

A TURNER CENTER REPORT - NOVEMBER 2020

# Improving Impact Fees in California: Rethinking the Nexus Study Requirement

# Introduction

California's housing crisis has only become more acute amid the COVID-19 pandemic. As the legislature grapples with the emergency response for economically vulnerable households, the need to address longer-running supply constraints remains. Even amid the ongoing challenges of the pandemic, there are elements of the production puzzle that can be addressed to improve processes and ease potential barriers to building affordable homes.

One factor that has contributed to escalating [costs of building housing](#) in California is the slate of fees charged to new development, including impact fees. Impact fees help jurisdictions pay for critical infrastructure needed to support new housing. But fees are not always transparent, and the number, type, and methodology for setting fees can vary widely across jurisdictions. They can also add up to more than [\\$100,000 per unit](#).

Fees can be assessed under many different authorities, but recently the legislature has paid particular attention to fees charged under the Mitigation Fee Act (MFA). Lawmakers in Sacramento passed several bills in 2019 aimed at reforming the rules around impact fees governed by the state's MFA, including bills to help increase transparency and to address potentially excessive fees. For instance, Assembly Bill 1483 (Grayson) requires jurisdictions to clearly post impact fee schedules and nexus studies online, and Senate Bill 13 (Wieckowski) limits impact fees on some Accessory Dwelling Units. Senate Bill 330 (Skinner) locks in fee amounts once a project application is deemed complete to ensure predictability around total costs. Several other impact fee reforms were proposed in

2020, though these proposals were shelved as the state prioritized more immediate COVID-19 response and relief.

One area of much-needed reform is to provide cities with more guidance on how to conduct "nexus studies," which are the required analyses that justify fee levels. In effect, these studies are required to illustrate the "nexus" between new development and its incremental impacts on infrastructure. Yet as we found in [our 2019 Residential Impact Fee report](#), the approaches to how cities conduct nexus studies vary significantly, ranging from rigorous assessments to more lenient "rubber stamps" for the fees the city wants to collect. We determined the processes around how nexus studies are conducted warrants further analysis.

In this analysis, we reviewed a selection of fire protection, parks, transportation, and utility nexus studies in eight jurisdictions across the state. The goal of the research was to understand how nexus studies are currently conducted, and to identify areas for improvement. Our review suggests that the following steps could be taken to improve the setting of fees:

- **Clarify requirements around level of service.**

Currently, nexus studies do not always explicitly state the existing level of service that jurisdictions provide, or they set fees based on a higher level of service that the jurisdiction is seeking to attain. This results in new residents bearing the cost of increasing services for all residents. Nexus studies should clearly identify the current level of service and establish fees based on offsetting incremental impacts to the existing level of service.

- **Tie fees more closely to direct impacts of new development.**

Some methods of establishing fees make it difficult to ensure fees are only being used to maintain service levels in jurisdictions impacted by new development. Adopting methodological best practices can better target fees to the incremental infrastructure costs related to new housing.

- **Incorporate consideration of feasibility and create mechanisms for triggering review.**

Nexus studies should be required to include the current fees and exactions charged by a locality and other local entities alongside the maximum allowable fee estimated in each study. New mechanisms should be established to trigger state review and/or more stringent feasibility analysis for potentially unreasonable or exclusionary fee programs.

After a brief background on nexus study methods, we explore each of these areas for improvement in more detail.

## A Note on Methods

Nexus studies are meant to quantify the impact of new development on local infrastructure and determine the cost of this impact, establishing the maximum fee amount that can be charged on the construction of new homes. They also establish the legal authority for jurisdictions to charge those fees, so they are a critical component to the impact fee setting process.

That said, there are no required methodologies for conducting nexus studies. As a result, there is wide variation in the methodologies used by the cities and/or consultants who prepare these studies on the jurisdiction's behalf. For reference, Table 1 lays out a few of the most common approaches used to calculate impact fees and the circumstances under which each is used.

To better understand ways in which the nexus study process could be improved to prevent unreasonable fees, we reviewed at least two studies for each of the following fee types: fire protection, parks (allowed by the Mitigation Fee Act, not the Quimby Act), transportation, and utilities. We collected studies from a range of different jurisdictions of various sizes and densities (Table 2).

These nexus studies were originally collected for the Turner Center's 2019 study, *Residential Impact Fees*. As we noted in that report, the process of accessing the studies was often onerous: in many cases nexus studies were only available in city council agendas or via public records requests. While not representative of all nexus studies across the state, this review surfaced strengths and limitations of current nexus study methodologies, and suggest potential paths forward to further refine the setting of fees.



Table 1. Common Methodological Approaches Used in Nexus Studies

Name of Method	Basic Mathematical Calculation	Uses
Planned facilities method	$\frac{\text{Cost of Planned Facilities}}{\text{New Development Demand}}$	Used when a jurisdiction has planned facilities that will only serve future growth, or can calculate which portion of planned facilities will serve future growth.
Incremental cost method (used for utilities)	$\frac{\text{Cost of Planned Facilities}}{\text{New Development Demand}}$	Used when an existing utility system has limited to no capacity to serve new development and new or incremental facilities are needed.
Existing inventory method	$\frac{\text{Current Value of Existing Facilities}}{\text{Existing Development Demand}}$	Used when a long-range plan for new facilities is not available, but new facilities are needed to maintain the existing level of service.
System buy-in method (used for utilities)	$\frac{\text{Current Value of Existing Facilities}}{\text{Existing Development Demand}}$	Used when the existing utility system has sufficient capacity to serve new development now and over the long-term.
System plan method	$\frac{\text{Value of Existing Facilities} + \text{Cost of Planned Facilities}}{\text{Existing} + \text{New Development Demand}}$	Used when planned facilities are part of an integrated system benefitting both existing and new development and jurisdictions cannot (or do not) delineate which portion of planned facilities will serve future growth.

Note: The information in this chart was gleaned from several sources, including the City of Fremont's Comprehensive Development Impact Fee Update, Background Report (2014) and the City of Santa Cruz's Water System Development Charge Report (2015).

Table 2. Nexus studies review by location and type

Fee Types	Localities	
Fire	Elk Grove	Truckee
Parks	Fresno	Fremont
Transportation	Riverside County	Irvine
Utilities	Santa Cruz (water)	Roseville (electric)

# Findings

Our review of this sample of nexus studies yields three key areas for action to improve the transparency, calibration, and assessment of methodologies used to set impact fees. In this section we present each of the findings.

## Clarify expectations around the treatment of levels of service.

Ideally, nexus studies should offer a clear statement of the existing level of service provided by the locality, assess to what degree new development would impact that infrastructure, and estimate the resources needed to keep that infrastructure at its existing level of service after additional development takes place.

Riverside County's Transit Nexus Study offers an example of this approach. Consultants based their calculations on ensuring roadways maintain a volume-to-capacity ratio of less than 0.9 (the existing level of service standard).<sup>1</sup> After identifying roads that would experience increased traffic above that standard as a result of the new development, consultants identified specific infrastructure projects that could accommodate the new traffic patterns. Accordingly, the jurisdiction ensured that its transit fee represented the actual cost of maintaining a similar level of service before and after new development.

But in many cases, the current level of service is not clear or the level of services is purposefully set above current levels. In some of the cases that we reviewed, jurisdictions based fees on the cost of planned infrastructure without explicitly calculating the current service level, making it unclear whether a proposed fee would maintain or

increase services. In the park nexus studies we reviewed, each clearly stated the ratio of park acres to people, but they did not clearly identify whether the level of amenities planned for on park lands exceeded or maintained the existing level of service. For example, while Fremont's fee was based on maintaining the current ratio of park acres to people, Fresno's Park Nexus Study based its impact fee on providing three park acres per 1,000 new residents, a benchmark three times higher than Fresno's current level of service.<sup>2</sup>

All jurisdictions in California are limited in their ability to raise new revenues to pay for infrastructure—and that is especially true for resource-constrained jurisdictions. Yet assessing the full costs of new infrastructure on new housing could prove exclusionary in cases where fees increase local housing prices, and therefore place an outsized burden on or prevent the accommodation of new residents.<sup>3/4/5/6/7/8</sup> Given that future residents will not be the sole beneficiaries of newly developed park facilities, for instance, this approach asks newcomers to pay the full cost to raise a city's level of service for all residents.

To address this concern, the state should set standards for nexus study design requiring that (1) the studies focus on maintaining existing service levels, and (2) the studies clearly report the current levels of service and what they reflect. If a city aspires to a higher level of service, then they should use other, less regressive approaches to achieve it, such as a local bond measure or parcel tax that is borne by all city residents. In addition, the state should call for other nexus study methodological best practices (including those presented below) that help calibrate fees to only target added costs caused directly by new development.



## Tie fees more closely to direct impacts of new development.

There are a number of ways nexus study methodologies can calibrate fees to tie them to the incremental costs associated with accommodating new development. For instance, nexus analyses based on the *planned facilities method* summarized in Table 1—or *incremental cost method* in the case of utilities studies—identify the infrastructure needed to serve future growth and calculate how much each new development will need to contribute to cover the cost of expanding facilities, thus tying fees directly to estimated demand for services.

In contrast, other methodologies can result in higher costs disproportionately impacting new residents. In the *system buy-in method*, for example, agencies calculate the total value of the existing infrastructure system and divide by the city's current population to identify a per capita cost for new development.<sup>9</sup> This method offers a straightforward way to assess fees, especially for jurisdictions that are already largely built-out, but can also result in overstating the costs for new residents. In its water nexus study, for example, Santa Cruz calculated the value of its water system based on what it would cost to replace the entire system in today's dollars, rather than how much the local agency originally paid for the system.<sup>10</sup> This approach results in a larger estimation of the system's value and ultimately places higher fees on new residents. In addition, the local agency did not factor depreciation caused by wear and tear into the estimate.

Jurisdictions that use the *system buy-in method* could strengthen the link between the level of fees charged and the actual impact of new development by using more conservative assumptions throughout their

analysis, such as basing calculations on the depreciated value of infrastructure.

In addition, jurisdictions could base fees on a Capital Improvement Program (CIP), a locality's plan for constructing and financing new public facilities, some of which will serve both new and existing residents. The MFA encourages, but does not require, the use of CIPs. Jurisdictions that set impact fees based on a CIP are often able to use the *incremental cost method* or *planned facilities method* to establish a nexus. Our review found that two out of three jurisdictions using CIPs calculated more precise fees by identifying the portion of each new facility that will be used to support newcomers, rather than using the less targeted approach of dividing existing and planned facilities costs by the number of existing and expected new residents.

As we noted in *Residential Impact Fees*, another best practice that can work in concert with the approaches noted above is to target fees geographically. Given that infrastructure needs can vary across a locality, setting geographically-specific fees helps to ensure new developments only contribute to infrastructure needed to serve their site. In less populous areas, or in districts that span incorporated and unincorporated areas, geographic targeting can help tie fees to infrastructure needs directly resulting from new development. In the City of Elk Grove's Fire Fee Nexus Study for the Cosumnes Community Services District, the local agency used the CIP to identify which fire facilities would exclusively serve future development in the cities of Elk Grove or Galt, and which facilities would be used district-wide.<sup>11</sup> The city then set six fee zones, which partially reflected differences in facility costs.

Together these methodological changes should be used to prevent unreasonably high fees and ensure fees are targeted to areas and incremental costs specific to supporting new development.

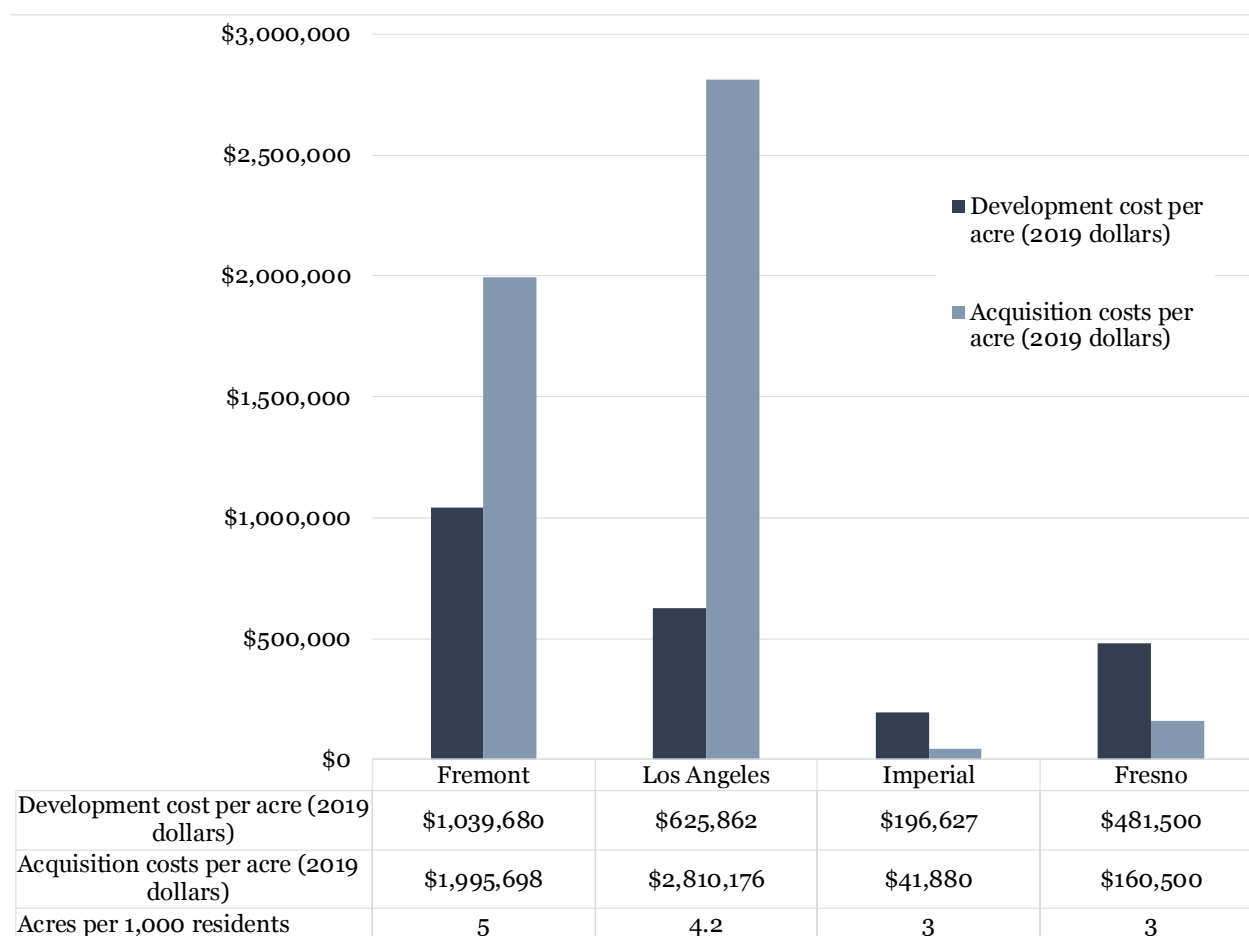
### Incorporate consideration of feasibility and mechanisms for triggering review.

Considering the feasibility of a fee— which in this case means determining whether or not the cost would have negative financial consequences for potential housing development—is not a required element of a nexus study or of the fee setting process more broadly. Only one of the nexus studies we reviewed mentioned feasibility concerns within the nexus analysis. While some cities do voluntarily conduct a feasibility analysis, these often rely on informal methods (e.g., scanning fees set in neighboring jurisdictions) and do not include rigorous analyses based on actual market conditions and data.

Conducting a feasibility analysis should no longer be an informal add-on. It is critical that cities calculate the total fees and exactions charged to new construction, and compare that total against what is financially viable. An important step would be to require that a nexus study include not only the legal maximum established for that specific service, but also an estimate of the total cost of existing fees and exactions. While fees are not always set below the legally allowable maximum (two of our eight case studies set fees below the legal maximum), having the full fee stack included in the nexus study would offer more clarity as to how much a new fee would add to the collective costs on new development.

This type of analysis could also make it easier to determine when a locality's fee or set of fees might merit additional review or a more stringent feasibility test. With that information, California's Department of Housing and Community Development (HCD) could use its statutory authority to set a threshold at which an audit of a jurisdiction's fee program would be triggered. For instance, if the total fees and exactions charged by a locality surpass a certain threshold (e.g., 10 or 15 percent) of (a) construction costs per unit or (b) the median home value of housing constructed within a certain time frame (e.g., since 2000), it would be within HCD's purview to review each of the city's impact fees to (1) ensure they are based on nexus studies that conform to state law, and (2) determine whether the cumulative cost of the fees function as a regulatory constraint that would impede the jurisdiction's compliance under housing element law. There is precedent for these actions through HCD's existing authority to review, approve, and decertify each city's Housing Element. Specifically, 2017's Assembly Bill 72 (Santiago) grants HCD authority to review any action or failure to act by a local government that HCD determines is inconsistent with an adopted Housing Element and to take action to decertify that local government's Housing Element. The review authority proposed above would fall under this existing authority. A limitation to using construction costs per unit as part of the audit trigger is that it would require privately held data (except in the case of LIHTC or other publicly-funded developments), while using something like median home value could be derived from public (although somewhat lagged) data sources like the American Community Survey.

Figure 1: Levels of Service for Parkland



Other mechanisms could also be established to trigger a review or additional feasibility analysis to help rein in unreasonable or potentially exclusionary fees. One example of this is for the state to compare local fee levels to state benchmarks, calculated at different levels of service, and subject those jurisdictions that are significantly above the state benchmark to automatic review. Existing levels of service vary widely across jurisdictions. Park acreage is one example (Figure 1).

If each nexus study is required to clearly identify the current level of service a jurisdiction is providing, the state would be able to clearly establish and track the range of service provided for that type of infrastructure, including an average (mean)

or typical (median) level of service across the state or in certain types of jurisdictions. With that context, a jurisdiction that establishes a level of service significantly above the standard (e.g., 20 percent higher than the standard) for one or more fees could be subject to a fee review or be required to demonstrate feasibility.

Even in jurisdictions that may not trigger review or additional analysis under these scenarios, the state could support efforts to more rigorously assess feasibility by drafting guidelines for analysis or build on tools like [the Turner Center Housing Development Dashboard](#) to enable jurisdictions to assess the effect of the full stack of fees on new housing supply.



## Conclusion

Impact fees play an important role in funding the infrastructure necessary to support new housing development. But as the state works to overcome its long-running production shortfall and to contribute to an economic recovery through the construction of new housing, impact fee reform merits attention.

A few of the recommendations included in this analysis have recently been the subject of legislative efforts. For example, Assembly Bill 1484 (Grayson), which was stalled in the 2020 legislative session, would have limited fee calculations to a locality's existing level of service. This legislation would have also required a rough proportionality standard for determining fees, with the intention of requiring a stronger link between fees charged and the actual impact of development than currently exists with the "reasonable relationship" MFA standard. In addition, Assembly Bill 3145 (Grayson)—which was also tabled for the year—would have required HCD review of local fees in instances where total fees make up more than 12 percent of the median home price in the corresponding jurisdiction.

As legislators consider these provisions, there is also an opportunity to improve methodological transparency in nexus studies (e.g., by clearly indicating the existing level of service used as a baseline) and to advance best practices, considerations of feasibility, and mechanisms for review. It is also important to ensure that fees aren't set at levels that hinder construction or erode housing affordability. Local governments should prioritize this important work in the context of reviewing regulatory constraints as part of their existing process of assessing

housing programs for the forthcoming housing element sixth cycle. In addition, HCD should consider producing technical advisories and guidance to clarify these best practices and affirm the centrality of fee impact in its assessment of regulatory constraints as part of the housing element certification process. Furthermore, HCD should set clearer parameters for how nexus studies should be performed and commit to a review of those methodologies that may be unreasonable. Administrative actions such as these would make the process more equitable and help rein in excessive fees without resorting to a blunter instrument of capping fees in already revenue-constrained jurisdictions.

These changes will help to ensure that fees are being set and used as intended: to support the expansion of critical infrastructure needed to accommodate more housing.

## ENDNOTES

1. WSP. (2016). Transportation Uniform Mitigation Fee Nexus Study 2016 Update: Final Report.
2. Economic & Planning Systems, Inc. (2016). Public Review Draft Report: 2016 Park Impact Fee Nexus Study Update.
3. Altshuler, A. A., Gómez-Ibáñez, J. A., & Howitt, A. M. (1993). Regulation for revenue: the political economy of land use exactions. Washington, DC: Brookings Institution/Lincoln Institute of Land Policy.
4. Evans-Cowley, J. S., & Lawhon, L. L. (2003). The effects of impact fees on the price of housing and land: a literature review. *Journal of Planning Literature*, 17(3), 351–359. Retrieved from: <https://doi.org/10.1177/0885412202239137>.
5. Ihlanfeldt, K. R., & Shaughnessy, T. M. (2004). An empirical investigation of the effects of impact fees on housing and land markets. *Regional Science and Urban Economics*, 34(6), 639–661. Retrieved from: <https://ideas.repec.org/a/eee/regeco/v34y2004i6p639-661.html>.
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9. The *system buy-in method* is used for utilities. The *system plan method* is used for other types of fees and functions slightly differently in that it takes into account existing and planned infrastructure and current and expected demand to calculate the per capita cost.
10. Raftelis Financial Consultants, Inc. (2015). City of Santa Cruz Water Department: Water System Development Charge.
11. Goodwin Consulting Group. (2010). Cosumnes Community Services District Nexus Study to Update the Fire Fee Program: Final Report.

## ACKNOWLEDGMENTS

We would like to acknowledge Annelise Osterberg and Hayley Raetz for their excellent work on this report. We also appreciate the members of the Turner Center's team, especially Carol Galante, Elizabeth Kneebone, David Garcia, Carolina Reid, and Ben Metcalf, for their thoughtful feedback and contributions to the report. We are also grateful to the California Department of Housing and Community Development for its support of the Turner Center's portfolio of research on impact fees.



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TOWN OF LOS GATOS  
DEPARTMENT OF PARKS AND PUBLIC WORKS  
41 MILES AVENUE, LOS GATOS, CA 95030

**REQUEST FOR PROPOSALS**

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**Transportation Impact Fee Study**

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**RFP RELEASE DATE:**

**December 8, 2021**

**PROPOSAL SUBMITTAL DEADLINE:**

**12:00 pm, January 21, 2022**





# REQUEST FOR PROPOSALS

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## 1. INTRODUCTION AND PROJECT BACKGROUND

The Town of Los Gatos (Town) is requesting proposals from qualified firms to prepare a Transportation Impact Fee Study develop a Transportation Impact Fee Program. The recommended program will be presented to the Town Council for its consideration. If adopted, the Transportation Impact Fee Program will replace the Town's current Traffic Impact Mitigation Fees.

California Senate Bill (SB) 743, which was signed into law by Governor Brown in 2013, changes the way that public agencies evaluate the transportation impacts of projects under the California Environmental Quality Act (CEQA), recognizing that roadway congestion, while an inconvenience to drivers, is not itself an environmental impact. The Town of Los Gatos (Town) started the process of transitioning to using Vehicle Miles Traveled (VMT) as a metric in conducting CEQA transportation analysis in 2019. The Town Council has made several decisions leading to the completion of the efforts.

The transition to using VMT as the metric for transportation analyses pursuant to CEQA has necessitated the update to the Traffic Impact Policy. Policy No. 1-05, currently known as the Traffic Impact Policy, is intended to provide guidance to Town staff and the development community in implementing the provisions of the Town Municipal Code, Chapter 15, Article VII, Traffic Impact Mitigation Fees. The new Transportation Impact Policy, adopted by the Town Council at its December 7, 2021 meeting, superseded Policy No. 1-05 and expanded the purpose to include "evaluating and mitigating CEQA transportation impacts".

The Transportation Impact Policy identifies a framework of VMT mitigation measures, named VMT Reduction Strategies, to mitigate Townwide and project-level CEQA transportation impacts. The Town intends to update the current Traffic Impact Mitigation Fees to incorporate the VMT mitigation measures. To support the update, the Town will prepare a Nexus Study that will serve as the basis for requiring development impact fees under AB 1600 legislation, as codified by California Code Government Section 66000 et seq. The established procedures under AB 1600 require that a "reasonable relationship", or nexus, exist between the traffic infrastructure improvements required to mitigate the traffic impacts and the proposed development project.

The study shall satisfy the statutory requirements:

- Identify the purpose of the fee.
- Identify the use to which the fee will be put.
- Determine that there is a reasonable relationship between the fee's use and the type of development on which the fee is to be imposed.
- Identify reasonable relationship between the amount of the fee and the cost of the public facility or portion of the public facility attributable to the development on which the fee is imposed.

## **2. SCOPE OF WORK**

The Town is requesting proposals from qualified firms to prepare a Transportation Impact Fee Study develop a Transportation Impact Fee Program. The Town's impact fee must comply with the Mitigation Fee Act (California Government Code Section 66000 et seq., also known as AB 1600). The consultant should review the Town's enabling legislation (ordinances) establishing the Transportation Impact Policy.

The proposal shall include a minimum of the following tasks and deliverables:

### **Task 1: Project Management and Stakeholder Engagement**

#### **Deliverables**

- Final project scope and schedule
- Project Team meetings and materials
- Public meetings: prepare and attend meetings with the public, stakeholders, Town Commissions, and Town Council.

### **Task 2: Fee Program Approach and Scope**

The Consultant will advise staff on the relationship between Level of Service-based and Vehicle-Miles-Traveled (VMT)-based fees. The Transportation Impact Policy requires land use projects to mitigate CEQA transportation impacts and provide mitigation improvements, as applicable. Town staff is considering two possible approaches in the new fee program:

- A. Two fees: maintain the current LOS-based traffic impact mitigation fee and establish a new VMT-based fee
- B. A combined fee: combine the current traffic impact mitigation fee and the new VMT-based fee

The Town is interested in the Consultant's input on these two and possibly other approaches and the recommendation on the best practice. It is anticipated that the new fee program would be designed to reduce vehicle trips and vehicle miles of travel per capita within the Town to avoid or minimize the need to expand existing roadway capacity.

#### **Deliverables**

- Report: summarizes the considerations in the approach and provides a recommendation on the preferred approach

### **Task 3: Transportation Improvements Project List**

The benefit zone of the fee program would be Townwide.

In the update to the Transportation Impact Policy, no change was made to the Transportation Mitigation Improvements Project List. This project list already has many improvements that are

consistent with the VMT Reduction Strategies. It is the Town's intent to update the project list to emphasize the VMT-reducing improvements and fund a broader range of project types.

The Consultant should review the Mobility Element of the Draft General Plan 2040 and other Town's plans and policies and formulate a draft Project List. The Consultant should identify the transportation improvements and facilities needed to serve this growth and achieve the General Plan VMT goals.

The Consultant should prepare order-of-magnitude project cost estimates and propose timing of project implementation.

**Deliverables:**

- Report: confirms the benefit zone, proposes criteria for capital improvement projects used to develop the fee program.
- Map and list depicting the preliminary set of projects to be considered in this study.
- Report: identifies draft capital improvement projects based on the project selection criteria.
- Project cost estimates and proposed timing for the need projects

**Task 4: Fee Revenue Estimation**

The Consultant should evaluate different fee calculation options and recommend a preferred option based on staff and stakeholder input. Consequently, the Consultant should develop an estimation of overall fee revenues based on the General Plan growth forecasts and the project list.

**Deliverables:**

- Report: fee calculation options and fee revenue estimation.

**Task 5: Nexus Study**

The purpose of this task is to allocate the expected unfunded costs of the transportation improvement projects in the draft project list by land use type. A portion of each project's cost must be allocated to the correction of existing deficiencies (if appropriate) and to growth in new trips and VMT.

Once the project list is refined the allocated project costs will be used to construct a fee schedule by land use type. Recommendations will be provided on different strategies for allocating the fees among residential, retail, and other commercial development.

**Deliverables**

- Technical Memorandum: documents the nexus analysis methods, quantification of the nexus and burden, proposed fee schedule, and an assessment of the relative economic burden imposed by the preliminary fee schedule on local residential and commercial markets. The proposed fee schedule shall include a comparative analysis for nearby like sized jurisdictions.

### **Task 9: Draft and Final Nexus Study Reports**

The Consultant shall prepare the draft and final reports containing background information, methodology, findings, and recommendations. The report should explain the purpose of the transportation impact fee, provide sufficient information and the necessary findings to determine the appropriate development impact fees based on the proposed infrastructure requirements to support the Town's General Plan growth projections. The report shall include calculations that demonstrate the legal nexus between the recommended fees and the impact created by new development.

#### **Deliverables**

- Draft Nexus Study Report
- Final Report and recommendations

### **Task 10: Additional Services**

The Consultant shall include in the proposal, as a separate line item, a section for Additional Services. These work items are optional depending on the project budget and the Town's needs.

## **3. MINIMUM QUALIFICATIONS OF PERSONNEL**

The Consultant shall meet, at a minimum, the appropriate professional qualifications as required to complete the scope of work as required by State Law and the contract. qualified consultants that have demonstrated verifiable experience in assessing a comprehensive list of development impact fees, in order to identify and recommend a program of impact fees to been acted in Foster City that meet the requirements of the Mitigation Fee Act. Specifically, the study should include detailed and legally defensible justification and analysis, including nexus studies, demonstrating the financial connection between the need for each proposed fee and new development or redevelopment.

## **4. ADDITIONAL INFORMATION AND RELEVANT PROJECTS**

The Town's Vehicle Miles Traveled (VMT) project webpage includes all relevant documents and the Town Council's past decisions:

<https://www.losgatosca.gov/2563/Vehicle-Miles-Traveled---VMT>

Town of Los Gatos Draft 2040 General Plan and DEIR: [www.losgatos2040.com](http://www.losgatos2040.com)

2016 Santa Clara County Measure B: <https://www.vta.org/projects/funding/2016-measure-b>

Connect Los Gatos: <https://www.losgatosca.gov/ConnectLG>

Town of Los Gatos Bicycle and Pedestrian Master Plan (BPMP):  
<https://www.losgatosca.gov/2347/Bicycle-and-Pedestrian-Master-Plan>

## 5. INSTRUCTIONS TO PROPOSERS

### 5.1 Schedule

The tentative schedule is provided in Table 1. The Town may, at its own discretion, conduct interviews and other evaluations of some, all, or none of the applicants prior to selection. The performance period is no greater than twenty-four (24) months, with a project schedule determined by the Town and the select Consultant.

Table 1 - RFP Schedule (Tentative):

Task	Schedule
Request for Proposal	December 8, 2021
Questions from Proposer	December 20, 2021
Town Response to Questions from Proposers	December 30, 2021
Deadline for Proposal Submittals	Noon, January 21, 2022
Virtual Interview (if necessary)	Feb. 1 - 3, 2022
Scope Refinement and Negotiation	Feb. 7 - 11, 2022
Notice to Proceed (tentative)	February 14, 2022

### 5.2 Town of Los Gatos Standard Agreement: Included in Attachment A.

### 5.3 Examination of Proposal Documents

The submission of a proposal shall be deemed a representation and certification by the Proposer that they:

- Have carefully read and fully understand the information that was provided by the Town to serve as the basis for submission of this proposal.
- Have the capability to successfully undertake and complete the responsibilities and obligations of the proposal being submitted.
- Represent that all information contained in the proposal is true and correct.
- Did not, in any way, collude, conspire to agree, directly or indirectly, with any person, firm, corporation or other Proposer in regard to the amount, terms or conditions of this proposal.
- Acknowledge that the Town has the right to make any inquiry it deems appropriate to substantiate or supplement information supplied by Proposer, and Proposer hereby grants the Town permission to make these inquiries, and to provide any and all related documentation in a timely manner.

### 5.4 The Proposer bears all costs of preparing and submitting its proposal consistent with the requirements outlined in this RFP.

### 5.5 Questions Regarding the RFP

Any questions by the Proposer regarding this RFP or the attachment(s) must be put in writing and received by the deadline shown on Table 1. Correspondence shall include in the email subject line: Transportation Impact Fee Study and be addressed to:



Ying Smith, Transportation and Mobility Manager

E-mail: [ysmith@losgatosca.gov](mailto:ysmith@losgatosca.gov)

The Town shall not be responsible for nor be bound by any oral instructions, interpretations, or explanations issued by the Town or its representatives.

Responses from the Town to questions by any Proposer will be communicated in writing to all recipients of this RFP. Questions received after the date and time stated above will not be accepted or responded. No oral questions or inquiries to other individuals about this RFP shall be accepted.

#### 5.6 Addenda

Addenda to this RFP, if issued, will be sent to all prospective Consultants the Town of Los Gatos - Parks and Public Works Department has specifically e-mailed a copy of the RFP to and will be posted on the Town of Los Gatos - Parks and Public Works Department website at: <https://www.losgatosca.gov/2258/RFPFRQ>

#### 5.7 Submittal of Proposals

Proposers are requested to submit the proposal by the deadline in Table 1 in electronic format in one of the following ways: send the proposals via email (file size is limited to 25MB); or Upload to your own file sharing website or FTP site and send a link via email. The email address for electronic submittals is: YSmith@LosGatosCA.gov.

No request for modification of the proposal shall be considered after its submission on grounds that Proposer was not fully informed of any fact or condition. Hard copies of the proposals will not be accepted.

#### 5.8 Withdrawal of Proposals

A Proposer may withdraw its proposal at any time before the expiration of the time for submittal of proposals as provided in the RFP by delivering a written request for withdrawal signed by, or on behalf of, the Proposer.

#### 5.9 Project Funding

This phase of the project is funded with Town of Los Gatos dollars, requiring the Consultant to follow all pertinent local regulations.

### **6 RIGHTS OF THE TOWN OF LOS GATOS**

This RFP does not commit the Town to enter into a contract, nor does it obligate the Town to pay for any costs incurred in preparation and submittal of proposals or in anticipation of a contract. The Town reserves the right to:

- Make the selection based on its sole discretion;
- Reject any and all proposals;
- Issue subsequent Requests for Proposals;
- Postpone opening proposals for its own convenience;

- Remedy errors in the Request for Proposals process;
- Approve or disapprove the use of particular subconsultants;
- Negotiate with any, all or none of the Proposers regarding project scope;
- Accept other than the lowest cost offer;
- Waive informalities and irregularities in the Proposals; and/or
- Enter into an agreement with another Proposer in the event the originally selected Proposer defaults or fails to execute an agreement with the Town.

An agreement shall not be binding or valid with the Town unless and until it is executed by authorized representatives of the Town and of the Proposer.

## **7 INFORMATION TO BE SUBMITTED**

These guidelines govern the format and content of the proposal. The intent of the RFP is to encourage responses that clearly communicate the Proposer's understanding of the Town's requirements and the firm's ability to meet those requirements.

In addition to the items included within this RFP, including Attachments A and B, the proposal should include the following information referenced by letter for ease of identification:

- 7.1 Consultant Qualifications and Experience: Provide details of the team's qualifications and experience, including any specific qualifications in the same type of projects in similar California Cities and Towns. Provide Examples of projects with similar scope.
- 7.2 Organization and Approach: Describe the roles and organization of your proposed team for this project. Describe your project and management approach and identify the Project Manager. Describe the roles of key individuals on the team. Provide resumes and references for all key team members.
- 7.3 Scope of Services: Prepare a detailed Scope of Services. Describe project deliverables for each phase of your work.
- 7.4 Schedule of Work: Provide a detailed schedule for all tasks/phases of the project and the proposed Consultant's services, including time for reviews and approvals. The schedule shall meet the performance period identified by the Town or shall be modified with explanation as to why an alternate schedule is being proposed.
- 7.5 Cost Proposal: All labor costs, overhead costs, sub-consultant costs, and direct expenses should be included. Costs must be shown in a matrix format, by task grouping (as negotiated), and show hours per staff member, base labor rates, and overhead and profit rates.
- 7.6 Identify any exceptions taken to Attachment A – Standard Agreement.
- 7.7 Additional supporting documentation as the proposer's discretion.

## 8 EVALUATION CRITERIA AND SELECTION PROCESS

Based on the proposals and interviews, proposers will be evaluated according to each Evaluation Criteria. The Evaluation Criteria Summary and their respective weights are shown on Table 2:

Table 2 - Evaluation Criteria

No.	Written Evaluation Criteria	Weight
0	Completeness of Response	Pass/Fail
1	Consulting Firm's Experience	10
2	Team Qualifications & Experience	20
3	Organization & Approach	10
4	Scope of Services to be Provided	20
5	Schedule of Work	5
6	Cost	20
7	References	5
Subtotal:		90
No.	Interview Evaluation Criteria	Weight
8	Presentation by team	5
9	Q&A Response to panel questions	5
Subtotal:		10
Total:		100

After proposal evaluation and interviews, Town staff will meet with the top-rated firm(s) to discuss and develop a final scope of services and an updated cost proposal. If the Town is unable to reach agreement with the top-rated firm, the Town may choose to negotiate with additional firms.

## 9 CONTRACT TYPE AND METHOD OF PAYMENT

It is anticipated that the agreement resulting from this RFP, if awarded, will be an Agreement for Services.

Proposers shall be prepared to accept the terms and conditions of the Agreement, including Insurance Requirements. If a Proposer desires to take exception to the Agreement, Proposer shall provide the following information of their submittal package.

- Proposer shall clearly identify each proposed change to the Agreement, including all relevant Attachments.
- Proposer shall furnish the reasons for each proposed change, as well as specific recommendations for alternative language.

The above factors will be taken into account in evaluating proposals.

The Town pays net 30 days of invoice for work performed.

## **10 INSURANCE REQUIREMENTS**

The selected Proposer(s), at Proposer's sole cost and expense and for the full term of the agreement or any extension thereof, shall obtain and maintain, at a minimum, all of the insurance requirements as outlined in the Town Standard Agreement.

All policies, endorsements, certificates and/or binders shall be subject to the approval of the Town of Los Gatos as to form and content. These requirements are subject to amendment or waiver, if so approved in writing by the Town of Los Gatos. The selected Proposer agrees to provide the Town with a copy of said policies, certificates and/or endorsement upon award of Agreement.

## **11 PUBLIC NATURE OF PROPOSAL MATERIAL**

Responses to this RFP become the exclusive property of the Town of Los Gatos. At such time as the Town awards a contract, all proposals received in response to this RFP become a matter of public record and shall be regarded as public records, with the exception of those elements in each proposal which are defined by the Proposer as business or trade secrets and plainly marked as "Confidential," "Trade Secret," or "Proprietary." The Town shall not in any way be liable or responsible for the disclosure of any such proposal or portions thereof, if they are not plainly marked as "Confidential," "Trade Secret," or "Proprietary," or if disclosure, in the Town's sole discretion, is required under the California Public Records Act as addressed below. Any proposal which contains language purporting to render all or significant portions of the proposal "Confidential," "Trade Secret," or "Proprietary" shall be regarded as non-responsive.

Although the California Public Records Act recognizes that certain confidential trade secret information may be protected from disclosure, the Town of Los Gatos may determine, in its sole discretion that the information that a Proposer submits is not a trade secret. If a request is made for information marked "Confidential," "Trade Secret," or "Proprietary," the Town shall provide the Proposer who submitted the information reasonable notice to allow the Proposer to seek protection from disclosure by a court of competent jurisdiction, at the Proposer's sole expense.

## **12 COLLUSION**

By submitting a proposal, each Proposer represents and warrants that its proposal is genuine and made in the interest of or on behalf of any person named therein; that the Proposer has not directly induced or solicited any other person to submit a sham proposal or any other person to refrain from submitting a proposal; and that the Proposer has not in any manner sought collusion to secure any improper advantage over any other person submitting a proposal.

## **13 DISQUALIFICATION**

Factors, such as, but not limited to, any of the following, may disqualify a proposal without

further consideration:

- Evidence of collusion, directly or indirectly, among Proposers in regard to the amount, terms or conditions of this proposal;
- Any attempt to improperly influence any member of the evaluation team;
- Existence of any lawsuit, unresolved contractual claim or dispute between Proposer and the Town;
- Evidence of incorrect information submitted as part of the proposal;
- Evidence of Proposer's inability to successfully complete the responsibilities and obligations of the proposal; and
- Proposer's default under any previous agreement with the Town.

#### **14 NON-CONFORMING PROPOSAL**

A proposal shall be prepared and submitted in accordance with the provisions of these RFP instructions and specifications. Any alteration, omission, addition, variance, or limitation of, from or to a proposal may be sufficient grounds for non-acceptance of the proposal, at the sole discretion of the Town.

#### **15 GRATUITIES**

No person shall offer, give or agree to give any Town employee any gratuity, discount or offer of employment in connection with the award of contract by the Town. No Town employee shall solicit, demand, accept or agree to accept from any other person a gratuity, discount or offer of employment in connection with a Town contract.



## AGREEMENT FOR CONSULTANT SERVICES

THIS AGREEMENT is made and entered into on **DATE** by and between TOWN OF LOS GATOS, a California municipal corporation, ("Town") and \_\_\_\_\_ ("Consultant"), whose address is xxxxx. This Agreement is made with reference to the following facts.

### I. RECITALS

- 1.1 The Town desires to engage Consultant to provide services to **(Insert)**.
- 1.2 The Consultant represents and affirms that it is willing to perform the desired work pursuant to this Agreement.
- 1.3 Consultant warrants it possesses the distinct professional skills, qualifications, experience, and resources necessary to timely perform the services described in this Agreement. Consultant acknowledges Town has relied upon these warranties to retain Consultant.

### II. AGREEMENTS

- 2.1 Scope of Services. Consultant shall provide services as described in that certain proposal sent to the Town on **DATE** which is hereby incorporated by reference and attached as Exhibit A.
- 2.2 Term and Time of Performance. This contract will remain in effect upon execution to **DATE**. Consultant shall perform the services described in this agreement as described in Exhibit A.
- 2.3 Compliance with Laws. The Consultant shall comply with all applicable laws, codes, ordinances, and regulations of governing federal, state and local laws. Consultant represents and warrants to Town that it has all licenses, permits, qualifications and approvals of whatsoever nature which are legally required for Consultant to practice its profession. Consultant shall maintain a Town of Los Gatos business license pursuant to Chapter 14 of the Code of the Town of Los Gatos.
- 2.4 Sole Responsibility. Consultant shall be responsible for employing or engaging all persons necessary to perform the services under this Agreement.
- 2.5 Information/Report Handling. All documents furnished to Consultant by the Town and all reports and supportive data prepared by the Consultant under this Agreement are the Town's property and shall be delivered to the Town upon the completion of Consultant's services or at the Town's written request. All reports, information, data, and exhibits prepared or assembled by Consultant in connection with the performance of its services pursuant to this Agreement are confidential until released by the Town to the public, and the Consultant shall not make any of the these documents or information available to any

individual or organization not employed by the Consultant or the Town without the written consent of the Town before such release. The Town acknowledges that the reports to be prepared by the Consultant pursuant to this Agreement are for the purpose of evaluating a defined project, and Town's use of the information contained in the reports prepared by the Consultant in connection with other projects shall be solely at Town's risk, unless Consultant expressly consents to such use in writing. Town further agrees that it will not appropriate any methodology or technique of Consultant which is and has been confirmed in writing by Consultant to be a trade secret of Consultant.

2.6 Compensation. Compensation for Consultant's professional services **shall not exceed \$XXXXX**, inclusive of all costs. Payment shall be based upon Town approval of each task.

2.7 Billing. Billing shall be monthly by invoice within thirty (30) days of the rendering of the service and shall be accompanied by a detailed explanation of the work performed by whom at what rate and on what date. Also, plans, specifications, documents or other pertinent materials shall be submitted for Town review, even if only in partial or draft form.

Payment shall be net thirty (30) days. All invoices and statements to the Town shall be addressed as follows:

Invoices:

Town of Los Gatos

Attn: Accounts Payable

P.O. Box 655

Los Gatos, CA 95031-0655

2.8 Availability of Records. Consultant shall maintain the records supporting this billing for not less than three years following completion of the work under this Agreement. Consultant shall make these records available to authorized personnel of the Town at the Consultant's offices during business hours upon written request of the Town.

2.9 Assignability and Subcontracting. The services to be performed under this Agreement are unique and personal to the Consultant. No portion of these services shall be assigned or subcontracted without the written consent of the Town.

2.10 Independent Contractor. It is understood that the Consultant, in the performance of the work and services agreed to be performed, shall act as and be an independent contractor and not an agent or employee of the Town. As an independent contractor he/she shall not obtain any rights to retirement benefits or other benefits which accrue to Town employee(s). With prior written consent, the Consultant may perform some obligations under this Agreement by subcontracting, but may not delegate ultimate responsibility for performance or assign or transfer interests under this Agreement. Consultant agrees to testify in any litigation brought regarding the subject of the work to be performed under this Agreement. Consultant shall be compensated for its costs and expenses in preparing

for, traveling to, and testifying in such matters at its then current hourly rates of compensation, unless such litigation is brought by Consultant or is based on allegations of Consultant's negligent performance or wrongdoing.

- 2.11 Conflict of Interest. Consultant understands that its professional responsibilities are solely to the Town. The Consultant has and shall not obtain any holding or interest within the Town of Los Gatos. Consultant has no business holdings or agreements with any individual member of the Staff or management of the Town or its representatives nor shall it enter into any such holdings or agreements. In addition, Consultant warrants that it does not presently and shall not acquire any direct or indirect interest adverse to those of the Town in the subject of this Agreement, and it shall immediately disassociate itself from such an interest, should it discover it has done so and shall, at the Town's sole discretion, divest itself of such interest. Consultant shall not knowingly and shall take reasonable steps to ensure that it does not employ a person having such an interest in this performance of this Agreement. If after employment of a person, Consultant discovers it has employed a person with a direct or indirect interest that would conflict with its performance of this Agreement, Consultant shall promptly notify Town of this employment relationship, and shall, at the Town's sole discretion, sever any such employment relationship.
- 2.12 Equal Employment Opportunity. Consultant warrants that it is an equal opportunity employer and shall comply with applicable regulations governing equal employment opportunity. Neither Consultant nor its subcontractors do and neither shall discriminate against persons employed or seeking employment with them on the basis of age, sex, color, race, marital status, sexual orientation, ancestry, physical or mental disability, national origin, religion, or medical condition, unless based upon a bona fide occupational qualification pursuant to the California Fair Employment & Housing Act.

### **III. INSURANCE AND INDEMNIFICATION**

#### **3.1 Minimum Scope of Insurance:**

- i. Consultant agrees to have and maintain, for the duration of the contract, General Liability insurance policies insuring him/her and his/her firm to an amount not less than: one million dollars (\$1,000,000) combined single limit per occurrence for bodily injury, personal injury and property damage.
- ii. Consultant agrees to have and maintain for the duration of the contract, an Automobile Liability insurance policy ensuring him/her and his/her staff to an amount not less than one million dollars (\$1,000,000) combined single limit per accident for bodily injury and property damage.
- iii. Consultant shall provide to the Town all certificates of insurance, with original endorsements effecting coverage. Consultant agrees that all

certificates and endorsements are to be received and approved by the Town before work commences.

- iv. Consultant agrees to have and maintain, for the duration of the contract, professional liability insurance in amounts not less than \$1,000,000 which is sufficient to insure Consultant for professional errors or omissions in the performance of the particular scope of work under this agreement.

General Liability:

- i. The Town, its officers, officials, employees and volunteers are to be covered as insured as respects: liability arising out of activities performed by or on behalf of the Consultant; products and completed operations of Consultant, premises owned or used by the Consultant. This requirement does not apply to the professional liability insurance required for professional errors and omissions.
- ii. The Consultant's insurance coverage shall be primary insurance as respects the Town, its officers, officials, employees and volunteers. Any insurance or self-insurances maintained by the Town, its officers, officials, employees or volunteers shall be excess of the Consultant's insurance and shall not contribute with it.
- iii. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to the Town, its officers, officials, employees or volunteers.
- iv. The Consultant's insurance shall apply separately to each insured against whom a claim is made or suit is brought, except with respect to the limits of the insurer's liability.

3.2 All Coverages. Each insurance policy required in this item shall be endorsed to state that coverage shall not be suspended, voided, cancelled, reduced in coverage or in limits except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to the Town. Current certification of such insurance shall be kept on file at all times during the term of this agreement with the Town Clerk.

3.3 Workers' Compensation. In addition to these policies, Consultant shall have and maintain Workers' Compensation insurance as required by California law and shall provide evidence of such policy to the Town before beginning services under this Agreement. Further, Consultant shall ensure that all subcontractors employed by Consultant provide the required Workers' Compensation insurance for their respective employees.

- 3.4 Indemnification. The Consultant shall save, keep, hold harmless and indemnify and defend the Town its officers, agent, employees and volunteers from all damages, liabilities, penalties, costs, or expenses in law or equity that may at any time arise or be set up because of damages to property or personal injury received by reason of, or in the course of performing work which may be occasioned by a willful or negligent act or omissions of the Consultant, or any of the Consultant's officers, employees, or agents or any subconsultant.

#### IV. GENERAL TERMS

- 4.1 Waiver. No failure on the part of either party to exercise any right or remedy hereunder shall operate as a waiver of any other right or remedy that party may have hereunder, nor does waiver of a breach or default under this Agreement constitute a continuing waiver of a subsequent breach of the same or any other provision of this Agreement.
- 4.2 Governing Law. This Agreement, regardless of where executed, shall be governed by and construed to the laws of the State of California. Venue for any action regarding this Agreement shall be in the Superior Court of the County of Santa Clara.
- 4.3 Termination of Agreement. The Town and the Consultant shall have the right to terminate this agreement with or without cause by giving not less than fifteen days (15) written notice of termination. In the event of termination, the Consultant shall deliver to the Town all plans, files, documents, reports, performed to date by the Consultant. In the event of such termination, Town shall pay Consultant an amount that bears the same ratio to the maximum contract price as the work delivered to the Town bears to completed services contemplated under this Agreement, unless such termination is made for cause, in which event, compensation, if any, shall be adjusted in light of the particular facts and circumstances involved in such termination.
- 4.4 Amendment. No modification, waiver, mutual termination, or amendment of this Agreement is effective unless made in writing and signed by the Town and the Consultant.
- 4.5 Disputes. In any dispute over any aspect of this Agreement, the prevailing party shall be entitled to reasonable attorney's fees, including costs of appeal.
- 4.6 Notices. Any notice required to be given shall be deemed to be duly and properly given if mailed postage prepaid, and addressed to:

Town of Los Gatos  
Attn: Town Clerk  
110 E. Main Street  
Los Gatos, CA 95030

Consultant  
address  
city st zip



or personally delivered to Consultant to such address or such other address as Consultant designates in writing to Town.

- 4.7 Order of Precedence. In the event of any conflict, contradiction, or ambiguity between the terms and conditions of this Agreement in respect of the Products or Services and any attachments to this Agreement, then the terms and conditions of this Agreement shall prevail over attachments or other writings.
- 4.8 Entire Agreement. This Agreement, including all Exhibits, constitutes the complete and exclusive statement of the Agreement between the Town and Consultant. No terms, conditions, understandings or agreements purporting to modify or vary this Agreement, unless hereafter made in writing and signed by the party to be bound, shall be binding on either party.

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**From:** Phil Koen <[REDACTED]>  
**Date:** January 16, 2024 at 7:10:35 AM PST  
**To:** Rob Moore <[RMoore@losgatosca.gov](mailto:RMoore@losgatosca.gov)>  
**Subject:** Agenda item 12

[EXTERNAL SENDER]

Hello Rob,

I want to share some quick thoughts regarding the TIF study under consideration in agenda item #12. Unfortunately, this study fails to analyze what the law requires, which is a fair analysis of capital improvements related to growth.. There must be a factual causal relationship between new incremental growth and the capital expenditure.

Before adopting a TIF, a local jurisdiction must make a specific finding that include identifying the purpose of the fee and describing why the fee is needed to provide new or expanded facilities to mitigate the impacts of new development induced by the growth. Unfortunately, most of the projects listed are the result of deficiencies in current conditions. Under state law AB 1600, improvements to existing deficiencies cannot be funded through a TIF. At the very least the study needs to analyze and separate which capital costs will serve future growth vs which capital costs are associated with existing deficiencies.

I have attached the staff report from the study session that was held on October 10, 2023. The discussion of the SR-17 project is very instructive on this point. This project is all about addressing an existing regional deficiency. Just read VTM's flyer

on this project. If there was no growth in Los Gatos over the next 20 years, this project will still go forward given the current deficiencies. The staff report makes it very clear that the only reason this project is included is Staff wants to use TIF funds to pay for the required 10% match. That unfortunately is not how the law works. They have put the cart before the horse.

The net result of the TIF study is to burden 100 % of the \$42m of unfunded capital project costs (and who knows if that number is even remotely accurate – I have my doubts) on the new residents of Los Gatos. This is driving the TIF for new residential units to increase anywhere from 168% to 178% at the same time we are trying to promote new housing development. Furthermore, the difference between the proposed TIF and surrounding jurisdictions of like size is breath taking. It simply doesn't make sense to me.

Assessing the full cost of new infrastructure on new housing/growth could prove to be exclusionary and place an outsized burden on or prevent the accommodation of new residents. This is totally at odds to what we are saying in the HE.

My recommendation is the send the study to the FC and have the FC work with the consultant to prepare a complete TIF study. This one is deeply flawed.

As always, please let me know if you have any questions.

Phil Koen

# Transportation Impact Fee Program

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Town Council Meeting  
January 16, 2024

## PROJECT BACKGROUND

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- 2014 – Town’s most recent Nexus Study and Traffic Impact Fee are adopted (Resolutions 2014-017 and 2014-059) in accordance with Assembly Bill 1600 (the Mitigation Fee Act).
- 2022, January – Assembly Bill 602 takes effect, requiring new nexus studies for impact fees and certain other changes to fee calculation methodology.
- 2022 – DKS Associates is contracted to develop new Nexus Study and Update Traffic Impact Fee Program.

## PROJECT BACKGROUND (Cont'd)

- May 2023 – Staff provides report on technical work completed and preliminary fee calculations.
- October 2023 – Town Council holds a study session to address questions raised in the May 2023 meeting and provides feedback to staff.
- November 2023 – Town Council received the draft Nexus Study, including the Capital Project List in Appendix 1, and set a hearing date for January 16, 2024.



## ADOPT THE NEXUS STUDY WITH CAPITAL IMPROVEMENT PLAN

- Informed by General Plan and previously adopted transportation related planning documents.
- Considers historic investment in transportation infrastructure.
- Documents desired transportation investments based on adopted planning documents and needed projects. This is the Capital Improvement Plan as presented in Appendix Section 1 of the Nexus Study.
- Calculated the maximum justifiable fee to \$57,907 per dwelling unit equivalent based on the historic level of investment the Town of has made in transportation related projects.

## UPDATE THE TRANSPORTATION IMPACT FEE

Land Use Classification	Proposed Fee
Single Family Residential (per square foot) <sup>1</sup>	\$6.10
Multi-Family Residential (per square foot) <sup>2</sup>	\$6.96
Retail (per 1,000 square feet)	\$22,391.00
Office (per 1,000 square feet)	\$19,731.00
Industrial (per 1,000 square feet)	\$9,255.00

1. Single family fee is \$16,051 per dwelling unit; converted to a square foot basis using an average single family residential unit size of 2,632 square feet.
2. Multi-family fee is \$11,472 per dwelling unit converted to a square foot basis using an average multi- family residential unit size of 1,649 square feet.

## MODIFY TOWN CODE SECTION 15, ARTICLE VII

- Update title and name of the fee to Transportation Impact Fees to reflect the inclusion of bicycle and pedestrian projects in the Project List.
- Update method of calculating the Transportation Impact Fee to reflect the Nexus Study and AB 602 requirements.
- Add credits of 50% for deed restricted low- and very-low-income housing units and for existing traffic from current uses of a property.

## MODIFY COUNCIL POLICY 1-08 TRANSPORTATION IMPACT POLICY

- Update the name of the fee
- Charge impact fees on Accessory Dwelling Units of 750 square feet or larger
- Clarify per square foot basis fee calculation for residential units
- Update information about credits to be consistent with proposed changes to Town Code Chapter 15
- Replace the project list in Attachment 2 with the Capital Improvement Plan in Appendix 1 of the Nexus Study.

## PROPOSED ACTIONS

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- a. Adopt a Resolution to Adopt the Transportation Impact Nexus Study dated November 2023 (including the Project List – Appendix 1 which serves as the Town’s Transportation Capital Improvement Plan)
- b. Adopt a Resolution to Update a Transportation Impact Fee to Replace the Town’s Existing Traffic Impact Mitigation Fee
- c. Introduce an ordinance titled “An Ordinance of the Town of Council of the Town of Los Gatos Amending Town Code Section 15, Article VII ‘Traffic Impact Mitigation Fees’”
- d. Adopt a resolution to modify Town Council Policy 1-08: “Transportation Impact Policy”