52.82	425	**$0.12 per sq. ft.**
Industrial	$52.82	1,250	**$0.04 per sq. ft.**

The cost per dwelling unit varies from a low of $1,227 for high density residential developments to a high of $1,674 for low density (single-family) homes and from a low of $0.03 for hotels to a high of $0.12 for office / R&D developments. To calculate the full allowable fee, the 3.11% administrative fee is applied to the cost per dwelling unit. The following table shows this calculation:

Table 36: Library Impact Fee Cost Calculation Including Administrative Fee

Category	Impact Fee	Admin Fee	Total Impact Fee
Residential			
Low Density	$1,647	$51	**$1,698 per du**
Medium Density	$1,441	$45	**$1,486 per du**
High Density	$1,227	$38	**$1,265 per du**
Commercial / Non-Residential			
Commercial / Retail	$0.07	$0.00	**$0.07 per sq. ft.**
Hotel / Visitor	$0.03	$0.00	**$0.03 per sq. ft.**
Office / R&D	$0.12	$0.01	**$0.13 per sq. ft.**
Industrial	$0.04	$0.01	**$0.04 per sq. ft.**

The full cost for a Library Impact Fee would vary from a low of $1,265 per dwelling unit to a high of $1,698 per dwelling unit depending upon the type of residential development; or it would vary from a low of $0.03 per square foot for a new hotel to a high of $0.13 per square foot for a new office or R&D complex within the City.

4 NEXUS CRITERIA

As discussed in the legal framework section, in order for an impact fee to be implemented it must meet all five of the nexus criteria as established per AB1600. The following table outlines each criterion point, and how the proposed Library Impact fee meets the criteria.

Table 37: Library Impact Fees Nexus Criteria

Criteria	Meet	Don't Meet
Purpose of Fee	The purpose of the fee would be to expand and / or remodel existing library branches, acquire additional space or repurpose current spaces to address emerging community needs, bolster the library collection in diverse electronic and hardcopy formats and replace / upgrade furniture, fixtures and equipment to continue to meet the existing service level standard of the community.	
Use of Fee Revenue	The Library has detailed capital improvement plans that outline the utilization of this fee revenue for current and future years to help ensure that there is appropriate expansion and / or remodel of library facilities, including technology within the library to meet community goals and objectives.	
Benefit Relationship	The use of the impact fee revenue would be to rehabilitate existing library space to accommodate growing and emerging patron needs for materials, equipment, and program and learning space, which would directly be due to increased service population. The residential service population is applicable to dwelling units and employment service population is applicable to square footage per commercial development.	

Criteria	Meet	Don't Meet
Impact Relationship	Based upon the current library space and library materials in the City, there is a standard level of library space and materials per resident. In order to maintain that standard, the addition of new residents and employees would require the need for expanded library facilities and services.	
Proportionality	The proposed impact fee would be a flat fee per dwelling unit depending upon the density factor of housing or the square footage of the commercial project. The density factor concept ensures that those units with potentially higher proportion of future residents pay their fair share compared to housing units with lesser amounts of residents and similarly larger businesses pay a higher proportionate of share depending upon the type of the business.	

As the table demonstrates, the City is able to meet all five of the criteria necessary to impose a Library Impact Fee.

5 COMPARATIVE SURVEY

As part of this impact fee analysis, the project team conducted a comparative survey of surrounding jurisdictions and if they charge a Library Impact Fee. The following table compares the city's proposed full cost for library impacts to other surveyed jurisdictions in the region, which charge a Library Impact Fee:

Table 38: Library impact Fee Comparative Survey

Fee Category / Jurisdiction	SSF - Full Cost	Burlingame	Millbrae	Palo Alto
Residential				
Low Density – Per DU	$1,698	$2,382	$217	$1,126[18]
Medium Density- Per DU	$1,486	$1,415	$160	$674[19]
High Density – Per DU	$1,265	$1,415	$160	$674
Commercial / Non-Residential				
Commercial – Per Sq. Ft.	$0.07	$0.48	$0.34	$0.28
Office – Per Sq. Ft.	$0.12	$0.70	$0.78	$0.28
Industrial Per Sq. Ft.	$0.04	$0.23	$0.07	$0.28
Hotel – per sq. ft.	$0.03	$0.48	$30[20]	$0.119

As the table indicates there are only three other surveyed jurisdictions that charge impact fees associated with their Libraries – Burlingame, Millbrae, and Palo Alto. The City's full cost fees are higher than Palo Alto and Millbrae, but below or in line with Burlingame's fees. Some jurisdictions may consider Library Impact Fees part of a General

[18] For projects greater than 3,000 sq. ft. the fee increases from $1,126 to $1,676.
[19] If the high density projects are less than 900 sq. ft. the fee is $370.
[20] This fee is charged per room.

Governmental Facilities Fee or Community Facilities Fee; hence why they don't have separate fees. Additionally, many jurisdictions do not have their own libraries (it is run through the County) and as such are not able to charge impact fees associated with the library.

6. Police Impact Fee

The South San Francisco Police Department currently has one Police Station – its headquarters, but also has a small space attached to Miller Garage in the east side of the City for officers to use as necessary. The department is currently in the midst of building a new headquarters. Currently, the City of South San Francisco charges a singular impact fee for Police and Fire called a Public Safety Impact Fee. Similar to the original analysis, a separate Police Impact Fee and Fire Impact Fee was calculated. The following subsections discuss the growth assumptions utilized, cost components included, resulting impact fee calculation, ability to meet the nexus criteria, and a comparative analysis of Police Impact Fees.

1 GROWTH PROJECTIONS

The Police Department services both residential and commercial populations (employees). Future increased development would result in the need for an expanded Police headquarters and / or the need for a substation. The primary goal of the Police Department is to provide safety and security services within the City, that benefit both existing and future development. In order to determine the proportionate share of existing and future development, the project team calculated the future service population for the City. An employee working within the city does not have the same tendency to use police services as a resident, as such their impact and weight should be proportionately less. The following table shows the current population for each category, the proportionate weight and the equivalent residential population:

Table 39: Future Weighted Service Population Increase Calculation

Category	Existing Population	Projected Increase	Weight Factor	Weighted Population Increase
Residential	68,105	11,910	1.0	11,910
Employees	57,182	39,801	0.44[21]	17,512
TOTAL	**125,287**			**29,422**

As the table indicates, the projected increase in the service population is approximately 29,422, which reflects approximately a 23% increase compared to the existing population. Therefore, future development should bear approximately 23% of the costs.

2 COST ASSUMPTIONS AND COMPONENTS

Due to the projected increase in residential and non-residential population there will be an impact on the department's infrastructure. The planning horizon for the impact fee is

[21] To calculate the employee weight factor, the project team utilized the proportion of calls for service that are commercial.

20 years (2020 through 2040), and while the department intends to purchase some additional equipment, it will also need to replace existing equipment and vehicles, and upgrade its facilities during that span. A proportionate share of those upgrades should be borne by future development as future development will benefit from that equipment and the facilities. The following table shows by cost category, the average annual cost, the number of planning years, and the resulting cost for 20 years:

Table 40: Total Projected Infrastructure Cost for 20 Years

Category	Average Annual Cost	Planning Horizon	Total Cost
Equipment	$739,955	20	$14,799,095
Vehicles	$479,610	20	$9,592,200
Facility	$1,137,152	20	$22,743,046
TOTAL	**$2,356,717**	**20**	**$47,134,341**

A detailed accounting of the average annual cost for equipment, vehicles, and facilities has been included in Appendix A of this report. Overall, in the next 20 years the Police Department will require approximately $47 million to meet the needs of existing and future residents and non-residents.

In addition to the $47 million in infrastructure costs, the other cost component to be considered is the administrative fee. In the prior nexus study, the administrative fee utilized was 2%. For purposes of this study, the project team calculated the administrative fee based upon the total indirect costs allocated to the Public Safety Impact Fee Fund from the FY 2020 Citywide Cost Allocation Plan and the average revenue collected by the fund over the last two years. The following table shows this calculation:

Table 41: Police Admin Fee Calculation

Category	Public Safety Impact Fee Fund
Citywide Overhead – FY20 Cost Plan	$24,185
Impact Fee Revenue – 2 yr. average[22]	$659,283
Admin Fee Rate	**3.67%**

The proposed administrative fee for the Police Impact fee would be 3.67%, which is higher than the current 2% administrative fee. This 3.67% accounts for support provided by City staff in the monitoring and reporting of impact fee funds.

3 IMPACT FEE CALCULATION

As the previous section calculated, the total infrastructure needs for the Police Department are approximately $48 million. However, not all of this cost should be borne

[22] Due to the anomalous collection of revenue in FY17 for the Public Safety Impact Fee, it was excluded from the calculation and only a 2 year average (FY18 and FY19) was utilized.

by the future population. Based upon the growth assumptions analysis, only 15% of these costs should be borne by the future population. The following table shows the calculation for costs to be borne by future residential and non-residential populations:

Table 42: Projected Cost Calculation Between Existing and Future Population

Category	Infrastructure Costs	Proportion	Total Cost to Be Borne
Current Population	$47,134,341	77%	$36,293,442
Future Population	$47,134,341	23%	$10,840,898

Of the $48 million, only $10.8 million should be borne by future populations. This $10.8 million is divided by the total projected population increase, to calculate the cost per capita, as shown in the following table:

Table 43: Projected Cost for New Development – Per Capita

Future Population Cost	Projected Population Increase	Cost / Capita
$10,840,898	51,711[23]	$209.64

The cost per capita from this table ($209.64) was converted into a cost per dwelling unit and cost per sq. ft. based upon the density factors discussed in the projected growth and development chapter. The following table shows this calculation:

Table 44: Police Impact Fee Calculation

Category	Cost Per Capita	Density / Unit	Impact Fee
Residential			
Low Density	$209.64	3.45	**$723 per du**
Medium Density	$209.64	3.02	**$633 per du**
High Density	$209.64	2.57	**$539 per du**
Commercial / Non-Residential			
Commercial / Retail	$357.53	768	**$0.27 per sq. ft.**
Hotel / Visitor	$357.53	2,000	**$0.10 per sq. ft.**
Office / R&D	$357.53	425	**$0.49 per sq. ft.**
Industrial	$357.53	1,250	**$0.17 per sq. ft.**

The cost per dwelling varies from a low of $539 for high density residential developments to a high of $723 for low density (single-family) homes. The fees for commercial and non-residential vary from $0.10 per square foot for hotel / visitor properties to a high of $0.49 per square foot for office / R&D properties. To calculate the full allowable fee, the 3.67% administrative fee is applied to the impact fee. The following table shows this calculation:

[23] While the employees are weighted for service population calculation purposes, on a per capita calculation each employee still counts as singular and as such the 51,711 reflects the total of the 11,910 residents and 39,801 employees projected.

Table 45: Police Impact Fee Calculation – Including Administrative Fee

Category	Impact Fee	Admin Fee	Total Impact Fee
Residential			
Low Density (Up to 8 du / acre)	$723	$27	**$750 per du**
Medium Density (8-18 du / acre)	$633	$23	**$656 per du**
High Density (18+ du / acre)	$539	$20	**$559 per du**
Commercial / Non-Residential			
Commercial / Retail	$0.27	$0.01	**$0.28 per sq. ft.**
Hotel / Visitor	$0.10	$0.01	**$0.11 per sq. ft.**
Office / R&D	$0.49	$0.02	**$0.51 per sq. ft.**
Industrial	$0.17	$0.00	**$0.17 per sq. ft.**

The addition of the administrative fee captures the full cost associated with the proportionate impact of future development.

As discussed, the City currently charges a singular Public Safety Impact Fee. The following table compares the current police portion (40%) of the Public Safety Impact Fee to the police full cost impact fee, and the associated surplus / (deficit) per unit.

Table 46: Police Impact Fee – Current vs. Full Cost

Category	Current Fee	Full Cost Fee	Surplus / (Deficit) Per Unit
Residential (per dwelling unit)			
Low Density (Up to 8 du / acre)	$514	$750	($236)
Medium Density (8-18 du / acre)	$324	$656	($332)
High Density (18+ du / acre)	$225	$559	($333)
Commercial / Non-Residential (per square foot)			
Commercial / Retail	$0.18	$0.28	($0.11)
Hotel / Visitor	$0.17	$0.11	$0.06
Office / R&D	$0.18	$0.51	($0.34)
Industrial	$0.07	$0.17	($0.10)

As the table indicates, all current impact fees, except for the hotel / visitor category are under-recovering compared to the full cost of impact fees. The singular over-recovery is by approximately $0.06 per square foot. The under-recovery is lower for non-residential properties such as $0.10 per square foot for industrial and higher for residential properties ($236 per dwelling unit). These fees have not been updated in eight years, and as such some of the projected increases in fees would be expected due to cost factor increases. However, the primary difference in costs results from the current fee only accounting for the replacement of equipment, while the full cost includes both equipment and facilities. The inclusion of Police Facility costs is allowable and should be represented as it helps account for any facility upgrades or changes that need to be made to serve the existing and future population.

As aforementioned, the City of South San Francisco charges a singular impact fee for Police and Fire called a Public Safety Impact Fee. When this fee was originally developed, separate impact fees for Police and Fire were calculated, and then added together to create the Public Safety Impact Fee. Based upon the calculations it was determined that 40% of the Public Safety Impact fee would reflect Police, and 60% would represent Fire. This nexus analysis, similar to the prior analysis has calculated these impact fees separately. The following table compares the City's current Public Safety Impact Fee to the Full Cost Public Safety Impact Fee (Police and Fire) and the associated surplus / (deficit) per unit.

Table 47: Public Safety Impact Fee – Current vs. Full Cost

Category	Current Fee	Full Cost Fee	Surplus / (Deficit) Per Unit
Residential (per dwelling unit)			
Low Density (Up to 8 du / acre)	$1,285	$1,758	($473)
Medium Density (8-18 du / acre)	$810	$1,539	($729)
High Density (18+ du / acre)	$563	$1,310	($747)
Commercial / Non-Residential (per square foot)			
Commercial / Retail	$0.44	$0.66	($0.22)
Hotel / Visitor	$0.42	$0.26	$0.16
Office / R&D	$0.44	$1.20	($0.76)
Industrial	$0.18	$0.40	($0.22)

As the table indicates, the full cost of the overall Public Safety impact fee is significantly higher than the current fees charged by the City. At the culmination of the analysis, the City has the option to continue to bundle these fees on its fee schedule, or represent them separately. If the City were to bundle them together the updated split for the fee would be 43% for Police and 57% for Fire. For all monitoring and tracking purposes, the City collects and stores the funds in separate accounts and should continue to do so even if it collects it as a singular fee.

4 NEXUS CRITERIA

As discussed in the legal framework section, in order for an impact fee to be implemented it must meet all five of the nexus criteria as established per AB1600. The following table outlines each criterion point, and how the proposed Police Impact fee meets the AB1600 criteria.

Table 48: Police Impact Fees Nexus Criteria

Criteria	Meet	Don't Meet
Purpose of Fee	The purpose of the fee would be to expand existing or proposed police headquarters, replace equipment and vehicles, and acquire additional equipment necessary to provide public safety services in the community.	
Use of Fee Revenue	The Police Department has detailed capital improvement plans that outline the utilization of this fee revenue for current and future years to help ensure that there is appropriate expansion of police facilities and equipment to meet public safety goals of the City.	
Benefit Relationship	The use of the impact fee revenue would be to rehabilitate police headquarters space to accommodate increased officers and equipment. The increase in officers and need for equipment replacement or facility upgrades is directly relatable to population increases. The service population of residential is applicable to dwelling units and for employees is based on square footage.	
Impact Relationship	Based upon the current police space and police equipment in the City, there is a standard level of replacement associated with those items. In order to ensure that services for future and existing residents are met, the facility and equipment should be replaced in a timely manner throughout the 20 year planning horizon. Only a proportion of the replacement costs (15%) based upon future growth as a component of the overall projected population of the city is used to assign the impact to future population.	
Proportionality	The proposed impact fee would be a flat fee per dwelling unit depending upon the density of the housing units. The fees for non-residents would be applied based upon square footage and density of the types of non-residential property categories.	

As the table demonstrates, the City is able to meet all five of the criteria necessary to impose a Police Development Impact Fee.

5 COMPARATIVE SURVEY

As part of this impact fee analysis, the project team conducted a comparative survey of surrounding jurisdictions who charge a Police Impact Fee. The following table compares the city's current fee and full cost to other surveyed jurisdictions in the region, which charge a Police Impact Fee:

Table 49: Police Impact Fee Comparative Survey

Jurisdiction	Residential			Commercial / Non-Residential			
	Low Density – Per DU	Medium Density – Per DU	High Density – Per DU	Commercial – Per Sq. Ft	Office – Per Sq. Ft	Industrial – Per Sq. Ft	Hotel – Per Sq. Ft.
SSF – Current	$514	$324	$225	$0.18	$0.18	$0.07	$0.17
SSF - Full Cost	$750	$656	$559	$0.28	$0.51	$0.17	$0.11
Burlingame	$437	$259	$259	$0.10	$0.15	$0.05	

The only surveyed jurisdiction that charges a stand-alone Police Impact Fee rather than a combined Public Safety Impact Fee is Burlingame. When comparing the current and full cost Police Impact Fee only for South San Francisco, both are higher than the fees charged by Burlingame.

However, in order to provide a true comparison between surveyed jurisdictions, the following table compares the City's current Public Safety Impact Fee and full cost Public Safety Impact Fee to the Police and Fire Impact Fees collected by other jurisdictions.

Table 50: Police and Fire impact Fee Comparative Survey

Jurisdiction	Residential			Commercial / Non-Residential			
	Low Density – Per DU	Medium Density- Per DU	High Density – Per DU	Commercial – Per Sq. Ft	Office – Per Sq. Ft	Industrial – Per Sq. Ft	Hotel – Per Sq. Ft.
SSF – Current	$1,285	$810	$563	$0.44	$0.44	$0.18	$0.42
SSF - Full Cost	$1,758	$1,539	$1,310	$0.66	$1.20	$0.40	$0.26
Burlingame	$1,079	$640	$640	$0.35	$0.51	$0.17	$0.35
Millbrae	$1,159	$854	$854	$0.37	$0.81	$0.08	$163[24]
Palo Alto	$1,081	$865	$865	$0.60	$0.81	$0.20	$0.60
San Bruno	$1,145	$1,144	$1,144	$0.58	$0.58	$0.23	$95[24]

As the table indicates, the City's current Public Safety Impact Fee is in line with most of the jurisdictions surveyed. The City's full cost fees for commercial projects are in line with Palo Alto and San Bruno; however, its full cost fee for residential projects is higher than the other jurisdictions.

[24] These fees are applied per hotel room, not per square foot.

7. Fire Impact Fee

The Fire Department currently has five stations throughout the City to serve the current residential population. The Fire Department provides prevention, hazardous materials, fire life / safety, fire suppression, and emergency medical services to the residents, students, and employees of South San Francisco. As mentioned in the previous chapter, the City of South San Francisco currently charges a singular impact fee for Fire and Police called a Public Safety Impact Fee. Similar to the original analysis, a separate Fire Impact Fee and Police Impact Fee was calculated. The following subsections discuss the growth assumptions utilized, cost components included, resulting impact fee calculation, ability to meet the nexus criteria, and a comparative analysis of Fire Impact Fees.

1 GROWTH PROJECTIONS

The Fire Department serves both residential and commercial populations (employees). Future increased development would result in the need for expanded or relocated Fire stations, additional equipment and vehicles. The primary goal of the Fire Department is to provide fire prevention and suppression services within the City. These services benefit both existing and future development to determine the proportionate share of existing and future development, the project team calculated the future service population for the City. An employee working within the city does not have the same tendency to use police services as a resident, as such their impact and weight should be proportionately less. The following table shows the current population for each category, the proportionate weight and the equivalent residential population:

Table 51: Future Weighted Service Population Increase Calculation

Category	Existing Population	Projected Increase	Weight Factor	Weighted Population Increase
Residential	68,105	11,910	1.0	11,910
Employees	57,182	39,801	0.43[25]	17,114
TOTAL	**125,287**			**29,024**

As the table indicates, the projected increase in the service population is approximately 29,024, which reflects approximately a 23% increase compared to the existing population. Therefore, future development should bear approximately 23% of the costs.

[25] To calculate the employee weight factor, the project team utilized the proportion of fire calls for service that are commercial relative to residential calls for service.

2 COST ASSUMPTIONS AND COMPONENTS

Due to the projected increase in residential and non-residential population there will be an impact on the department's infrastructure. The planning horizon for the impact fee is 20 years (2020 through 2040) and while the department intends to purchase some additional equipment and relocate facilities, it will also need to replace existing equipment and upgrade its facilities during that span. A proportionate share of those upgrades should be borne by future development as future development will benefit from that equipment and the facilities. The following table shows by cost category, the average annual cost, the number of planning years, and the resulting cost for 20 years:

Table 52: Total Projected Infrastructure Cost for 20 Years

Category	Average Annual Cost	Planning Horizon	Total Cost
Equipment	$477,273	20	$9,545,456
Vehicles	$678,746	20	$13,574,923
Facilities	$2,013,015	20	$40,260,297
TOTAL	**$3,169,034**	**20**	**$63,380,676**

A detailed accounting of the average annual cost for equipment, vehicles, and facilities have been included in Appendix B of this report. Overall, in the next 20 years the Fire Department will require approximately $63 million to meet the needs of existing and future population of the City.

In addition to the $63 million in costs, the other cost component to be considered is the administrative fee. Similar to the proposed Police impact fee, an administrative fee for the Fire Impact Fee was calculated. In the prior nexus study, the administrative fee utilized was 2%. As the administrative fee for the Police Impact Fee was calculated based upon the Public Safety Impact Fee Fund, which is comprised of both Police and Fire Impact fees, the same calculation is being utilized for the Fire Impact Fee calculation. For purposes of this study, the project team calculated the administrative fee based upon the total indirect costs allocated to the Public Safety Impact Fee Fund from the FY 2020 Citywide Cost Allocation Plan and the average of the revenue collected by the fund over the last two years. The following table shows this calculation:

Table 53: Fire Admin Fee Calculation

Category	Public Safety Impact Fee Fund
Citywide Overhead – FY20 Cost Plan	$24,185
Impact Fee Revenue – 2 yr. average[26]	$659,283
Admin Fee Rate	**3.67%**

[26] Due to the anomalous collection of revenue in FY17 for Public Safety Impact Fee, it was excluded from the calculation and only a 2 year average (FY18 and FY19) was utilized.

The proposed administrative fee for the Fire Impact fee would be 3.67%, which is higher than the current 2% administrative fee. This 3.67% accounts for support provided by City staff in the monitoring and reporting of impact fee funds.

3 IMPACT FEE CALCULATION

As the previous section calculated, the total infrastructure needs for the Fire Department are approximately $63 million. However, not all of this cost should be borne by the future population. Based upon the growth assumptions analysis, only 15% of these costs should be borne by the future population. The following table shows the calculation for costs to be borne by future residential and non-residential populations:

Table 54: Projected Cost Calculation Between Existing and Future Population

Category	Infrastructure Costs	Proportion	Total Cost to Be Borne
Current Population	$63,380,676	77%	$48,803,120
Future Population	$63,380,676	23%	$14,577,555

Of the $63 million, only $14.6 million should be borne by the future population. This $14.6 million is divided by the total projected population increase, to calculate the cost per capita, as shown in the following table:

Table 55: Projected Cost for New Development – Per Capita

Future Population Cost	Projected Population Increase	Cost / Capita
$14,577,555	51,711[27]	$281.90

The cost per capita from this table ($281.90) was converted into a cost per dwelling unit and cost per sq. ft. based upon the density factors discussed in the projected growth and development chapter. The following table shows this calculation:

Table 56: Fire Impact Fee Calculation

Category	Cost Per Capita	Density / Unit	Impact Fee
Residential			
Low Density (Up to 8 du / acre)	$281.90	3.45	**$973 per dwelling unit**
Medium Density (8-18 du / acre)	$281.90	3.02	**$851 per dwelling unit**
High Density (18+ du / acre)	$281.90	2.57	**$724 per dwelling unit**
Commercial / Non-Residential			
Commercial / Retail	$281.90	768	**$0.37 per sq. ft.**
Hotel / Visitor	$281.90	2,000	**$0.14 per sq. ft.**
Office / R&D	$281.90	425	**$0.66 per sq. ft.**
Industrial	$281.90	1,250	**$0.23 per sq. ft.**

[27] While the employees are weighted for service population calculation purposes, on a per capita calculation each employee still counts as singular and as such the 51,711 reflects the total of the 11,910 residents and 39,801 employees projected.

As the table above indicates, the cost per dwelling unit varies from a low of $724 for high density residential developments to a high of $973 for low density (single-family) homes. The fees for commercial and non-residential vary from $0.14 per square foot for hotel / visitor properties to a high of $0.66 per square foot for office / R&D properties. To calculate the full allowable fee, the 3.67% administrative fee is applied to the impact fee. The following table shows this calculation:

Table 57: Fire Impact Fee Calculation Including Administrative Fee

Category	Impact Fee	Admin Fee	Total Impact Fee
Residential			
Low Density (Up to 8 du / acre)	$973	$35	**$1,008 per dwelling unit**
Medium Density (8-18 du / acre)	$851	$32	**$883 per dwelling unit**
High Density (18+ du / acre)	$724	$27	**$751 per dwelling unit**
Commercial / Non-Residential			
Commercial / Retail	$0.37	$0.01	**$0.38 per sq. ft.**
Hotel / Visitor	$0.14	$0.01	**$0.15 per sq. ft.**
Office / R&D	$0.66	$0.03	**$0.69 per sq. ft.**
Industrial	$0.23	$0.00	**$0.23 per sq. ft.**

The addition of the administrative fee captures the full cost associated with the proportionate impact of future development.

As discussed previously, the City currently charges a singular Public Safety Impact Fee. The following table compares the current fire portion (60%) of the Public Safety Impact Fee to the fire full cost impact fee, and the associated surplus / (deficit) per unit.

Table 58: Fire Impact Fee – Current vs. Full Cost

Category	Current Fee	Full Cost Fee	Surplus / (Deficit) Per Unit
Residential (per dwelling unit)			
Low Density (Up to 8 du / acre)	$771	$1,008	($237)
Medium Density (8-18 du / acre)	$486	$883	($397)
High Density (18+ du / acre)	$338	$751	($413)
Commercial / Non-Residential (per square foot)			
Commercial / Retail	$0.26	$0.38	($0.12)
Hotel / Visitor	$0.25	$0.15	$0.10
Office / R&D	$0.26	$0.69	($0.42)
Industrial	$0.11	$0.23	($0.13)

As the table indicates, all current impact fees, other than hotel / visitor, are under-recovering compared to the full cost. The over-recovery for the hotel / visitor fees is approximately $0.10 per square foot. The under-recovery is lower for non-residential properties such as $0.12 per square foot for commercial / retail and higher for residential properties ($413 per dwelling unit). These fees have not been updated in eight years, and as such some of the projected increases in fees would be expected due to cost factor

increases. Furthermore, other projected increases have to do with increased costs associated with facility and equipment rehabilitation, acquisition, and replacement.

As aforementioned, the City of South San Francisco charges a singular impact fee for Fire and Police called a Public Safety Impact Fee. When this fee was originally developed, separate impact fees for Fire and Police were calculated, and then added together to create the Public Safety Impact Fee. Based upon the calculations it was determined that 60% of the current fee would reflect Fire, and 40% of the current fee would represent Police. This nexus analysis, similar to the prior analysis has calculated these impact fees separately. The following table compares the City's current Public Safety Impact Fee to the Full Cost Public Safety Impact Fee (Police and Fire) and the associated surplus / (deficit) per unit.

Table 59: Current vs. Full Cost Public Safety Impact Fees

Category	Current Fee	Full Cost Fee	Surplus / (Deficit) Per Unit
Residential (per dwelling unit)			
Low Density (Up to 8 du / acre)	$1,285	$1,758	($473)
Medium Density (8-18 du / acre)	$810	$1,539	($729)
High Density (18+ du / acre)	$563	$1,310	($747)
Commercial / Non-Residential (per square foot)			
Commercial / Retail	$0.44	$0.66	($0.22)
Hotel / Visitor	$0.42	$0.26	$0.16
Office / R&D	$0.44	$1.20	($0.76)
Industrial	$0.18	$0.40	($0.22)

As the table indicates, the full cost of the overall Public Safety impact fee is significantly higher than the current fees charged by the City. At the culmination of the analysis, the City has the option to continue to bundle these fees on its fee schedule, or represent them separately. If the City were to bundle them together the updated split for the fee would be 43% for Police and 57% for Fire. For all monitoring and tracking purposes, the City collects and stores the fund in separate accounts and should continue to do so even if it collects it as a singular fee.

4 NEXUS CRITERIA

As discussed in the legal framework section, in order for an impact fee to be implemented it must meet all five of the nexus criteria as established per AB1600. The following table outlines each criterion point, and how the proposed Fire Impact fee meets the AB1600 criteria.

Table 60: Fire Impact Fees Nexus Criteria

Criteria	Meet	Don't Meet
Purpose of Fee	The purpose of the fee would be to upgrade existing Fire stations, relocate, and reconstruct existing fire stations, as well as replace outdated fire equipment.	
Use of Fee Revenue	The Fire Department has detailed capital improvement plans that outline the utilization of this fee revenue for current and future years to help ensure that there is appropriate expansion of fire facilities and equipment to meet the public safety goals of the City.	
Benefit Relationship	The use of the impact fee revenue would be to rehabilitate existing fire stations to accommodate the appropriate number of ambulances and engines, as well as ensure that stations are located in appropriate locations to allow for the most efficient response for service. New residents and employees receive benefits from increased equipment and more efficient response times.	
Impact Relationship	The addition of new residents and employees would have an impact on the ability of the fire stations to respond adequately, including in an efficient manner. Therefore, the cost associated with adding additional equipment or expanding facilities to accommodate additional staff to allow for responses would be borne by new residents or employees.	
Proportionality	The proposed impact fee is calculated based upon proportionality of projected growth with the greatest impact by residential areas, followed by commercial areas. The fees are calculated on a per dwelling unit for residential properties and on a per sq. ft. basis for commercial properties as the impact is more space based rather than unit based.	

As the table demonstrates, the City is able to meet all five of the criteria necessary to impose a Fire Development Impact Fee.

5 COMPARATIVE SURVEY

As part of this impact fee analysis, the project team conducted a comparative survey of surrounding jurisdictions who charge a Fire Impact Fee. The following table compares the city's current fee and full cost for Fire to other surveyed jurisdictions in the region, which charge a fire impact fee:

Table 61: Fire impact Fee Comparative Survey

Jurisdiction	Residential			Commercial / Non-Residential			
	Low Density – Per DU	Medium Density- Per DU	High Density – Per DU	Commercial – Per Sq. Ft	Office – Per Sq. Ft	Industrial – Per Sq. Ft	Hotel – Per Sq. Ft.
SSF – Current	$771	$486	$338	$0.26	$0.26	$0.11	$0.25
SSF - Full Cost	$1,008	$883	$751	$0.38	$0.69	$0.23	$0.15
Burlingame	$642	$381	$381	$0.25	$0.36	$0.12	
Napa	$656	$589	$589	$0.51	$0.32	$1.17	

The only surveyed jurisdictions that charge a stand-alone Fire Impact Fee rather than a combined Public Safety Impact Fee are Burlingame and Napa. South San Francisco's current and full cost commercial fees are in line with the fees charged by both Burlingame and Napa, however, the full cost calculated for residential fees is much higher.

In order to provide a true comparison between surveyed jurisdictions, the following table compares the City's current Public Safety Impact Fee and full cost Public Safety Impact Fee to the Police and Fire Impact Fees collected by other jurisdictions.

Table 62: Police and Fire impact Fee Comparative Survey

Jurisdiction	Residential			Commercial / Non-Residential			
	Low Density – Per DU	Medium Density- Per DU	High Density – Per DU	Commercial – Per Sq. Ft	Office – Per Sq. Ft	Industrial – Per Sq. Ft	Hotel – Per Sq. Ft.
SSF – Current	$1,285	$810	$563	$0.44	$0.44	$0.18	$0.42
SSF - Full Cost	$1,758	$1,539	$1,310	$0.66	$1.20	$0.40	$0.26
Burlingame	$1,079	$640	$640	$0.35	$0.51	$0.17	$0.35
Millbrae	$1,159	$854	$854	$0.37	$0.81	$0.08	$163[28]
Palo Alto	$1,081	$865	$865	$0.60	$0.81	$0.20	$0.60
San Bruno	$1,145	$1,144	$1,144	$0.58	$0.58	$0.23	$95[28]

As the table indicates, the City's current Public Safety Impact Fee is in line with most of the jurisdictions surveyed. The City's full cost fees for commercial projects are in line with Palo Alto and San Bruno; however, its full cost fees for residential projects are higher than the other jurisdictions.

[28] These fees are applied per hotel room, not per square foot.

8. Transportation Impact Fee

The City currently has two different impact fees that are assessed related to transportation – East of 101 Traffic Impact Fee and the Bike / Pedestrian Impact Fee. As these fees are localized either geographically or based upon the type of impact, through this study it was determined that a consolidated citywide transportation impact fee should be developed. The City contracted with DKS Associates (DKS) to conduct the calculations associated with the Transportation Impact Fee Study. As this impact fee analysis was undertaken concurrently with the other impact fees, it was determined that a singular report could be developed, in which the analysis developed by DKS would be incorporated. The detailed technical memorandum produced by DKS has been attached as Appendix C to this report. The following subsections discuss the growth assumptions utilized, cost components included, resulting impact fee calculation, ability to meet the nexus criteria, and a comparative analysis of Transportation Impact Fees.

1 GROWTH PROJECTIONS

The purpose of the Transportation Impact Fee is to recover costs associated with traffic measures such as roads, traffic lights, pathways, etc. The primary source of growth projections for transportation are dependent upon existing and future land use. The calculations for the existing and future land use were based upon California Department of Finance Population and Housing Estimates, the Census Bureau's Longitudinal Employer-Household Dynamics Job Counts by NAICS, and input by the City's Community and Economic Development Department. The projection horizon for the analysis was consistent from 2020 through 2040. The following table shows the existing and projected forecast by land use type:

Table 63: Existing and Forecasted Land Use

Category	Existing 2020	Growth 2020-2040	Total 2040
Residential (Dwelling Units)[29]			
Single-Family	16,272	30	16,302
Multi-Family	5,787	3,189	8,976
Non-Residential (Building Square Feet)[30]			
Retail	3,401,000	78,339	3,479,339
Hotel / Motel	8,872,000	364,500	9,236,500
Office	7,250,025	12,673,495	19,923,520
Industrial	22,594,900	4,263	22,599,163

[29] Existing 2020 Dwelling units based upon CA Department of Finance Report E-5 Population and Housing Estimates for Cities, Counties and the State, January 1, 2011-2019. Single family includes detached and attached units.

[30] Non-residential land uses - Census Bureau Longitudinal Employer-Household Dynamics Job Counts by NAICS Industry Sector 2017. Nonresidential building square feet based on employment estimates and density factors of 400, 450, 1,000, and 1,500 square feet per employee for commercial, office, industrial, and hotel respectively.

As the previous table indicates, a projected 3,219 additional dwelling units are expected to be added between 2020 and 2040 and approximately 13.1 million square feet in non-residential uses with the largest projected increase in office / R&D categories.

The land use projection information is utilized in conjunction with trip generation rates information to determine the transportation demand. The methodology for South San Francisco incorporates standard trip generation rates, which measures the desire for mobility by residents or workers to access homes, jobs, shopping, and other city services. The trip generation rates are different depending upon the land use category and help justify the nexus between the type of development that would pay the fee and the cost of the transportation infrastructure associated with that development.

The standard trip generation rates when multiplied by average trip lengths associated with each category of land use and the vehicle miles traveled (VMT) calculate an equivalent dwelling unit (EDU) factor. The EDU factor helps create a common baseline upon which the transportation impact fee can be calculated. The following table shows the calculation of the EDU factor for each land use based upon the trip generation, unit type (dwelling unit – du or 1,000 square feet – KSF), trip length, percent new trips, and vehicle miles traveled:

Table 64: EDU Calculation by Land Use

Category	ITE Land Use Code[31]	Daily Trip Rate	Unit	Trip Length	Percent New Trips	VMT per Unit	EDU
Residential (Dwelling Units)							
Single-Family	210	9.44	du	7.90	100	74.58	1.00
Multi-Family	220	5.44	du	7.90	100	42.98	0.58
Non-Residential (Building Square Feet)							
Retail	820	37.75	KSF	3.60	66[32]	89.69	1.20
Hotel / Motel[33]	310	11.94	KSF	7.60	100	90.74	1.22
Office	710	9.74	KSF	8.80	100	85.71	1.15
Industrial	110	4.96	KSF	9.00	100	44.64	0.60

The EDU calculated for single-family homes is 1.00, and 0.58 for Multi-Family homes. Alternatively for non-residential projects, the calculation is based upon multiples of thousand square feet, so the EDU factor is 1.20 per KSF.

The EDU factor based upon the traffic generation rates are applied to the existing and projected growth in order to calculate actual projected units (dwelling units or thousands

[31] Institute for Transportation Engineers (ITE) Trip Generation, 10th edition; ITE Trip Generation Handbook, 3rd Edition, Table E.9: Pass-By and Non-Pass-By Trips, Weekday PM Peak Period; SANDAG, Brief Guide of Vehicular Traffic Generation Rates for the San Diego Region (2002); Jan de Roos, Planning and Programming a Hotel (The Scholarly Commons: Cornell University School of Hotel Administration, 2011.

[32] Accounts for trip ends that are not part of a new travel tour but are made mostly en route to another origin or destination and do not represent significant additional demand on the transportation network.

[33] Hotel/Motel trip rate based on ITE rate per room and 700 gross building square feet per room.

of square feet) associated with future development. The following table shows this calculation:

Table 65: Conversion of EDU to Projected Units

Category	EDU Factor	Existing 2020	EDU Existing 2020	Growth 2020-2040	EDU Growth 2020-2040	EDU Total 2040
Residential (Per du)						
Single-Family	1.00	16,272	16,272	30	30	16,302
Multi-Family	0.58	3,335	1,934	1,838	1,066	3,000
Non-Residential (per KSF)						
Retail	1.20	4,090	4,908	94	113	5,021
Hotel / Motel	1.22	10,795	13,170	444	542	13,712
Office	1.15	8,333	9,583	14,566	16,751	26,334
Industrial	0.60	13,525	8,115	3	2	8,117
TOTAL		**56,350**	**53,982**	**16,975**	**18,503**	**72,485**

As outlined in the table, the existing demand for transportation based upon EDU is approximately 56,350 compared to the projected overall demand of 72,485 in 2040. The existing demand represents 77% of the overall projected needs in 2040, and thereby the remaining 23% is associated with projected future development.

2 COST ASSUMPTIONS AND COMPONENTS

Similar to the other impact fees evaluated in this report, the Citywide Transportation Impact fee was based upon the existing inventory of different transportation related items within the City. The infrastructure inventory was then converted into an existing facility standard (unit per EDU) based upon the 56,350 existing total units within the City. The following table shows the conversion of the total citywide transportation infrastructure by infrastructure type, unit, total quantity and the resulting existing facility standard per unit as calculated by DKS:

Table 66: Infrastructure Inventory and Existing Facility Standard

Infrastructure Category	Unit	Total Quantity	EDU	Existing Facility Standard
Roadway	Square Feet	17,582,145	56,350	312.0
Sidewalk	Square Feet	3,026,716	56,350	53.7
Curb & Gutter	Linear Feet	577,840	56,350	10.3
Median	Square Feet	1,009,061	56,350	17.9
Bicycle Path	Square Feet	180,576	56,350	3.2
Bicycle Lane	Linear Feet	666,574	56,350	11.8
Traffic Signal	Intersections	113	56,350	0.002

The primary source of traffic related infrastructure in the city is related to square footage or roadways and sidewalks. In order to calculate the current cost standard associated with residential and non-residential units, the cost per unit was calculated for each of the

infrastructure categories. The cost calculated per unit was based upon the following three factors:

1. **Construction Cost:** This is reflective of the actual construction costs associated with the capital project for the specific infrastructure but does not include temporary traffic control; and for roadways does not include the cost associated with street lighting, water pollution prevention, street furniture and drainage.

2. **Design and Management Cost:** This is calculated at 40% and is comprised of 20% for project design, 15% for construction engineering, and 5% for project management.

3. **Contingency:** A 20% contingency factor is incorporated into the calculation to account for any unexpected expenses or hurdles associated with the inventory construction projects.

The design and management and contingency factors are applied to the base construction cost per unit to calculate the total cost per unit. The following table shows the total cost per unit calculated by infrastructure type based upon calculations performed by DKS:

Table 67: Infrastructure Cost Per Unit

Infrastructure Category	Unit	Construction Cost	Design & Management	Contingency	Replacement Cost Per Unit
Roadway	Square Feet	$37	40%	20%	$63
Sidewalk	Square Feet	$31	40%	20%	$52
Curb & Gutter	Linear Feet	$86	40%	20%	$144
Median	Square Feet	$28	40%	20%	$47
Bicycle Path	Square Feet	$26	40%	20%	$44
Bicycle Lane	Linear Feet	$10	40%	20%	$17
Traffic Signal	Intersections	$528,000	40%	20%	$887,040

The replacement cost per unit varies depending upon the type of infrastructure category and the existing facility standard (units per EDU). The facility standard is multiplied by the replacement cost per unit to calculate the existing level of investment per EDU. The following table shows this calculation:

Table 68: Level of Investment by Infrastructure Type

Infrastructure Category	Existing Facility Standard	Replacement Cost	Existing Level of Investment per EDU
Roadway	312.0	$63	$19,605
Sidewalk	53.7	$52	$2,797
Curb & Gutter	10.3	$144	$1,478
Median	17.9	$47	$842
Bicycle Path	3.2	$44	$140

Infrastructure Category	Existing Facility Standard	Replacement Cost	Existing Level of Investment per EDU
Bicycle Lane	11.8	$17	$199
Traffic Signal	0.002	$887,040	$1,779
TOTAL EXISTING INVESTMENT			**$26,840**

The $26,840 represents the total existing investment per EDU made by the City. If the City were to maintain its existing standards of inventory per resident the $26,840 would be the maximum justified level of investment from new development.

While the $26,840 is the current standard, the City has historically funded its transportation projects through a variety of sources – Transportation Impact Fees, General Fund, Gas Tax, Sales Tax, and Grant Programs. The following table shows the forecasted projects to be potentially funded through the Transportation Impact Fee by project source, number of projects, estimated costs, and project types.

Table 69: Transportation Improvements Cost Summary

Project Source	Number of Projects	Estimated Costs	Project Types
Active South City Project Recommendations	128	$142,305,516	Bicycle & Pedestrian
Mobility 2020 Projects	16	$34,170,552	Multimodal
Traffic Impact Fee Study Update East of 101 Area (2007)	12	$512,000,000	Arterial Improvements
TOTAL	**156**	**$688,476,068**	

The projected estimated costs for transportation improvements for the City are $688 million and comprised of 156 projects. Appendix D provides a detailed listing of the projects for which the full cost transportation impact fee could be utilized. The City assumes that approximately 100% of these projects will be completed through the 20 year planning horizon (by 2040).

Similar to all of the other impact fees, an administrative fee was calculated for the Transportation Impact Fee. DKS assumed the administrative fee at a rate of 2%, which is in line with the overhead costs allocated to the Bike / Pedestrian and East of 101 Traffic Impact Fees and revenues collected. It is primarily meant to account for the City's overhead costs related to tracking and reporting on the use of impact fee revenues.

3 IMPACT FEE CALCULATION

As the previous section calculated, the total existing facility standard results in $26,840 per equivalent dwelling unit (EDU). This full cost impact fee per EDU is converted into the transportation impact fee based upon the EDU factor calculated in the growth assumptions of this section. The following table shows this calculation:

Table 70: Citywide Transportation Impact Fee Calculation

Category	Impact Fee Per EDU	EDU Factor	Transportation impact Fee
Residential			
Single-Family	$26,840	1.00 per du	**$26,840 per du**
Multi-Family	$26,840	0.58 per du	**$15,467 per du**
Non-Residential			
Retail	$26,840	1.20 per KSF	**$32.28 per sq. ft.**
Hotel / Motel	$26,840	1.22 per KSF	**$22,861 per room**[34]
Office / R&D	$26,840	1.15 per KSF	**$30.85 per sq. ft.**
Industrial	$26,840	0.60 per KSF	**$16.07 per sq. ft.**

Similar to the other impact fees, an administrative fee of 2.00% was added onto this calculation. The following table shows the maximum fee associated with transportation including the administrative fee component:

Table 71: Fire Impact Fee Calculation Including Administrative Fee

Category	Impact Fee	Admin Fee	Total Impact Fee
Residential			
Single Family	$26,840	$537	**$27,377 per du**
Multi-Family	$15,467	$309	**$15,776 per du**
Commercial / Non-Residential			
Retail	$32.28	$0.65	**$32.93 per sq. ft.**
Hotel / Visitor	$22,861	$457	**$23,318 per room**
Office / R&D	$30.85	$0.62	**$31.47 per sq. ft.**
Industrial	$16.07	$0.32	**$16.39 per sq. ft.**

As the table indicates, the full cost transportation impact fee varies from a low of $16.39 per square feet for industrial properties to a high of $27,377 for single-family properties.

As discussed previously in this study, the goal of the City was to combine all existing transportation related impact fees (East of 101 and Bike / Pedestrian) into a singular Citywide Transportation Impact Fee. The following table compares the City's current fee (East of 101 and Bike / Pedestrian Fee) to the full cost fee calculated through the analysis and the resulting surplus / (deficit) per unit:

Table 72: Citywide Transportation Impact Fee – Current vs. Full Cost

Category	Current Fee	Full Cost Fee	Surplus / (Deficit) Per Unit
Residential			
Single-Family	$243	$27,377	($27,134)
Multi-Family	$170	$15,776	($15,606)

[34] The criteria of 700 sq. ft. per room was utilized.

Category	Current Fee	Full Cost Fee	Surplus / (Deficit) Per Unit
Commercial / Non-Residential			
Retail	$25.42	$32.93	($7.51)
Hotel / Visitor – per room	$1,407[35]	$23,318	($21,911)
Office / R&D	$6.14	$31.47	($25.33)
Industrial	$0.12	$16.39	($16.27)

The City is currently under-recovering for all impact fee categories, with the under-recovery ranging from approximately $27,000 per single-family home to $7.51 per retail square foot.

4 NEXUS CRITERIA

As discussed in the legal framework section, in order for an impact fee to be implemented it must meet all five of the nexus criteria as established per AB1600. The following table outlines each criterion point, and how the proposed Citywide Transportation Impact fee meets the AB1600 criteria.

Table 73: Transportation Impact Fees Nexus Criteria

Criteria	Meet	Don't Meet
Purpose of Fee	The purpose of the fee would be to upgrade existing transportation measures or fund the construction of new transportation measures based upon the projected increase in development within the City.	
Use of Fee Revenue	Appendix D of this report includes a list of detailed projects upon which the projected Transportation Impact Fee could be utilized. The City has the right to modify the project list, adding or replacing projects as long as they are consistent with the nexus analysis and are capital projects, part of the citywide transportation network and are related to enhancement, upgrades, and expansion of existing and future transportation infrastructure.	
Benefit Relationship	The use of the impact fee revenue would be to enhance, upgrade, or expand existing and future transportation infrastructure. New residents and employees receive benefit from these transportation project improvements.	

[35] A fee of $0.24 per sq. ft. is added on for the Bike / Ped Fe e.

Criteria	Meet	Don't Meet
Impact Relationship	The addition of new residents and employees would have an impact on the ability of the city's existing transportation system to meet all of their needs. Therefore, the cost associated with adding additional transportation infrastructure or improving existing transportation infrastructure would be proportionately borne by new residents or employees.	
Proportionality	The proposed impact fee is calculated based upon proportionality of vehicle miles traveled based upon the type of land use category and converted to an equivalent dwelling unit (EDU) factor. The fees are calculated per dwelling unit for residential properties and on a per sq. ft. basis for commercial properties as the impact is more space based rather than unit based.	

As the table demonstrates, the City is able to meet all five of the criteria necessary to implement a Citywide Transportation Impact Fee.

5 COMPARATIVE SURVEY

As part of this impact fee analysis, the project team conducted a comparative survey of surrounding jurisdictions. The following table compares the city's current fee and full cost for Transportation to other surveyed jurisdictions in the region, which charge a Transportation Impact Fee:

Table 74: Citywide Transportation Impact Fee Comparative Survey

	Residential		Commercial / Non-Residential			
Jurisdiction	Single-Family – Per DU	Multi-Family – Per DU	Retail – Per Sq. Ft	Office – Per Sq. Ft	Industrial – Per Sq. Ft	Hotel – Per Room
SSF – Current	$243	$170	$25.42	$6.14	$0.12	$1,407[21]
SSF - Full Cost	$27,377	$15,776	$32.93	$31.47	$16.39	$23,318
Burlingame	$1,573	$1,105	$1.81	$7.29	$1.15	$1.81 per sq. ft.
Millbrae	$1,875	$1,061	$7.22	$2.12	$1.193	$1,136
Mountain View	$4,788	$2,681	$5.11	$5.11	$5.11	$2,961

Jurisdiction	Residential		Commercial / Non-Residential			
	Single-Family – Per DU	Multi-Family – Per DU	Retail – Per Sq. Ft	Office – Per Sq. Ft	Industrial – Per Sq. Ft	Hotel – Per Room
Napa	$4,723	$3,198	$4.38	0-19,999 sq. ft. = $5.39[36] 19,999+ sq. ft. = $4.32	$1.92	$2,725
Palo Alto[37]	$7,886	$7,886	$7,886	$7,886	$7,886	$7,886
Redwood City[38]	$1,617	$992	$0.39-$32.72	$1.79-$2.38	$1.16-$1.55	$709-$945
San Bruno	$3,374	$2,610	$8.95	$6.95	$2.78	$1,527
San Francisco		21-99 units = $9.61 per sq. ft.; 99+ units = $10.86 per sq. ft.	800-99,999 sq. ft. = $22.40 per sq. ft.; 99,999+ sq. ft. = $25.36	800-99,999 sq. ft. = $22.40 per sq. ft.; 99,999+ sq. ft. = $25.36	800-99,999 sq. ft. = $22.40 per sq. ft.; 99,999+ sq. ft. = $25.36	800-99,999 sq. ft. = $22.40 per sq. ft.; 99,999+ sq. ft. = $25.36
San Mateo	$4,367	$2,681	$7.50	$4.01	$2.61	$4.01

Due to the large variation in the manner in which impact fees are charged it is hard to compare the impact fees across the board. However, in comparing the City's current fees they are lower than other jurisdictions and their full cost fees are significantly higher than all other jurisdictions surveyed.

[36] The rate of $5.39 is applied for less than 19,999 sq. ft. projects located in downtown and $3.51 for greater than 19,999 sq. ft. projects.
[37] The fee for Palo Alto is applied per peak hour trip.
[38] The fee for Redwood City varies depending upon the specific type of construction as well as the location. For residential projects that are downtown the single-family fee is $1,212 and multi-family fee is $744.

Appendix A: Police Costs Components Detailed Calculations

The following tables provide information regarding police equipment, vehicle, and facility costs. All quantity, cost per unit calculations, and lifecycle information was provided and confirmed by City of South San Francisco Police Department staff.

Table 75: Police Equipment Costs

Item	Qty	Unit Cost	Total Cost	Lifecycle	Avg Annual Cost
Safety Gear & Equipment					
Body armor, patrol	95	$926	$87,970	5	$17,594
Body armor, SWAT	10	$1,500	$15,000	5	$3,000
Breeching equipment, SWAT	1	$5,000	$5,000	10	$500
Tasers	100	$1,100	$110,000	5	$22,000
Holster, Taser	100	$60	$6,000	5	$1,200
WMD/gas masks	95	$560	$53,200	10	$5,320
Card access system	1	$50,000	$50,000	10	$5,000
Pistol, patrol	110	$425	$46,750	10	$4,675
Holster, pistol	110	$120	$13,200	5	$2,640
Pistol, compact	21	$425	$8,925	10	$893
Pistol, training	8	$550	$4,400	10	$440
Flashlight, patrol	110	$100	$11,000	5	$2,200
Flashlight, pistol	110	$110	$12,100	5	$2,420
Flashlight, SWAT rifles	10	$400	$4,000	5	$800
Less lethal, patrol	4	$1,000	$4,000	10	$400
Less lethal, SWAT (single shot)	1	$1,000	$1,000	10	$100
Less lethal, SWAT (multi-shot)	1	$3,000	$3,000	15	$200
Pepperball guns	2	$800	$1,600	10	$160
Rifle, patrol	40	$1,100	$44,000	10	$4,400
Rifle, SWAT Colt SBR	10	$1,200	$12,000	10	$1,200
Rifle, SWAT sniper	2	$3,500	$7,000	10	$700
Optics, patrol less lethal	4	$800	$3,200	10	$320
Optics, SWAT less lethal	2	$800	$1,600	10	$160
Optics, patrol rifle	40	$800	$32,000	5	$6,400
Optics, SWAT rifle	10	$800	$8,000	5	$1,600
Optics, SWAT sniper	2	$2,000	$4,000	10	$400
Optics, pepperball gun	2	$800	$1,600	10	$160
Shotgun, patrol	30	$650	$19,500	10	$1,950
Suppressor, SWAT rifle	10	$1,200	$12,000	5	$2,400
Suppressor, SWAT sniper	2	$1,200	$2,400	10	$240
Night vision, patrol	4	$4,000	$16,000	5	$3,200
Night vision, SWAT	8	$4,000	$32,000	10	$3,200
Uniform, Patrol (initial issuance)	110	$1,000	$110,000	5	$22,000
Uniform, SWAT	10	$400	$4,000	2	$2,000.00
Helmet, ballistic SWAT	10	$800	$8,000	5	$1,600.00
Helmet, ballistic patrol	110	$500	$55,000	10	$5,500
Communications					
Annual maintenance cost	1	$42,088	$42,088	1	$42,088
CCTV, station security server	1	$30,000	$30,000	6	$5,000
CCTV, station security cameras	38	$1,000	$38,000	8	$4,750

Item	Qty	Unit Cost	Total Cost	Lifecycle	Avg Annual Cost
CCTV, station security license	1	$200	$200	8	$25
CCTV, interview room	1	$30,000	$30,000	10	$3,000
Computer, desktop	102	$1,500	$153,000	6	$25,500
Computer, mobile	28	$9,000	$252,000	6	$42,000
Computer, server	1	$110,000	$110,000	6	$18,333
Computer, server MAV/BWC	1	$95,000	$95,000	6	$15,833
MAV	26	$6,000	$156,000	5	$31,200
BWC	63	$1,000	$63,000	5	$12,600
Telephone, I.P.	75	$350	$26,250	10	$2,625
Radio, mobile	50	$2,500	$125,000	10	$12,500
Radio, portable	110	$1,400	$154,000	10	$15,400
Radio, portable (small)	17	$1,000	$17,000	10	$1,700
Radio, portable SWAT	10	$1,400	$14,000	5	$2,800
Radio, portable SWAT headset	10	$500	$5,000	5	$1,000
Radio, console	1	$325,000	$325,000	12	$27,083
Radio, microwave	1	$125,000	$125,000	12	$10,417
Radio, base station	1	$275,000	$275,000	12	$22,917
Radio, base station antennas	1	$150,000	$150,000	15	$10,000
Radio, comparator	3	$20,000	$60,000	10	$6,000
Video display	3	$4,500	$13,500	7	$1,929
HNT equipment	1	$20,000	$20,000	5	$4,000
iPhones	26	$500	$13,000	3	$4,333
iPads	13	$700	$9,100	3	$3,033
Data plan, iPhones & iPads	48	$480	$23,040	1	$23,040
Data plan, patrol vehicles	40	$480	$19,200	1	$19,200
Other					
Generator, Sign Hill	1	$175,000	$175,000	15	$11,667
Generator, police station	1	$175,000	$175,000	15	$11,667
Power, UPS	1	$125,000	$125,000	12	$10,417
Canine, initial dog cost	7	$10,000	$70,000	6	$11,667
Canine, medical & food	7	$780	$5,460	1	$5,460
Drone	1	$12,500	$12,500	5	$2,500
Investigative Technology					
Cell Hawk	1	$2,500	$2,500	5	$500
Forensic Logic	1	$7,400	$7,400	5	$1,480
Celebrate	1	$10,000	$10,000	5	$2,000
Coverttrack	2	$1,200	$2,400	1	$2,400
LP Police	1	$1,000	$1,000	1	$1,000
FirstTwo	1	$3,600	$3,600	5	$720
Accurint	1	$1,200	$1,200	1	$1,200
Future Planned Purchases					
EOC Command Center RV	1	$1,000,000	$1,000,000	10	$100,000
Defensive Tactics Equipment	1	$10,000	$10,000	5	$2,000
Drone	2	25000	$50,000	5	$10,000
City-wide LPR system	50	2000	$100,000	5	$20,000
Radio tower antenna	1	250000	$250,000	20	$12,500
AEDs (1 per car)	25	1500	$37,500	5	$7,500
Bearcat armored vehicle	1	300000	$300,000	10	$30,000
TOTAL					**$739,955**

Table 76: Police Vehicle Costs

Item	Count	Unit Cost	Total Cost	Lifespan	Average Annual Cost
Ford Explorer Interceptor	26	$48,500	$1,261,000	5	$252,200
Ford E350	1	$26,000	$26,000	10	$2,600
Ford F150	2	$26,000	$52,000	5	$10,400
Ford Freestar	1	$20,000	$20,000	10	$2,000
Ford Fusion	7	$27,000	$189,000	5	$37,800
Dodge Charger SXT Plus	1	$32,000	$32,000	5	$6,400
Chevrolet Colorado	3	$48,500	$145,500	5	$29,100
Chevrolet Silverado	1	$54,000	$54,000	5	$10,800
Chevrolet Tahoe	2	$67,500	$135,000	5	$27,000
Harley Davidson FLHTP	7	$33,000	$231,000	5	$46,200
GMC Yukon	1	$40,000	$40,000	5	$8,000
Go-4 Interceptor	4	$34,000	$136,000	5	$27,200
Radar Trailer	2	$19,000	$38,000	10	$3,800
Carson Trailer	1	$2,300	$2,300	10	$230
DUI/Command Trailer	1	$150,000	$150,000	10	$15,000
Bicycles	4	$1,100	$4,400	5	$880
TOTAL					**$479,610**

Table 77: Police Facility Costs

Item	Count	Unit Cost	Total Cost	Lifespan	Average Annual Cost
Police Headquarters	1	$56,857,615	$56,857,615	50	$1,137,152

Appendix B: Fire Costs Components Detailed Calculations

The following tables provide information regarding police equipment, vehicle, and facility costs. All quantity, cost per unit calculations, and lifecycle information was provided and confirmed by City of South San Francisco Fire Department staff.

Table 78: Fire Equipment Costs

Item	Qty	Unit Cost	Total Cost	Lifecycle	Avg Annual Cost
Fire Equipment					
5000 Watt Portable Honda Generators	7	$2,640	$18,480	15	$1,232
ALS Ambulance Equipment	4	$38,920	$155,680	9	$17,298
Battalion Chief, Reserve Battalion Chief, Training Chief and EMS Chief vehicle equipment	1	$59,670	$59,670	10	$5,967
Battalion Chief Vehicle Equipment	2	$59,670	$119,340	14	$8,524
Blowers	8	$1,920	$15,360	15	$1,024
BLS Ambulance Equipment	2	$25,000	$50,000	10	$5,000
Boat Motors	2	$25,000	$50,000	10	$5,000
Dosimeters	12	$1,517	$18,200	10	$1,820
Draeger Fire Extinguisher Demonstrator	1	$14,000	$14,000	15	$933
EMS Portable Radios	12	$4,900	$58,800	8	$7,350
Engine iPads	5	$850	$4,250	17	$250
EOC Audio Visual	1	$100,000	$100,000	8	$12,500
EOC Laptops	18	$2,843	$51,174	5	$10,235
Extrication Equipment	4	$59,208	$236,832	12	$19,736
Fire Chief & Deputy Chief Equipment	2	$20,000	$40,000	10	$4,000
Fire Portable Radios	71	$4,000	$284,000	10	$28,400
Forward Looking Infrared Camera (FLIR)	1	$17,000	$17,000	12	$1,417
Freddie the Fire Truck	1	$10,000	$10,000	20	$500
Fire Station Furniture and Fixtures	5	$20,000	$100,000	15	$6,667
Gas Monitors	16	$3,740	$59,840	10	$5,984
Generic Power Saws	10	$3,039	$30,390	15	$2,026
Gurney (Self Loading)	1	$38,000	$38,000	9	$4,222
HAM Base Station	3	$900	$2,700	10	$270
HAM Portable	8	$70	$560	10	$56
Handheld Chemical Radiation Detector	1	$2,500	$2,500	15	$167
Hose Tester	1	$6,500	$6,500	5	$1,300
Hose, Nozzles, and Fittings	10	$28,550	$285,500	15	$19,033
Inmotion Routers	15	$5,000	$75,000	7	$10,714
Interactive Presentation Board	1	$10,000	$10,000	10	$1,000
Jet Dock Boat Launch	1	$18,500	$18,500	15	$1,233
Kitchen Prop (Tower)	1	$70,000	$70,000	20	$3,500
Kitchen Stove Prop (Tower)	1	$70,000	$70,000	20	$3,500
Lucas Compression Device	5	$15,000	$75,000	7	$10,714
Material Handling Forklift Large	1	$40,000	$40,000	15	$2,667
Material Handling Forklift Small	1	$20,000	$20,000	15	$1,333
Mobile Radios (Command Vehicle)	6	$5,300	$31,800	10	$3,180
Mobile Radios (EMS)	12	$5,300	$63,600	10	$6,360

Item	Qty	Unit Cost	Total Cost	Lifecycle	Avg Annual Cost
Navionics	1	$12,000	$12,000	15	$800
Narcotics Safe	15	$1,800	$27,000	15	$1,800
Vehicle Knox Box	20	$1,200	$24,000	15	$1,600
Oil Spill Trailer Equipment	1	$20,000	$20,000	15	$1,333
Phase 5 Lab Fire Simulator	1	$27,000	$27,000	20	$1,350
EOC Plotter	1	$6,727	$6,727	6	$1,121
Portacount N95 / Respiratory Tester	1	$12,000	$12,000	15	$800
Rescue Rope and Hardware	5	$5,000	$25,000	1	$25,000
RIC Equipment	2	$5,000	$10,000	15	$667
Satellite Communications	2	$1,500	$3,000	10	$300
SCBA Filling Station	1	$90,000	$90,000	20	$4,500
SCBA Filling Station	1	$41,834	$41,834	20	$2,092
SCBA Filling Station	1	$50,000	$50,000	20	$2,500
Station Alert System	1	$175,311	$175,311	10	$17,531
Thermal Imagers	14	$8,310	$116,340	10	$11,634
Portable Laptop Computers	12	$2,500	$30,000	4	$7,500
Training AV	1	$9,100	$9,100	15	$607
Turnout Dryer	2	$8,576	$17,152	15	$1,143
Turnout Extractor	2	$11,418	$22,836	15	$1,522
Unstaffed Aerial Vehicles	1	$35,000	$35,000	5	$7,000
Other Fire Equipment					
Structural PPE (coat and Pants)	160	$2,535	$405,600	5	$81,120
Structural PPE (helmet)	80	$350	$28,000	10	$2,800
Structural PPE (boots)	80	$575	$46,000	10	$4,600
PPE (ballistic vests)	50	$650	$32,500	10	$3,250
PPE (ballistic helmets)	50	$395	$19,750	10	$1,975
Self-Contained Breathing Apparatus (SCBA, BOTTLE)	50	$6,500	$325,000	15	$21,667
Self-Contained Breathing Apparatus (spare BOTTLE)	50	$1,100	$55,000	15	$3,667
SCBA Face Piece with Voice Amplifier	80	$700	$56,000	15	$3,733
Wildland Personal Protective Equipment	80	$1,200	$96,000	5	$19,200
USAR Personal Protective Equipment (BDU, boots and helmet)	80	$525	$42,000	5	$8,400
USAR SCBA (Escape Bottles) set	6	$4,500	$27,000	15	$1,800
Miscellaneous gloves, hoods, goggles, headlamps, etc.	80	$475	$38,000	5	$7,600
Inclement Weather PPE	92	$124	$11,420	5	$2,284
Air light Unit	5	$5,000	$25,000	15	$1,667
Computer Desktop	10	$1,100	$11,000	6	$1,833
Gas Monitors (USR)	6	$3,740	$22,440	10	$2,244
Fuel Tender Trailer	1	$6,700	$6,700	10	$670
Western Shelter (19x35) with HVAC	1	$32,000	$32,000	20	$1,600
Western Shelter (20 foot diameter) with HVAC	1	$25,000	$25,000	20	$1,250
TOTAL					**$477,273**

Table 79: Fire Vehicle Costs

Fire Vehicle Inventory	Qty	Unit Cost	Total Cost	Lifecycle	Avg Annual Cost
2015 Ford Police Interceptor Explorer	1	$31,036	$31,036	10	$3,104
2018 Ford Police Interceptor Explorer	1		$0	10	$0
2011 Ford Escape Hybrid	1	$29,773	$29,773	10	$2,977
2013 Ford Police Interceptor Explorer	1	$32,103	$32,103	10	$3,210
1998 Chevrolet S-10	1	$17,103	$17,103	10	$1,710
2019 Ford F-150	1	$36,397	$36,397	10	$3,640
2013 Chevrolet Suburban	1	$35,000	$35,000	10	$3,500
2011 Ford Escape Hybrid	1	$29,773	$29,773	10	$2,977
2011 Ford Escape Hybrid	1	$29,773	$29,773	10	$2,977
2016 Ford F350	1	$51,893	$51,893	10	$5,189
2008 Spartan Gladiator	1	$500,000	$500,000	20	$25,000
2008 Spartan Gladiator	1	$500,000	$500,000	15	$33,333
2000 Spartan Gladiator	1	$330,000	$330,000	15	$22,000
2019 Spartan Gladiator	1	$348,291	$348,291	15	$23,219
2008 Spartan Gladiator	1	$500,000	$500,000	15	$33,333
2016 Freightliner M2	1	$327,765	$327,765	9	$36,418
2010 Spartan Gladiator	1	$557,000	$557,000	15	$37,133
2013 Sprinter 2500 Cargo Van	1	$123,591	$123,591	9	$13,732
2013 Sutphen SPH100 HS5229	1	$1,289,158	$1,289,158	12	$107,430
2010 Spartan Gladiator	1	$560,000	$560,000	15	$37,333
2016 Spartan Quint	1	$1,033,219	$1,033,219	12	$86,102
2001 Wells Trailer	1	$6,500	$6,500	25	$260
2002 Spartan Gladiator	1	$330,000	$330,000	15	$22,000
1992 Spartan Gladiator	1	$230,000	$230,000	15	$15,333
2000 Spartan Gladiator	1	$348,291	$348,291	15	$23,219
2017 Ford F150	1	$36,397	$36,397	10	$3,640
2011 International Dura Star	1	$279,665	$279,665	9	$31,074
2011 International Dura Star	1	$279,665	$279,665	9	$31,074
2017 Ford Police Interceptor Explorer	1	$33,046	$33,046	10	$3,305
1991 Wiggins Forklift - W156Y	1	$125,000	$125,000	25	$5,000
2006 Safe Boat (RB62)	1	$300,000	$300,000	25	$12,000
2006 Scotty Trailer	1	$15,000	$15,000	25	$600
2007 Ford F250	1	$70,000	$70,000	10	$7,000
2007 Ford Ranger	1	$70,000	$70,000	10	$7,000
2007 Ford Ranger	1	$20,000	$20,000	10	$2,000
2007 Ford Ranger	1	$20,000	$20,000	10	$2,000
2011 Blaze Trailer	1	$19,500	$19,500	25	$780
2003 Ford E350	1	$8,500	$8,500	9	$944
2006 Kohler 230RE0ZD	1	$90,000	$90,000	10	$9,000
1999 Onan DGCB-3369912	1	$30,000	$30,000	15	$2,000
1992 Kohler 60R0ZJ61	1	$30,000	$30,000	10	$3,000
2014 Dummy Vehicle Fire	1	$30,000	$30,000	10	$3,000
1916 Seagrave Fire Engine	1	$20,000	$20,000	15	$1,333
2013 Ford Police Interceptor Explorer	1	$32,104	$32,104	10	$3,210
2002 Chevrolet Malibu	1	$17,000	$17,000	7	$2,429
Zodiac - Inflatable Rescue Boat & Trailer	1	$7,500	$7,500	20	$375
Port-o-Potty	2	$1,500	$3,000	20	$150
TOTAL					**$678,746**

Table 80: Fire Existing and Proposed Facility Costs

Fire Facilities:	Total Value[39]	Lifecycle	Annual Cost
Existing Facilities			
Station 61/Fire Administration, 480 North Canal Street	$29,587,949	50	$591,759
Station 64, 2350 Galway	$12,315,796	50	$246,316
Station 65, 1151 South San Francisco Drive	$7,960,210	50	$159,204
EOC, 490 North Canal Street	$3,950,066	50	$79,001
Fire Proposed Facilities:			
Proposed Station 63 Replacement	$15,150,000	50	$303,000
Planned New Fire Station East of 101 (Fire Station 62)	$13,855,271	50	$277,105
EOC, 490 North Canal Street, proposed 2nd floor	$3,321,320	50	$66,426
Traffic Preemption Project	$1,241,013	5	$248,203
Upgrades Training Tower for CIP	$320,000	10	$32,000
PPE Storage Room 65	$100,000	10	$10,000
TOTAL			**$2,013,014**

[39] The Total Value for Fire Facilities is based on projected costs of capital projects or a rate of $1,670 per sq. ft. for new fire facilities.

Appendix C: DKS Associates Transportation Impact Fee Analysis

The following includes the technical memorandum produced by DKS Associates in relation to the Citywide Transportation Impact Fee.

TRANSPORTATION IMPACT FEE CALCULATION

DATE: July 15, 2020

TO: Matt Ruble | City of South San Francisco

FROM: Erin Vaca | DKS Associates

SUBJECT: Transportation Impact Fee –Calculations and Material for Impact Fee Nexus StudyProject #17011-018

Introduction and Background

The City of South San Francisco is undertaking a comprehensive update of fees, including user fees and development impact fees. As part of this process, DKS Associates has been asked to develop an updated Transportation Impact Fee (TIF) that will replace the existing East of 101 Traffic Impact Fee and an existing citywide bicycle and pedestrian impact fee. This memorandum presents the results of the fee calculation along with supporting documentation for the nexus study being prepared by Matrix Consulting.

California local agencies may adopt impact fees under authority granted by the Mitigation Fee Act (the Act), contained in Sections 66000 to 66025 of the *California Government Code*. This memorandum presents the key findings required by the act for adopting or increasing an impact fee with respect to the following reasonable relationships[40]:

1. Impact – There must be a reasonable relationship established between new development and the need for public facilities. *For South San Francisco, this finding is based on maintaining the City's existing level of investment in its citywide multimodal transportation network* (see "Facility Standards and Level of Investment").

2. Benefit – There must be a reasonable relationship between new development and the use of fee revenue for public facilities to accommodate that development. *For South San Francisco, this finding is based on the planned improvements needed, as documented in long range*

[40] California Government Code, section 66001(a)(3), 66001(a)(4), and 66001(b).

plans including the Active South City project, the Mobility 2020 Plan, and the project list from the East of 101 Traffic Impact Fee (see "Improvements and Costs").

3. Proportionality – A reasonable relationship should exist between the amount of the fee and the portion of public facilities cost associated with new development. This *finding is based on the cost per unit of development (equivalent dwelling unit) and rates of use by land use category* (see "Transportation Demand").

In addition to the above findings, the Act also requires findings regarding the purpose of the fee and a description of the public facilities to be funded by the fee. The purpose of the TIF is to expand the City's transportation network to accommodate increased demand by new development. Examples of the types of projects to be funded by the fee are listed in Appendix A, with additional detail available in the source documents.

Existing and Forecast Transportation Infrastructure Demand

The TIF amount is partly based on the demand for transportation infrastructure associated with existing and new development. The TIF will fund multimodal improvements to and expansions of the transportation network that will benefit new development.

Land Use

Estimates of existing land use are required to determine the existing level of investment in the City's multimodal transportation network relative to existing levels of transportation demand. DKS developed estimates of existing levels of land use using two sources:

1) The California Department of Finance Report E-5 Population and Housing Estimates for Cities, Counties, and the State formed the basis for existing residential land uses.

2) Employment by industry sector as developed for the ongoing General Plan update and provided by the Department of Economic and Community Development. The employment by sector was converted to estimates of retail, office, industrial, and hotel use with employment density factors consistent with those being used in the City's travel demand model and General Plan updates.

Forecasts of future land use are required to estimate additional demands on the transportation system from new development and potential fee revenue. Growth projections by land use category were developed from the pipeline projects compiled for the ongoing General Plan analyses. These projections were developed in consultation with the City's Economic and Community Development Department. While these growth estimates are what can be reasonably foreseen over the planning horizon of 2020 to 2040, the ultimate buildout capacity of the City may be greater or lesser, depending on the outcome of the general plan update. Growth projections are used only to estimate the level of revenue that might be generated from the proposed TIF and do not directly enter the calculation of the maximum justifiable fee. This analysis will be updated based on the

adopted general plan update should there be any significant change in the capital planning documents mentioned above or the growth forecast.

The amount of future year development by land use category was calculated as existing development plus growth development. **Table 1** presents the amount of existing, new development, and total future development by category.

Transportation Demand

This nexus analysis uses person trip generation rates by land use category to account for variations in travel demand among land uses. Trip generation rates by land use category reflect either the origin or destination of a trip and are therefore a reasonable measure of the desire for mobility by residents and workers to access homes, jobs, shopping, and other activities. This approach provides a reasonable relationship between the type of development that would pay the fee, the amount of the fee, and the cost of transportation infrastructure needed to accommodate that development.

As shown in Error! Reference source not found.**,** the trip generation rates, combined with average trip lengths associated with each category of land use, are used to develop Equivalent Dwelling Units (EDUs) on the basis of person miles traveled. In this way, different land uses are expressed in terms of their travel demand relative to the single-family dwelling unit. The EDUs represent a common denominator with which to calculate the transportation impact fee. Vehicle trip rates are used as an indicator of person trip rates because vehicle occupancy across all land uses is close to 1.0.

Some trips from existing and new development do not place significant additional demand on the transportation network because they are intermediate stops on the way between primary origins and destinations. Stopping at a grocery store or gas station on the way home from work would be an example of such a "pass by" trip. Table 2 includes an adjustment for retail land use trip generation to account for this phenomenon.

Table 3 shows the Equivalent Dwelling Units derived from the land use data in Table 1 and the EDU factors from Table 2. Since the EDU factors are based on relative travel demand, the EDUs shown in Table 2 represent the allocation of travel demand from existing and future development in South San Francisco by land use. The new TIF will fund enhancements, improvements, and expansion of citywide transportation infrastructure to accommodate the increased travel demand from new development.

TABLE 81: EXISTING AND FORECAST DEVELOPMENT

LAND USE	EXISTING 2020[a]	GROWTH 2020-2040[b]	TOTAL 2040
RESIDENTIAL (DWELLING UNITS)			
SINGLE FAMILY	16,272	30	16,302
MULTI-FAMILY	5,787	3,189	8,976
TOTAL	22,059	3,219	25,278
NONRESIDENTIAL (BUILDING SQUARE FEET)			
RETAIL	3,401,000	78,339	3,479,339
HOTEL/MOTEL	8,872,000	364,500	9,236,500
OFFICE/R&D	7,250,025	12,673,495	19,923,520
INDUSTRIAL	22,594,900	4,263	22,599,163
TOTAL	42,117,925	13,120,597	55,238,522

Sources and Notes
a) Existing residential units- CA Department of Finance Report E-5 Population and Housing Estimates for Cities, Counties and the State, January 1, 2011-2019. Single family includes detached and attached units.

Existing non-residential land use derived from employment by industry sector from California Employment Development Department, 2018; Quarterly Census of Employment and Wages, 2018; and Strategic Economics, 2020. Nonresidential building square feet based on employment estimates and density factors (square feet per employee) and recategorization into broad land use categories as follows: retail - 1000, service - 225, (office), other - 800 (office), office/biotech/R&D - 425 (office), hotel - 2000, manufacturing - 650 (industrial), wholesale trade - 1100 (industrial), agricultural - 2000 (industrial).

b) Growth projections from Economic and Community Development Department, as compiled from development pipeline projects.

TABLE 82: EQUIVALENT DWELLING UNIT RATES

LAND USE	ITE LAND USE CODE[1]	DAILY TRIP RATE	UNIT	TRIP LENGTH	PERCENT NEW TRIPS	PMT[a] PER UNIT	EQUIVALENT DWELLING UNITS	
RESIDENTIAL								
SINGLE FAMILY	210	9.44	Dwelling unit	7.90	100	74.58	1.00	per SFDU
MULTI-FAMILY	221	5.44	Dwelling unit	7.90	100	42.98	0.58	per MFDU
NONRESIDENTIAL								
RETAIL	820	37.75	KSF[b]	3.60	66[c]	89.69	1.20	per KSF
HOTEL/MOTEL[d]	310	11.94	KSF	7.60	100	90.74	1.22	per KSF
OFFICE/R&D	710	9.74	KSF	8.80	100	85.71	1.15	per KSF
INDUSTRIAL	110	4.96	KSF	9.00	100	44.64	0.60	per KSF

Sources:
Institute for Transportation Engineers (ITE) Trip Generation, 10th edition; ITE Trip Generation Handbook, 3rd Edition, Table E.9: Pass-By and Non-Pass-By Trips, Weekday PM Peak Period; SANDAG, Brief Guide of Vehicular Traffic Generation Rates for the San Diego Region (2002); Jan de Roos, Planning and Programming a Hotel (The Scholarly Commons: Cornell University School of Hotel Administration, 2011

Notes
a) Person-miles traveled
b) Thousand square feet
c) Accounts for trip ends that are not part of a new travel tour but are made mostly en route to another origin or destination and do not represent significant additional demand on the transportation network.
d) Hotel/Motel trip rate based on ITE rate per room and 700 gross building square feet per room.

TABLE 83: EQUIVALENT DWELLING UNITS

LAND USE	EXISTING 2020	GROWTH 2020-2040	TOTAL 2040
RESIDENTIAL			
SINGLE FAMILY	16,272	30	16,302
MULTI-FAMILY	3,335	1,838	5,173
SUBTOTAL	19,607	1,868	21,475
NONRESIDENTIAL			
RETAIL	4,090	94	4,184
HOTEL/MOTEL	10,795	444	11,239
OFFICE/R&D	8,333	14,566	22,899
INDUSTRIAL	13,525	3	13,528
SUBTOTAL	36,743	15,107	51,850
TOTAL	56,350	16,975	73,325
SHARE	77%	23%	100%

Sources: Tables 1 and 2.

Citywide Transportation Infrastructure

This section presents the City's existing standard for transportation infrastructure based on the existing level of investment in that infrastructure.

Inventory of Citywide Transportation Infrastructure

Determining the investment that the City has made to date in its transportation network requires identification of the components of the City's multimodal transportation network that connect residential neighborhoods, retail and employment centers, and other destinations across the city and outside the city. Streets and other transportation infrastructure that serve a specific neighborhood and do not provide connectivity between areas are excluded from this inventory.

The citywide multimodal transportation infrastructure was quantified using street centerline Geographic Information System (GIS) data, the map of streets by classification published in the City's current general plan, and online aerial photographs. The transportation network is defined as arterials and collectors that provide connectivity among different neighborhoods in South San Francisco and to regional destinations. This network includes the entire roadway curb-to-curb (vehicle travel lanes, bicycle lanes, and on street parking), as well as adjacent sidewalks, medians, traffic signals, and off-street paths. As mentioned above, the network excludes local streets used primarily for access to individual properties within specific neighborhoods.

Figure 1 shows a map of the City's existing citywide transportation network that will be eligible for improvement or expansion projects funded by the proposed citywide TIF. Quantities for each component of the inventory are summarized in **Table 4**.

Facility Standards and Level of Investment

New development will place additional demands on the City's transportation network. The nexus between new development and the need for citywide transportation infrastructure hinges on maintaining the City's existing facility standard as it grows. The existing facility standard is derived from the inventory shown in Figure 1 and Table 4 expressed per EDU for existing development. The maximum justified TIF is then based on new development maintaining the level of investment represented by this existing facility standard.

The existing transportation network is valued by applying current unit replacement costs to the inventoried quantities. The unit costs used to estimate replacement cost are shown in **Table 5**. These unit costs are based on recent capital project costs in the San Francisco Bay Area and have been confirmed by City staff (see Appendix B for detailed unit costs).

As shown in **Table 6,** the City has invested almost $27,000 per EDU in its existing transportation infrastructure. This amount represents the maximum justified level of investment from new development necessary to maintain the existing facility standard. Because the facility standard is based on citywide multimodal infrastructure, the City may use revenues from the proposed TIF to fund improvements anywhere on the citywide network for any mode (permitted use of TIF revenue is further discussed under "Use of Fee Revenue").

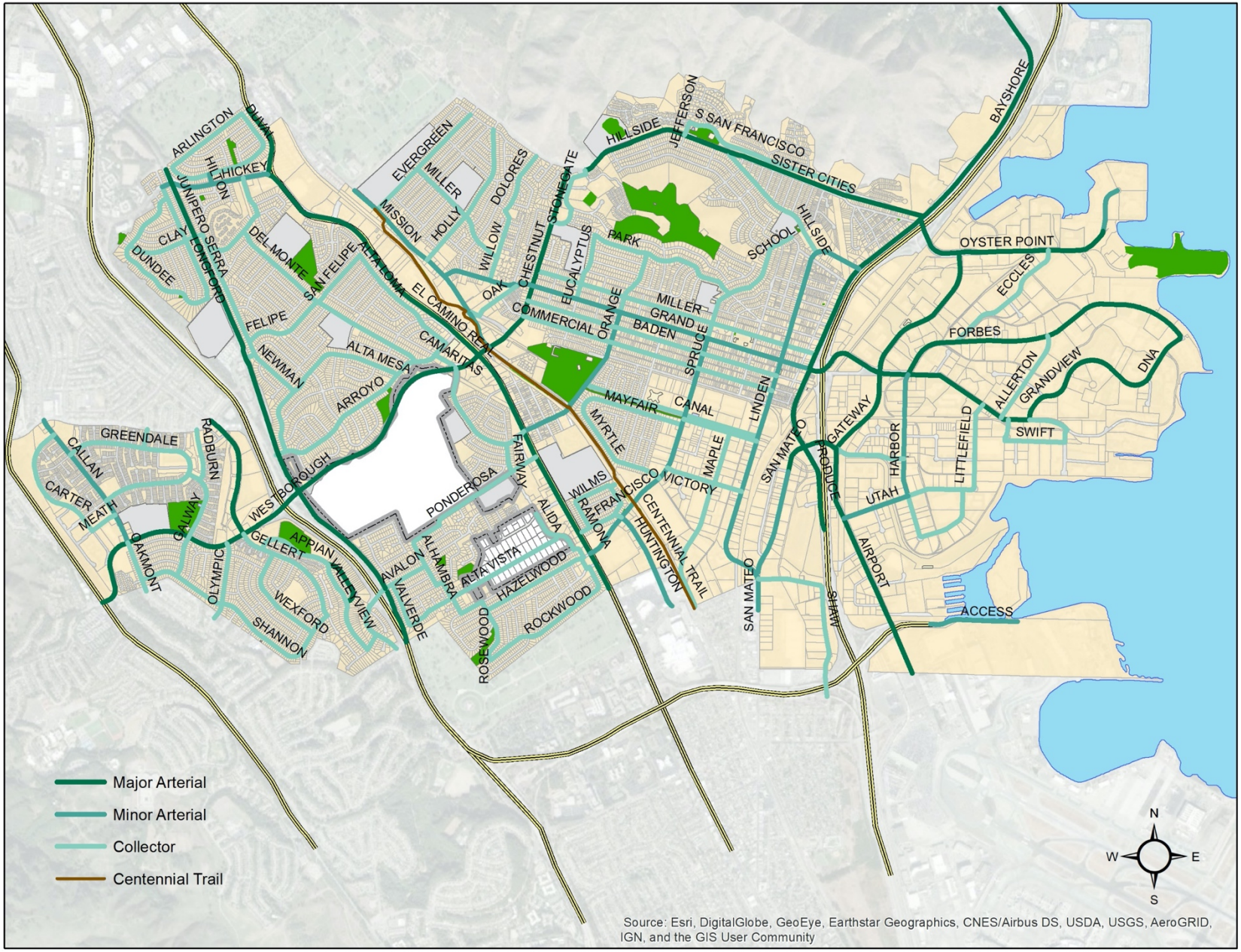

Figure 1 Citywide Multimodal Transportation Network

TABLE 84:CITYWIDE TRANSPORTATION INFRASTRUCTURE

INFRASTRUCTURE TYPE	UNIT	TOTAL QUANTITY
ROADWAY	Square Feet	17,582,145
SIDEWALK	Square Feet	3,026,716
CURB & GUTTER	Linear Feet	577,840
MEDIAN	Square Feet	1,009,061
BICYCLE PATH	Square Feet	180,576
BICYCLE LANE	Linear Feet	666,574
TRAFFIC SIGNAL	Intersections	113

Source: DKS Associates

TABLE 85: TRANSPORTATION INFRASTRUCTURE UNIT COSTS (2020$)

INFRASTRUCTURE TYPE	UNIT	CONSTRUCTION COST[a]	DESIGN & MANAGEMENT COST[b]	CONTINGENCY	TOTAL UNIT COST[c]
ROADWAY[d]	Square Foot	$37	40%	20%	$63
SIDEWALK	Square Foot	$31	40%	20%	$52
CURB & GUTTER	Linear Foot	$86	40%	20%	$144
MEDIAN	Square Foot	$28	40%	20%	$47.04
BICYCLE PATH	Square Foot	$26	40%	20%	$44
BICYCLE LANE	Linear Foot	$10	40%	20%	$17
TRAFFIC SIGNAL	Intersection	$528,000	40%	20%	$887,040

Source: DKS Associates 2020

Notes: a) Does not include Temporary Traffic Control. b) Percent of total before contingency; includes 20% for project design, 15% for construction engineering, and 5% for project management, c) Construction Cost*(1+Design Management%) * (1+ Contingency%), d) Cost of street lighting, water pollution prevention, street furniture and drainage not included in unit cost.

TABLE 86: EXISTING FACILITY STANDARD & LEVEL OF INVESTMENT

INFRASTRUCTURE TYPE	INVENTORY AMOUNT	UNITS	EQUIVALENT DWELLING UNITS	EXISTING FACILITY STANDARD (UNITS PER EDU)	REPLACE-MENT COST PER UNIT	EXISTING LEVEL OF INVESTMENT PER EDU
ROADWAY	17,582,145	Square feet	56,350	312.0	$63	$19,605
SIDEWALK	3,026,716	Square feet	56,350	53.7	52	2,797
CURB & GUTTER	577,840	Linear feet	56,350	10.3	144	1,478
MEDIAN	1,009,061	Square feet	56,350	17.9	47	842
BICYCLE PATH	180,576	Square feet	56,350	3.2	44	140
BICYCLE LANE	666,574	Linear feet	56,350	11.8	17	199
TRAFFIC SIGNAL	113	Intersections	56,350	0.002	887,040	1,779
TOTAL						**$26,840**

Note: All dollars in 2020$

Sources: DKS Associates, Tables 3, 4, and 5.

Planned Transportation Improvements and Costs

This section describes the City's planned transportation improvements along with associated costs to demonstrate a reasonable relationship between new development and the use of fee revenues to accommodate that development.

A list of transportation improvement projects was compiled from project needs identified in several planning studies. These sources include the East of 101 Area Traffic Impact Fee Study, the Mobility 2020 Study, and the Active South City study (currently underway) for bicycle and pedestrian projects. The total estimated project costs from these three sources alone approaches $689 million. All of these projects would improve, enhance, and/or expand the City's existing transportation system. The list excludes projects designed for facility maintenance or rehabilitation.

Table 7 provides a summary of projects and associated costs. A detailed project listing is provided in Appendix A. This project list is meant to exemplify the types of projects that could receive funding from the proposed TIF and is not intended to be an exhaustive or prescriptive list. New project needs may be identified once the TIF is in place.

Transportation Impact Fee Schedule

This section combines the results of the analyses described in the preceding sections to arrive at a maximum justifiable TIF fee schedule. The City may adopt any fee level below the maximum justified fee, taking into account economic development policy, fee levels charged by comparable jurisdictions, and potentially other policy considerations. The City may adopt fees with varying levels of discount by land use category based on reasonable policy considerations, such as more deeply discounting industrial fees to encourage industrial development as part of an economic development policy.

Cost per Equivalent Dwelling Unit and Fee schedule

The maximum justified fee per EDU is $26,840 based on maintaining the existing facility standard and level of investment as presented in **Error! Reference source not found.**. Any fee level per EDU may be adopted as long as it is less than the maximum justified amount and the percent reduction in the fee per EDU may vary by land use category. Calculated using the EDU rates shown in Table 2, the maximum justified fee rates for each basic land use category are shown in **Table 8**.

If desired, the fees calculated for basic land use categories shown in Table 8 may be refined to better reflect the travel demand characteristics of more narrowly defined land uses. EDU rates may be developed for the specialized land uses, as was done for the more generic land use categories, based on their trip generation and/or trip length characteristics. The EDU factor for each specialized land use would then be its trip rate divided by the trip rate for the standard (1.0) EDU (single-family dwelling unit rate). **Table 9** lists the EDU rates for several potential additional land use categories.

TABLE 87: TRANSPORTATION IMPROVEMENTS COSTS SUMMARY

PROJECT SOURCES[1]	NUMBER OF PROJECTS	ESTIMATED COSTS	PROJECT TYPES
ACTIVE SOUTH CITY PROJECT RECOMMENDATIONS	128	$142,305,516	Bicycle & Pedestrian
MOBILITY 2020 PROJECTS[2]	16	$34,170,552	Multimodal
TRAFFIC IMPACT FEE STUDY UPDATE EAST OF 101 AREA (2007)	12	$512,000,000	Arterial Improvements
TOTAL	156	$688,476,068	

[1] See Appendix A for project list.

[2] Includes only projects that would be eligible for TIF funding.

TABLE 88: MAXIMUM JUSTIFIABLE TRANSPORTATION IMPACT FEE BY LAND USE CATEGORY

LAND USE	EDU RATE	COST PER EDU	TRANSPORTATION IMPACT FEE	
RESIDENTIAL				
SINGLE FAMILY	1.00	$26,840	$26,840	per dwelling unit
MULTI-FAMILY	0.58	$26,840	15,467	per dwelling unit
NONRESIDENTIAL		$26,840		
RETAIL	1.20	$26,840	$32.28	per square foot
HOTEL/MOTEL	1.22	$26,840	22,861	per room
OFFICE/R&D	1.15	$26,840	30.85	per square foot
INDUSTRIAL	0.60	$26,840	16.07	per square foot
OTHER[a]	TBD	$26,840	TBD	per square foot

Notes: "EDU" is equivalent dwelling unit.
Fees shown do not include a two percent charge for administration of the Transportation Impact Fee program that may be increased to up to four percent but shall be no greater than the cost incurred by the City to administer the program. Hotel rate based on rate per 1000 square feet and 700 sf per room.
a) Applies to development projects that do not clearly conform to one of the defined residential or non-residential categories and is likely to be applicable only in exceptional cases. In such cases the fee would be based on an estimated trip generation rate adjusted for equivalent dwelling units.
Sources: Tables 2 and 6.

Table 89: Additional EDU Rates

LAND USE (ITE CODE)	DAILY TRIP RATE	UNIT	TRIP LENGTH	PERCENT NEW TRIPS	PMT[a] PER UNIT	EDU RATE
RESIDENTIAL						
MULTIFAMILY HOUSING HIGH-RISE (222)	4.45	dwelling unit	7.9	100	35.16	0.47
MULTIFAMILY MID RISE WITH 1ST FLOOR COMMERCIAL (231)	3.44	dwelling unit	7.9	100	27.18	0.36
NONRESIDENTIAL						
RESEARCH & DEVELOPMENT CENTER (760)	11.26	KSF [b]	8.8	100	99.09	1.33
HIGH CUBE PARCEL HUB WAREHOUSE (156)	7.75	KSF	9	100	69.75	0.94
HIGH CUBE FULFILLMENT CENTER WAREHOUSE (155)	8.18	KSF	9	100	73.62	0.99

Sources: See Table 2.

TABLE 90: TRANSPORTATION IMPACT FEE COMPARISON ($ PER UNIT)

CITY	SFDU	MFDU	RETAIL (PER SF)	OFFICE (PER SF)	INDUSTRIAL (PER SF)	HOTEL ROOM
BURLINGAME	$1,573	$1,105	$1.81	$7.285	$1.146	N/A
EL CERRITO	$3.322	$2,325	$4.48	$3.85	$2.43	$3,650/KSF
REDWOOD CITY	$1,617	$992	$3.94/ $10.75[a]	$2.38	$1.55	$945
SAN BRUNO	$3,374	$2,610	$8.95	$6.95	$2.78	$1,527
SAN MATEO	$4,760.95	$2,922.38	$8.18763	$4.37010	$2.84713	N/A
CURRENT SOUTH SAN FRANCISCO FEES						
BICYCLE-PEDESTRIAN	$243	$170	$0.36	$0.09	$0.12	$0.24/visitor SF
EAST OF 101 TRAFFIC IMPACT [B]	N/A	N/A	$25.06	$6.05	N/A	$1,407.23

Sources: City of Burlingame Master Fee Schedule Effective on July 1, 2019, City of El Cerrito FY 29-20 Master Fee Schedule, Redwood City Development Impact Fees as of September 1, 2016, City of San Bruno Resolution no. 2019-20, City of San Mateo Proposed Comprehensive Fee schedule July 1, 2020-June 30, 2021, City of South San Francisco Annual Impact Fee Report 2018-2019.

[a]General retail/supermarket, [b]Before any adjustments for inflation.

Comparable Fee Rates

When adopting a fee level, one consideration is the level of fees charged by nearby jurisdictions as well as the current transportation impact fees being collected in South San Francisco. **Table 10** lists the transportation impact fees charged by several Bay Area jurisdictions as well as the existing fee levels for the existing citywide bicycle and pedestrian fee and the East of 101 traffic impact fee. Note that the existing East of 101 fee is collected only on commercial, office, and hotel uses in the portion of the City east of US-101.

Revenue Projections

The amount of revenue that can be collected under the new TIF will depend on the fee levels adopted by the City as well as the expected growth over the planning horizon. As neither of these factors has been finalized, it is not possible to predict with any certainty the level of revenue that would be generated by the new TIF. However, as shown in **Table 11**, a transportation impact fee set at the maximum justifiable level would generate more revenue for transportation improvements over the 20-year planning horizon than would existing fees. This maximum level of revenue generated would be less than the identified project needs. As mentioned in the introduction, the proposed TIF would replace these two existing fees.

Use of Fee Revenue

The types of projects anticipated that could be eligible to receive fee revenue are listed in Appendix A. The City may modify the project list, adding or replacing projects as long as the modified projects are consistent with the nexus analysis. Projects eligible for funding with the proposed TIF must be capital projects, must be part of the citywide transportation network shown in Figure 1 and summarized in **Error! Reference source not found.**, and must consist of an enhancement, upgrade, or expansion of the citywide transportation network. These criteria are explained further below:

- **Capital projects only** – capital project costs may include design, engineering, environmental review, permits, right-of-way acquisition, utility relocation, project management, and construction of all related infrastructure.

- **Part of the citywide transportation network**. Capital projects must be part of the citywide transportation network shown in Figure 1. Projects on local streets that serve only to provide access to individual properties would not be eligible.

- **Enhancement, upgrade, or expansion only**. Projects that are merely replacing or maintaining existing infrastructure would not be eligible. Projects must add capacity, serve additional modes, or otherwise upgrade existing infrastructure.

Table 91. Revenue Projections

LAND USE	EXPECTED GROWTH 2020-2040 (SQ. FT)	EO101 GROWTH	WEST-SIDE GROWTH	EO101 FEE		EXISTING BIKE-PED FEE		REVENUE (EXISTING)	PROPOSED TIF	
RESIDENTIAL (DWELLING UNITS)				Fee Rate[1]	Revenue	Fee Rate	Revenue		Fee Rate[1]	Revenue
SINGLE	30	-	30	N/A	-	$243	7,289	7,289	$26,84	805,200
MULTI-	3,189	-	3,189	N/A	-	$170	540,781	540,781	$15,46	49,324,2
TOTAL	3,219	-	3,219	N/A	-		548,070	548,070		50,129,4
NONRESIDENTIAL (SQUARE										
RETAIL	78,339	20,000	58,339	$25.06	501,200	$0.36	28,552	529,752	$32.28	2,528,783
HOTEL	364,500	190,000	174,500	$1,407.23	381,962	$0.24	87,181	469,143	$22,861.22	11,904,164
OFFICE/R	12,673,495	10,641,637	2,031,858	$6.05	64,381,904	$0.09	1,190,042	65,571,946	$30.85	390,977,321
INDUSTRI	4,263	-	4,263	N/A	-	$0.12	512	512	$16.07	68,506
TOTAL	13,120,597	10,851,637	2,268,		$65,265,066		$1,306,28	$66,571,353		$405,478,774
CITYWIDE			13,120		$65,265,066		$1,854,35	$67,119,423		$455,608,237

- Sources: Tables 1, growth projections from City of South San Francisco, published fee rates.
- Note: Existing fee rates include administrative portion of fees and adjustments for inflation that may have been applied.
- [1] Rates as published in Annual Impact Fee Report 2018-2019, City of South San Francisco. Fee for hotel is per room (assume 700 GSF per room).
- [2] Rates as published by City of South San Francisco, 2018. Assumes any growth mobile homes are counted as multifamily units. Hotel rate is per "visitor SF"
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Appendix D: DKS Associates Transportation Impact Fee Analysis

The following includes the detailed list of potential projects for which the Transportation Impact Fee could be utilized.

Table 92: Transportation Projects to Be Funded

Source	Project Location	Project Description	Cost ($2020)
HSIP Cycle 9	Ped safety traffic signal upgrades	12 signals along Spruce, Grand and Linden convert to mast arm and install ped heads	$2,853,318
HSIP Cycle 9	Ped safety and ADA improvements	Orange/Canal/Nyrtle and Hillside/Franklin RRFB and ADA curb ramps	$234,024
Community Identified	Hillside Road Diet	Hillside/Lincoln intersection improvements and road diet	$862,407
HSIP Cycle 9	JS/Hickey/Longford Intersection Improvements	Improvements at intersection, ATP application	$5,930,852
Community Identified	Hillside Sister-Cities Traffic Calming	Speed cushion installations, striping improvements and ped crossing improvements in Paradise Valley neighborhood (partial eligibility)	$566,650
E101 Traffic Impact Fee Study	Oyster Point Boulevard/Dubuque Avenue	Re-stripe US-101 off-ramp approach to Dubuque Ave from an existing exclusive left, shared through/left turn and exclusive right turn lane to provide exclusive left turn lanes and a shared through/right turn lane.	$55,817
E101 Traffic Impact Fee Study	Bayshore/Airport Blvd & Sister Cities/Oyster Point Blvd	Change WB second left turn lane to through lane, through/right to a right turn lane, widen EB Sister Cities Blvd to one additional left turn lane, signal mod	$835,141
E101 Traffic Impact Fee Study	Eccles Ave & Oyster Point Blvd	Remove median and widen east side Eccles Ave., add additional left turn lane, signal mod	$615,998
E101 Traffic Impact Fee Study	Gull Drive & Oyster Point Blvd	Widen NB Gull Dr. to provid two left turn lanes and one right turn lane, signal mod	$968,537
E101 Traffic Impact Fee Study	Airport Blvd & Miller Ave/US 101 SB off-ramp	Widen SB 101 off-ramp and replace retaining wall, restripe SB through/left to through-only, remove street parking to increase turn lane storage, signal mod	$2,894,166
E101 Traffic Impact Fee Study	Airport Blvd & Grand Ave	Restripe SB Airport Blvd. right turn lane to through-right and through-left lane to left turn only, signal mod	$217,617
E101 Traffic Impact Fee Study	Dubuque Ave & East Grand Ave	Widen Grand Ave to improve turning radius for trucks, remove pork chop and correct pavement cross slope	$5,255,876

Source	Project Location	Project Description	Cost ($2020)
E101 Traffic Impact Fee Study	Grandview Dr (DNA Way) & Grand Ave	New signal mod, add one right turn lane on SB Grandview Ave., one through lane on NB Grandview Ave., add left turn and through-left lanes on EB Grand Ave., signal interconnect installation	$995,951
Traffic Impact Fee Study Update E101 (2007)	Airport Blvd & San Mateo Ave	Add additional left turn lane and restripe through-left to be left turn only on WB Airport Blvd., eliminate weaving section on NB Produce Ave., signal mod	$1,507,493
E101 Traffic Impact Fee Study	South Airport Blvd/Mitchell Ave & Gateway Blvd	Add additional right-turn lane and change through-left to through on EB Airport Blvd., add two through lanes and right-turn lane on MitchellAve., add right-turn lane and change through-right to right only on SB Gateway, new signal installation	$5,710,328
E101 Traffic Impact Fee Study	South Airport Blvd & Utah Ave	Add one SB left-turn lane and change NB through lane to through-right on Airport Blvd., signal mod	$622,894
E101 Traffic Impact Fee Study	Harbor Way	Widen Harbor Way to 4 lanes with parking prohibition between Grand Ave. and Mitchell Ave., new signal installation	$7,463,682
E101 Traffic Impact Fee Study	Hwy 101 northbound hook ramps/S. Airport Blvd	Widen US-101 off-ramp to add one lane at the exit and one right-turn lane at the intersection, relocate US-101 NB hook on-ramp toward north, widen SB S. Airport Blvd. between hook ramps and Utah Ave. to add left turn lane. Reconfigure NB S. Airport Blvd between hook ramps and Utah Ave. to add one through lane and one left-turn lane, signal mod	$4,014,611
E101 Traffic Impact Fee Study	Forbes Ave & Gull Rd	Widen Gull Road to extend left-turn lane	$297,316
E101 Traffic Impact Fee Study	East Grand Ave & Littlefield Ave	Widen and prohibit street parking on Grand Ave. to one EB through lane and one let-turn lane, realign striping on WB E. Grand Ave.	$1,671,977
E101 Traffic Impact Fee Study	East Grand Ave & Allerton Ave	Add one through lane on E. Grand Ave., new signal mod, install dedicated left-turn lane from EB Grand Ave. to Allerton Ave., signal interconnect installation	$908,622
E101 Traffic Impact Fee Study	Utah Ave & Harbor Way	Widen and prohibit street parking on Harbor Way to add SB right-turn and NB through lanes, restripe and prohibit street parking on Utah Ave. to add one EB left-turn and one WB left-turn, new signal mod	$1,642,020

Source	Project Location	Project Description	Cost ($2020)
Mobility 2020 Projects	I-380 Connection via Haskins Way	Connects I-380/North Access Road directly to the Area via Haskins Way. 1/2 mil bridge includes four lanes of traffic and Bay Trail extensions	$128,000,000
Mobility 2020 Projects	Utah Avenue Interchange	Extends Utah Avenue for South Airport Boulevard to San Mateo Avenue with a new southbound on-ramp and off-ramp. 1/4 mile extension includes four lanes of traffic, sidewalks, and bike lanes.	$77,000,000
Mobility 2020 Projects	Grand Avenue Northbound Offramp Flyover	Realigns northbound US-101 off-ramp to Grand Avenue above the new Caltrain Station. Two lane off-ramp aligns with Grand Avenue/Dubuque Avenue intersection	$34,000,000
Mobility 2020 Projects	Sierra Point Connection	Extends Veterans Boulevard to Shoreline Court via two lane street via existing parking lots and new bridge. Includes reconstruction of Bay Trail bridge	$12,000,000
Mobility 2020 Projects	Railroad Avenue Extension	Extends Railroad Avenue from Linden Avenue to Littlefield Avenue. One mile street extension includes grade separation of Caltrain, two lanes of traffic, and bicycle/pedestrian trail	$261,000,000
Mobility 2020 Projects	Oyster Point Boulevard*	Reduce median width to add curbside bus/bike lanes, in-line bus stops, close missing crosswalk gaps, and reconfigure traffic signals	$7,000,000
Mobility 2020 Projects	East Grand Avenue*	Address unmet traffic signal needs, reconfigure traffic signals, close sidewalks and bikeway gaps, widen sidewalks, add curb extensions, add raised median east of Littlefied, add on-street bus stops and bus lanes/queue jumps, and remove slip lanes	$22,000,000
Mobility 2020 Projects	South Airport Boulevard*	Address gaps in median, widen sidewalks, upgrade traffic signals, upgrade bus stops	$14,000,000
Mobility 2020 Projects	Utah Avenue*	Add traffic signal at Utah Avenue/Harbor Way intersection; add bike lanes and address sidewalk gaps	$3,000,000
Mobility 2020 Projects	Gull Drive*	Widen Gull Drive from two lanes to four lanes	$6,000,000
Mobility 2020 Projects	Forbes Boulevard*	Add traffic signal Forbes Boulevard/Allerton Avenue intersection, connect bike trails, address sidewalk gaps, and extend road diet from Allerton Way to Eccles Avenue	$4,000,000
Mobility 2020 Projects	Caltrain Access Improvements & Rails to Trails Projects	Construct approximately three miles of trails within the Area along former railways and excess street right of way	$7,000,000

Source	Project Location	Project Description	Cost ($2020)
Mobility 2020 Projects	Centennial Trail-Bay Trail Connector	Bicycle/pedestrian bridge connecting existing Bay Trail terminus at Costco to Tanforan Avenue, with connection to Centennial Trail and San Bruno BART Station	$14,000,000
Development Impact Mitigation Fee Analysis	Centennial Connector	New Bikeway Project from Mission Rd/Grand Ave to Centennial Trail	$68,644
Active South City	Arroyo Drive	Bicycle project from El Camino Real to Oake Avenue	$631,449
Active South City	Orange/Canal Bicycle Boulevard Group	Short Term Improvement - Proposed Class IIIB	$3,368,040
Active South City	Airport Boulevard	Bicycle project from 2nd Lane to Miller Avenue	$524,888
Active South City	El Camino Real	Bicycle project from City Limit to City Limit	$8,260,694
Active South City	W Orange Bicycle Boulevard Group	Short Term Improvement - Proposed Class IIIB, facility upgrade	$1,326,000
Active South City	Airport Boulevard	Bicycle project from Miller Avenue to Armour Avenue	$170,958
Active South City	Alta Loma Drive/Buri Buri Bicycle Boulevard Group	Short Term Improvement - Proposed Class IIIB, facility upgrade	$4,123,860
Active South City	Avalon Bicycle Boulevard Group	Short Term Improvement - Proposed Class IIIB, facility upgrade	$2,174,640
Active South City	Bike/Ped Bridge Study	Bicycle project from Airport Boulevard to Poletti Way	$19,500,000
Active South City	Centennial Trail Connections	Bicycle project from Grand Avenue to El Camino Real	$49,375
Active South City	Chestnut Avenue	Bicycle project from El Camino Real to Sunset Avenue	$1,954,485
Active South City	Grand Avenue	Bicycle project from Bayshore Boulevard to E Grand Avenue	$6,864
Active South City	Hickey Boulevard	Bicycle project from City Limit to El Camino Real	$1,712,810
Active South City	Westborough Boulevard	Bicycle project from Junipero Serra Boulevard to El Camino Real	$3,157,145
Active South City	Westborough Boulevard	Bicycle project from Skyline Boulevard to Junipero Serra Boulevard	$5,592,834
Active South City	Airport Boulevard	Bicycle project from 2nd Lane to S Airport Boulevard	$773,308
Active South City	Bayshore Boulevard	Bicycle project from Sister Cities Boulevard to City Limit	$1,903,075
Active South City	Centennial Trail	Bicycle project from Existing trail to City Limit	$401,030
Active South City	E Grand Avenue	Bicycle project from Forbes Boulevard to Haskins Avenue	$2,294,336
Active South City	E Grand Avenue	Bicycle project from Grand Avenue to Poletti Way	$390,000
Active South City	E Grand Avenue Trail	Bicycle project from Grand Avenue to Forbes Boulevard	$557,799

Source	Project Location	Project Description	Cost ($2020)
Active South City	Evergreen/Holly Bicycle Boulevard Group	Opportunity Project - Proposed Class IIIB	$2,532,660
Active South City	Forbes Boulevard	Bicycle project from Eccles Avenue to Allerton Avenue	$2,052,980
Active South City	Grand Avenue	Bicycle project from Spruce Avenue to Airport Boulevard	$1,402,712
Active South City	Harbor Bicycle Boulevard Group	Opportunity Project - Proposed Class IIIB	$265,200
Active South City	Linden Bicycle Boulevard Group	Opportunity Project - Proposed Class IIIB, facility upgrade	$1,299,480
Active South City	McLellan Dr	Bicycle project from El Camino Real to Mission Road	$86,397
Active South City	Mission Rd	Bicycle project from Chestnut Avenue to Lawndale Boulevard	$472,258
Active South City	Mission Rd	Bicycle project from Chestnut Avenue to Lawndale Boulevard	$440,786
Active South City	N Access Rd	Bicycle project from Bay Trail to S Airport Boulevard	$571,311
Active South City	Poletti Way	Bicycle project from Caltrain Station Tunnel to Oyster Point Boulevard	$1,340,830
Active South City	S Spruce Ave	Bicycle Project from El Camino Real to N Canal St	$2,268,438
Active South City	Sneath Ln extension	Bicycle Project from Huntington Ave to S Linden Ave	$1,022,346
Active South City	Bay Trail/Shaw/Tanforan	Bicycle Project from Airport Blvd to Huntington Ave	$1,782,091
Active South City	Colma Creek Bay Trail	Bicycle Project from Existing Bay Trail to Utah Ave	$565,500
Active South City	Colma Creek Service Road	Bicycle Project from Harbor Way to Colma Creek Trail	$4,095
Active South City	E Grand Ave	Bicycle Project from Existing facility to End of street	$10,626
Active South City	E Grand Ave	Bicycle Project from Existing facility to Gateway Blvd	$20,592
Active South City	Gellert Blvd	Bicycle Project from Westborough Blvd to Shannon Dr	$1,635,096
Active South City	Gellert Blvd	Bicycle Project from King Dr to Westborough Blvd	$1,669,717
Active South City	Grand Ave	Bicycle Project from Chestnut Ave to Spruce Ave	$405,038
Active South City	Greendale Bicycle Boulevard Group		$1,763,580
Active South City	Harbor Way	Bicycle Project from RR tracks/proposed trail to Littlefield Ave	$24,115
Active South City	Huntington Ave	Bicycle Project from Spruce Ave to Noor Ave	$811,863
Active South City	Junipero Serra Blvd	Bicycle Project from Avalon Dr to City limit	$6,389,555
Active South City	Oyster Point Blvd	Bicycle Project from Marina Blvd to Parking lot	$13,295
Active South City	Oyster Point Blvd	Bicycle Project from Sister Cities Blvd to Gateway Blvd	$45,669

Source	Project Location	Project Description	Cost ($2020)
Active South City	Produce Ave/ new road	Bicycle Project from Airport Blvd/San Mateo Ave to Utah Ave extension	$1,142,622
Active South City	Shannon Bicycle Boulevard Group		$1,206,660
Active South City	Airport Blvd	Bicycle Project from Armour Ave to Sister Cities Blvd	$120,728
Active South City	Airport Blvd	Bicycle Project from Armour Ave to Chapman Ave	$114,258
Active South City	Airport Blvd	Bicycle Project from Gateway Blvd to Belle Aire Rd	$1,924,416
Active South City	Country Club Dr	Bicycle Project from Alida Way to El Camino Real	$63,407
Active South City	Gateway Trail	Bicycle Project from E Grand Ave to Oyster Point Blvd	$1,303,385
Active South City	Gellert-Chateau		$119,981
Active South City	Haskins Way	Bicycle Project from E Grand Ave E Grand Ave to North Access Road	$2,099,636
Active South City	Hillside Blvd	Bicycle Project from Linden Ave to Spruce Ave	$20,703
Active South City	Hillside Blvd	Bicycle Project from Sister Cities Blvd to Ridgeview Court	$121,371
Active South City	Littlefield Ave	Bicycle Project from Harbor Way to Proposed trail	$1,365
Active South City	near Eccles Ave & Oyster Point Blvd	Bicycle Project from E Grand Ave to Oyster Point Blvd	$1,554,126
Active South City	Oak Ave	Bicycle Project from Mission Rd to Grand Ave	$390,897
Active South City	Orange Ave	Bicycle Project from Centennial Trail to Railroad Ave	$132,192
Active South City	S Spruce	Bicycle Project from N Canal St to Railroad Ave	$458,904
Active South City	San Mateo Avenue	Bicycle Project from Airport Blvd to S Sirport Blvd	$133,848
Active South City	Sister Cities Blvd	Bicycle Project from Hillside Blvd to Airport Blvd	$2,686,082
Active South City	Utah Ave	Bicycle Project from San Mateo Ave to US-101	$49,764
Active South City	W Orange Ave	Bicycle Project from Library Driveway to Fairway Dr	$781,794
Active South City	Chestnut Ave	Bicycle Project from Sunset Ave to Hillside Blvd	$831,945
Active South City	Grand Ave	Bicycle Project from Chestnut Ave to Mission Rd	$206,138
Active South City	Linden Ave	Bicycle Project from Tanforan Ave to Baden Ave	$168,847
Active South City	Littlefield Ave	Bicycle Project from E Grand Ave to Utah Ave	$1,139,761
Active South City	Mitchell Ave	Bicycle Project from Harbor Way to AIrport Blvd	$53,196
Active South City	near Harbor Way	Bicycle Project from E Grand Ave to Littlefield Ave	$1,643,124

Source	Project Location	Project Description	Cost ($2020)
Active South City	Utah Ave	Bicycle Project from US-101 to Littlefield Ave	$1,804,140
Active South City	DNA Way	Bicycle Project from Existing facility to Existing facility	$32,338
Active South City	near Cabot Rd	Bicycle Project from Allerton Ave to E Grand Ave	$1,192,484
Active South City	W Orange Ave	Bicycle Project from Library Driveway to Westborough Blvd	$21,486
Active South City	W Orange Ave	Bicycle Project from Library Driveway to Fairway Dr	$11,830
Active South City	Mission and Lawndale/McLellan	Upgrade all crosswalks to high-visibility crosswalks. Construct curb extensions at all four corners. Provide leading pedestrian intervals for all crossings. Construct sidewalks on the west side of McLellan south of Mission Road.	$1,250,340
Active South City	El Camino Real and McLellan	Upgrade all crosswalks to high-visibility crosswalks. Install a high-visibility crosswalk at the western ECR approach. Provide a leading pedestrian interval for the ECR crossings. Construct curb extensions.	$1,352,000
Active South City	El Camino Real and BART	Straighten the crosswalk across the northern approach. Upgrade both crosswalks to high-visibility crosswalks. Provide a leading pedestrian interval.	$139,750
Active South City	Grand and Airport Boulevard	Remove free right turn lane. Upgrade two marked crossings to high-visibility. Consider pedestrian-only phase. Construct a pedestrian refuge island at the Airport Boulevard approach.	$334,750
Active South City	El Camino Real and Ponderosa	Construct sidewalks on the eastern side of ECR between County Club Drive and Ponderosa. Upgrade all three marked crosswalks to high-visibility crosswalks. Provide a leading pedestrian interval for the ECR crossings. Construct median refuge islands for the ECR crossings.	$459,875
Active South City	Grand Avenue and E Grand Avenue	Upgrade two existing crosswalks to high-visibility crosswalks. Remove free right turn lane at southeast corner. Install pedestrian refuge island in the E Grand Avenue crossing. Install curb extensions at the northeast, southwest, and southeast corners. Add a leading pedestrian interval for the E Grand Avenue crossing.	$919,750
Active South City	Mission and Sequoia	Install a crosswalk on the northern approach. Upgrade all crosswalks to high-visiblity crosswalks. Construct curb extensions.	$1,062,750

Source	Project Location	Project Description	Cost ($2020)
Active South City	Orange and Railroad	Upgrade the transverse crosswalk across Railroad Avenue to high-visibility and construct a curb extension at the southeast corner.	$68,250
Active South City	Orange and Tennis Drive	Construct curb extensions for the crossings of Orange Avenue and Tennis Drive. Install a high-visibility crosswalk across Tennis Drive.	$263,250
Active South City	Westborough and Galway	Upgrade all four crosswalks to yellow high-visibility crosswalks. Construct pedestrian refuge islands on the Westborough crossings. Construct curb ramps at all corners. Install curb extensions to tighten corner radii. Update/add school zone signs.	$1,453,400
Active South City	Westborough and Junipero Serra Boulevard	Construct sidewalks on the southern side of Westborough Boulevard through the interchange area to Junipero Serra. Install/upgrade high visibility crosswalks at all interchange crossing locations. Install with appropriate signs and pavement markings.	$191,165
Active South City	Spruce and Grand	Install yellow transverse markings around the decorative crosswalk. Upgrade three remaining crosswalks to high-visibility. Consider installing curb extensions at all corners.	$1,073,150
Active South City	Oyster Point/Sister Cities and Airport	Construct curb extensions at the north, west, and south corners. Upgrade two marked crosswalks and realign to be straight. Implement a leading pedestrian interval for both crosswalks.	$741,000
Active South City	Arroyo and Alta Loma	Construct curb extensions on both sides of the crosswalk. Construct a median refuge island. Install an RRFB. Install a high visibility crosswalk across Alta Loma Drive.	$406,250
Active South City	E Grand and Poletti Way	Mark crosswalks across E Grand Avenue and Industrial Way to enhance Caltrain and Grand Avenue access. Tighten corner radii to square-up intersection approaches. Provide the proposed trail with an enhanced crossing.	$289,250
Active South City	El Camino Real and Kaiser	Construct sidewalks on the south side of ECR from the bus stop to the bend in Del Paso Drive. Build sidewalk between ECR and Del Paso. At the Kaiser driveway, upgrade all crosswalks to high visibility crosswalks. Redesign the pedestrian refuge island in the western ECR crossing. Provide a leading pedestrian interval for the ECR crossing.	$215,735

Source	Project Location	Project Description	Cost ($2020)
Active South City	El Camino Real and S Spruce	Upgrade all four crosswalks to high-visibility crosswalks. Construct pedestrian refuge islands for the two ECR crossings. Provide a leading pedestrian interval for the ECR crossings. Consider curb extensions at all four corners.	$1,475,500
Active South City	Grand and Linden	Install advance stop markings at all approaches. Provide a leading pedestrian intervals for all crossings.	$171,600
Active South City	Grand and Maple	Install advance stop markings at all approaches. Provide a leading pedestrian intervals for all crossings.	$171,600
Active South City	Hickey and El Camino Real	Upgrade all crosswalks to high-visibility crosswalks. Straighten the northern ECR crosswalk. Install a high-visibility crosswalk across the sourther ECR approach (push back the northbound stop bar and median to create a straight crossing). Provide a leading pedestrian interval for the ECR crossings.	$160,875
Active South City	Miller and Oakcrest	Construct curb extensions at the southeast, southwest, and northwest corners. Install advance stop/yield pavement markings. Consider installing an RRFB.	$686,400
Active South City	BART/Cymbidium Circle Neighborhood Path	Create a stair channel along the existing stairs to improve bicycle access. Remove the gate at Alta Loma/Cymbidium to open stair access to both neighborhoods. At ECR, upgrade crosswalk to high visibility and straighten the crosswalk. Provide a leading pedestrian interval.	$136,500
Active South City	Spruce and S Canal Way	Straighten the crosswalk across S Canal Street. Upgrade both crosswalks to high-visibility crosswalks. Construct a curb extension at the southeast corner. Add trail wayfinding information. Consider leading pedestrian interval for Spruce Avenue crossing.	$242,125
Active South City	Westborough and Gellert	Upgrade the three marked, and install on the fourth approach high-visibility crosswalks. Build out the necessary corners to straighten all crosswalks. Construct pedestrian refuge islands at all crosswalks. Provide a leading pedestrian interval for the northern Westborough crosswalk.	$2,314,000

Source	Project Location	Project Description	Cost ($2020)
Active South City	Westborough/Chestnut and El Camino Real	Upgrade all crosswalks to high-visibility crosswalks. Straighten the northen crosswalk across Chestnut. Provide a leading pedestrian interval for all crossings. Consider installing curb extensions at all corners. Extend all four medians to create pedestrian refuge islands.	$2,314,000
Active South City	El Camino Real and Arroyo & Arroyo and Del Paso	Remove the crosswalk at Del Paso Drive across Arroyo Drive; close gap in median and remove yield paddle. At ECR, upgrade all crosswalks to high visibility crosswalks. Provide a leading pedestrian interval for ECR crossings. Consider curb extensions at all four corners	$1,266,525
Active South City	Grand and Cypress	Install advance yield markings and signs for the Grand Avenue crossings.	$12,000
Active South City	Grand mid-block crossings between Linden and Maple	Install advance yield pavement markings and signs.	$16,250
Active South City	Hillside and Arden	Refresh the two existing high-visibility crosswalks. Construct curb extensions at the two eastern corners. Install advance stop/yield markings.	$296,400
Active South City	Hillside and Belmont	Shift the crossing of Hillside Boulevard to the western approach to improve site lines. Install curb extensions at all three corners with a crosswalk. Install an RRFB for the Hillside crosswalk.Install advance yield markings.	$677,300
Active South City	LInden and N Canal	Widen on or both of the existing paths on the Colma Creek bridge to ADA complaint width. Install appropriate curb ramps. Mark a crosswalk across S Canal street if sidewalks are present on the west side.	$108,290
Active South City	Miller and Westview	Construct curb extensions at the southeast, southwest, and northwest corners. Straighten the crosswalk across Miller. Install advance stop/yield pavement markings. Consider installing an RRFB.	$689,650
Active South City	S Airport and Utah	Consistent with proposed Utah overcrossing of 101, install high visibility crosswalks at all four approaches. Provide a leading pedestrian interval.	$191,750
Active South City	Spruce and Hillside	Construct curb extensions at the two northern and southeastern corners. Mark highvisibility crosswalks across Spruce Avenue and School Street.	$598,000

Source	Project Location	Project Description	Cost ($2020)
Active South City	Spruce and Park Way	Upgrade the two existing crosswalks across Park Way to high-visibility crosswalks. Install high-visbility crosswalks across both Spruce approaches. Install advance stop markings. Paint/refresh red curb at all corners.	$93,686
Active South City	Utah Ave/San Mateo Ave	Install a protected intersection with high visibility crosswalks.	$650,000
Active South City	Westborough and Callan	Upgrade all four crosswalks to yellow high-visibility crosswalks. Construct pedestrian refuge islands on the Westborough and Callan crossings. Update/add school zone signs.	$629,525
Active South City	Airport and Gateway	Upgrade existing crosswalks to high-visibility crosswalks. Construct median refuge islands at the west, east, and south approaches. Remove slip lane from southern approach.	$793,000
Active South City	Chestnut and Commercial	Upgrade all crosswalks to high-visbility. Remove the slip lane from the southeast corner and construct a curb extension; straighten both crosswalks from this corner.	$247,000
Active South City	Grand and Gateway	Upgrade all crosswalks to high-visibility crosswalks. Remove free right turn lanes at northwest and southeast corners. Install pedestrian refuge islands in all crossings. Install curb extensions at all four corners.	$2,645,500
Active South City	Grand and Walnut	Install advance yield pavement markings and signs.	$29,250
Active South City	Holly/Crestwood	Upgrade all crossings to high-visibility crosswalks. Consider installing a neighborhood traffic circle.	$247,000
Active South City	Junipero Serra and Arroyo	Construct sidewalks on the western (highway) side of Junipero Serra Boulevard from the interchange to Arroyo Drive. Install a HAWK beacon at JSB/Arroyo Drive.	$546,000
Active South City	Junipero Serra and Avalon & Avalon and Valverde	Mark high-visibility crosswalks across Valverde Drive. Construct sidewalks on the eastern (golf course) side of JSB to Westbrough Boulevard from Avalon Drive. Mark a high-visibility crosswalk across the eastern approach of Avalon Drive/JSB.	$256,750

Source	Project Location	Project Description	Cost ($2020)
Active South City	Junipero Serra and Hickey	Remove the free right turn lane at the southeast, southwest, and northwest corner. Upgrade all crosswalks to high visibility crosswalks. Provide leading pedestrian intervals for both crosswalks. Construct pedestrian refuge islands.	$1,579,500
Active South City	Spruce and N. Canal St	Build curb extensions at the two northern corners. Straighten and upgrade all three marked crosswalks to high-visibility crosswalks.	$277,875
Active South City	East Grand and Forbes	Upgrade all crosswalks to high-visibility crosswalks. Install curb extensions at all four corners. Install pedestrian refuge islands across E Grand Avenue.	$1,329,250
Active South City	El Camino Real and W Orange	Straighten the southern crosswalk across ECR. Create pedestrian refuge islands for the ECR crossings. Upgrade all four crosswalks to high visibility crosswalks. Provide a leading pedestrian interval for the ECR crossing.	$429,000
Active South City	Grand and Mission	Upgrade both crosswalks to high-visibility crosswalks. Extend medians and create pedestrian refuge islands.	$279,500
Active South City	Grand and Orange	Upgrade all crosswalks to high-visibility crosswalks. Consider installing curb extensions at all four corners. Provide a leading pedestrian interval for the crossings of Grand Avenue.	$1,222,000