

# City of Foster City

Proposal

## Comprehensive Development Impact Fee Study

May 7, 2021



May 6, 2021



Ms. Sofia Mangalam  
Planning Manager  
City of Foster City  
610 Foster City Boulevard  
Foster City, California 94404

**Re: Proposal to Prepare a Comprehensive Development Impact Fee Study for the City of Foster City**

Dear Ms. Mangalam,

Willdan Financial Services ("Willdan"), in partnership with Fehr & Peers, is pleased to present this proposal to the City of Foster City ("City") to prepare a comprehensive development impact fee study. Given Willdan's unmatched impact fee experience, we are particularly well positioned to serve the City and help achieve established long-term goals. Our project approach helps to ensure the preparation of an impact fee study that will withstand technical challenges and public scrutiny. Fehr & Peers will assist in the preparation of the traffic analysis supporting the nexus for the traffic fee.

Outlined below are the advantages and benefits that the Willdan/Fehr & Peers team will provide to the City.

**Experience with the City of Foster City** – Mr. James Edison, the principal-in-charge proposed for this engagement, has worked extensively with the City in the past, including the Gilead, Chess Drive, Mirabella and Pilgrim-Triton specific plans and early negotiation and feasibility work for the Foster Square project. Fehr & Peers also possesses prior City experience, which includes the development of their General Plan and Climate Action Plan and the Citywide Transportation Plan.

**Unmatched experience defending and implementing fee programs** – Willdan's impact fee staff has assisted more than 100 California government agencies with the development and/or update of all fee types and is fortunate to be in a position that will provide a tremendous benefit to the City. Each project has required defensible documentation and thorough coordination of fee program changes for different agency departments and stakeholders within the business community. In some cases, Willdan has been required to negotiate fees with stakeholders and, on occasion, defend them in meetings and public forums.

We are particularly strong in advising our clients on the advantages and disadvantages of different fee schedule structures (citywide versus multiple-fee districts/zones; more versus fewer land-use categories; etc.) and methods of fee calculation that are based on the priorities of the City and stakeholders.

**Best-in-class project team that can work immediately to prepare an impact fee program** – The Willdan team begins a project by evaluating the agency's existing fee program, if available, and current capital planning policies and funding programs. Not all capital projects are amenable to funding from impact fee programs, and we identify sources that complement fee revenues to fully fund the capital improvement program. The team's Principal-in-Charge James Edison and Project Manager Carlos Villarreal are well respected by our clients for their skill in proactively organizing a clear, consensus-based project approach.

**Successful project completion** – As indicated within our submission, **Willdan has successfully completed many impact fee studies, including most recently in the Cities of Pismo Beach, Carpinteria, Garden Grove, Hollister, Murrieta, Rialto and Santa Clara.** These fee programs were approved by their respective City Councils.

Due to statewide restrictions in place in response to COVID-19, in-person meetings have been replaced by online, virtual meetings. We have utilized virtual meetings for years to facilitate quick, on-demand discussions with clients. Should these restrictions loosen sufficiently to allow once again for in-person meetings, and at the City's request, they will be modified to in-person.

We are excited about this opportunity to use our skills and expertise to serve the City of Foster City. To discuss any aspect of this submittal, please contact Managing Principal James Edison directly at (510) 912-4687, or via email at [JEdison@Willdan.com](mailto:JEdison@Willdan.com). Furthermore, as a Vice President of Willdan Financial Services, I am authorized to bind the firm and the following proposal will remain firm and valid for no less than 60 days from May 7, 2021.

Sincerely,

**WILLDAN FINANCIAL SERVICES**

A handwritten signature in blue ink, appearing to read 'Chris Fisher', is written over a light blue horizontal line.

Chris Fisher  
Vice President - Director

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## Project Team

Willdan Financial Services (“Willdan”) has partnered with our colleagues from Fehr & Peers to fulfill the scope of services outlined within the City of Foster City’s (“City”) Request for Proposals titled Comprehensive Development Impact Fee Study. Willdan will be lead the project and be responsible for the impact fee study. In anticipation that significant traffic engineering will be necessary, Fehr & Peers will lead related tasks.

Outlined below are the team members proposed for this engagement, as well as their role and responsibility.

Managing Principal **James Edison** will serve in the role of **Principal-in-Charge and Engagement Director**. His responsibilities will include coordinating consultant efforts, overseeing the quality of work products and assuring timely completion of the project. He has been selected for this role due in large part to his familiarity with innovative approaches to funding public facilities and recent legislative and case law changes that alter how public agencies can use the *Mitigation Fee Act*. Mr. Edison is a former bond attorney, licensed real estate broker and an inactive member of the California State BAR. With this knowledge and expertise overseeing the City’s project, he can be of assistance in advising, and addressing matters that are related to the review and/or preparation of the proposed study.

Mr. **Carlos Villarreal** will serve as Project Manager. He will be the City’s day-to-day contact and be present at key meetings. Mr. Villarreal will be responsible for data gathering and report writing, and coordinating with other members of the Willdan/Fehr & Peers team and City staff to ensure that data gathering and sharing proceeds smoothly and minimizes the burden on client staff. He has been selected to serve in this capacity due to his prior experience developing and updating a variety of impact fee programs throughout the State of California.

Ms. **Julie Morgan, AICP**, a Principal at Fehr & Peers, will serve in the role of **Transportation Impact Task Manager** and oversee the preparation of analysis. Ms. Morgan has more 20 years of experience in a wide range of transportation planning efforts, including travel demand forecasting, long-range plan development, and integrated transportation/land use planning. Furthermore, she also led the update of Stockton’s transportation impact fee program and was a part of the Fehr & Peers’ team that prepared the City’s Climate Action Plan.

Mr. **Matt Goyne, PE**, a Fehr & Peers Senior Associate will serve as the **Transportation Impact Project Manager**. He has served as a project manager and senior advisor on a wide variety of challenging projects at the nexus of land use and transportation planning. Mr. Goyne understands the nuances of transportation planning for Bay Area and Peninsula communities through over ten years of experience working on a range of development and infrastructure projects. Furthermore, he has extensive experience working with Foster City staff from all departments on projects that have helped shape the City.

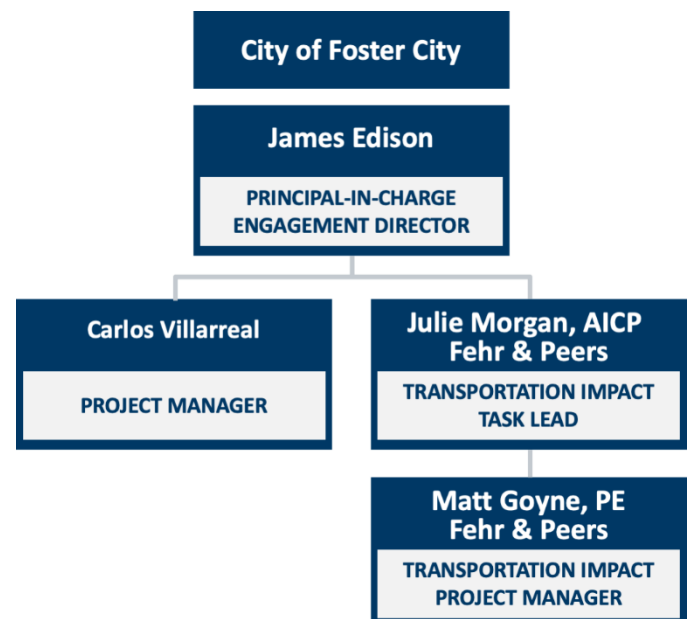
Our management and supervision philosophy for the project team is very simple: staff every position in sufficient numbers with experienced personnel to deliver a superior product and convey results to decision makers in meetings, on time and on budget. With that philosophy in mind, we have selected experienced professionals for the City’s engagement. We are confident that our team possesses the depth of experience that will successfully fulfill the desired work performance.

## Organizational Chart

The organizational chart to the right outlines the reporting relationship of the proposed Willdan/Fehr & Peers team.

## Resumes

Provided on the pages that follow are resumes for each member of the Willdan team.





## James Edison, JD, MPP

### Principal-in-Charge

#### Education

*Juris Doctorate,  
Boalt Hall School of  
Law, University of  
California, Berkeley*

*Master of Public  
Policy, Richard and  
Rhoda Goldman  
School of Public  
Policy, University of  
California, Berkeley*

*Bachelor of Arts,  
magna cum laude,  
Harvard University*

#### Professional Registrations

*Member of State Bar,  
California*

*Licensed Real Estate  
Broker, California*

#### Affiliations

*Council of  
Development Finance  
Agencies*

*CFA Society of  
San Francisco*

*Congress for the  
New Urbanism*

*Urban Land Institute*

*Seaside Institute*

*International Economic  
Development Council*

#### 25 Years' Experience

Mr. James Edison specializes in the nexus between public and private, with expertise in public-private partnerships, and the benefits of economic development to municipalities and state, provincial, regional, and national governments. He possesses deep expertise in land use economics, with a specialty in finance and implementation, including fiscal impact and the public and private financing of infrastructure and development projects, both in the U.S. and internationally. Mr. Edison's public-sector experience includes local and regional economic impact studies; fiscal impact evaluations; new government formation strategies; and the creation of impact fees, assessments, and special taxes to fund infrastructure and public facilities. He has conducted numerous evaluations of the economic and fiscal impact of specific plans and consulted on a wide variety of land use planning topics related to community revitalization and the economic and fiscal impacts of development.

As a former bond attorney, Mr. Edison understands the legal underpinnings and technical requirements of public financing instruments and has advised both public and private clients on the use of individual instruments, and the interaction between those instruments and the needs of developers and project finance.

### Related Experience

**City of Morgan Hill, CA – Development Impact Fee Update:** Mr. Edison was the principal-in-charge of the update of the City's existing nexus study, which included general government, fire, police, parks and recreation, library, and storm drain fee categories. The project scope included stakeholder outreach. The City has once again engaged Willdan to update their impact fees.

**City of Alameda, CA – Comprehensive Impact Fee Update:** Mr. Edison led the Willdan team updating the impact fee programs of the City of Alameda and creating a separate impact fee program for Alameda Point, the former Alameda Naval Air Station.

**City of Santa Clara, CA – Parks Fee Update:** Mr. Edison served as principal-in-charge of the City's park impact fee update. This project included a demographic analysis and estimation of the cost of acquiring and improving public park land.

**County of Tulare, CA – Countywide Impact Fees:** Mr. Edison served as project manager for a study that involved the creation of an impact fee program for the County. The study includes a range of facilities including public protection, library, and parks, as well as a transportation facilities impact fee, with different fees calculated for two zones in the County.

**City of Fremont, CA – Comprehensive Impact Fee Update:** Mr. Edison led the Willdan team in the successful update of the impact fee programs for the City of Fremont. The effort included an update of the City's transportation impact fee program and capital improvement program.

**City of Manteca, CA – Fire Impact Fee Update:** Mr. Edison served in the capacity of project manager for the update of the City's fire services impact fee program.

**City of Pacifica, CA – Park Fee Update:** Mr. Edison served as project manager to update the City's park fee to include new costs and to impose fees for home expansion/remodels, in addition to new development.

**City of Murrieta, CA – Master Facilities Plan and Development Impact Fee Calculation Report Update:** Mr. Edison served as the principal-in-charge of the City's study to update their Master Facilities Plan and Development Impact Fee Calculation Report, to ensure that new development pays the capital costs associated with growth.

**County of Riverside, CA – Comprehensive Impact Fee Update:** Mr. Edison led the effort to establish a comprehensive fee program for the County, including facilities fees for fire, police, parks, criminal justice, libraries, and traffic. He prepared the technical and analytical documents necessary to calculate the fee and establish the necessary nexus to collect it, as well as presented the fees during public hearings to the County Board of Supervisors.

*J. Edison*  
*Resume Continued*

**Stanislaus County Council of Governments, CA – Regional Transportation Fee Update:** Mr. Edison assisted with an update of the County's transportation impact fee program. Key tasks included a revised capital improvement program and fee model, along with a public participation process that ensures buy-in from the communities within Stanislaus County and the County government itself.

**County of Imperial, CA – Solar Farm Fiscal and Economic Analysis:** Mr. Edison was engaged by the County of Imperial to evaluate the fiscal and economic impacts of a series of proposed solar-voltaic facilities (or "solar farms") on land near the City of Calipatria, which is within the County. For each, Mr. Edison calculated the tax revenues and service expenditures accruing to the County from development of the project. He also estimated the economic impacts of the project using IMPLAN, including the impact of the construction and ongoing operation of the solar farm, along with the negative impact of the removal of the project site from agricultural production.

**City of Foster City, CA – Gilead, Chess Drive, and Mirabella Fiscal Impact Studies:** The City of Foster City hired Mr. Edison to provide an evaluation of the fiscal impact of three specific plans in the City. He evaluated the impact on services of each plan, the anticipated new revenues and expenditures, and the necessity for new public facilities to serve the projects.

**City of Vallejo, CA – Costco Expansion Urban Decay, Economic and Fiscal Impact Analysis:** In response to the City of Vallejo's request, Mr. Edison examined the economic impact of a proposed expansion of an existing Costco. The analysis included projections of the impact on sales tax, employment, property tax and the net impact to the City's budget. Based on the analysis, the City Planning Commission approved the Costco expansion.

**City of Vallejo, CA – Service Island Annexation Fiscal Impact Analysis:** The City of Vallejo engaged Mr. Edison to provide an analysis of the fiscal impact of the annexation of three unincorporated areas within the boundaries of the City of Vallejo, areas commonly called "service islands." Solano County LAFCO requested the City examine the impact of annexation as part of a larger annexation proposal by the City. He provided an examination of the fiscal implications of the annexation of each area, including population, business activity, and the likely revenues and costs associated with adding each area to the City.

**County of Placer, CA – Bohemia Lumber Site, Fiscal Impact and Urban Decay Analysis:** The County of Placer engaged Mr. Edison to examine the fiscal impact and potential urban decay effects from the development of the former Bohemia Lumber site into a retail center. Mr. Edison prepared the analysis and presented the results to the County Board of Supervisors.

**City of Redding, CA – Oasis Towne Centre Financing and Fiscal/Economic Impact Analysis:** Hired by the Levenson Development Company (LDC) to assist with an economic/fiscal impact study and a financing plan for the Oasis Towne Center, a retail development of approximately one million square feet in Redding, California. Mr. Edison advised LDC on how to structure the financing of the development to provide public benefits for the project and minimize the need for public resources. He prepared an economic and fiscal analysis and negotiated a series of service plans and fiscal mitigation measures with the City of Redding. Mr. Edison also prepared a financing plan for infrastructure needed not only for the immediate project but also for development within the entire Oasis Road Specific Plan area.

## Carlos Villarreal, MPP

### Project Manager

#### Education

Master of Public Policy, Richard and Rhoda Goldman School of Public Policy, University of California, Berkeley

Bachelor of Arts, Geography, University of California, Los Angeles; Minor in Public Policy and Urban Planning

#### Areas of Expertise

Fiscal Impact Analyses

Development Impact Fees

Public Facilities Financing Plans

GIS Analysis

#### 15 Years' Experience

Mr. Carlos Villarreal is proposed to serve in the role of project manager due to his experience documenting nexus findings for development impact fees, preparing capital improvement plans, facilitating stakeholder involvement, and analyzing the economic impacts of fee programs. He has supported adoption of fee programs funding a variety of facility types, including, but not limited to transportation, parks, library, fire, law enforcement and utilities.

#### Related Experience

**City of Alameda, CA – Development Impact Fee Update:** Mr. Villarreal served as the lead project analyst for this engagement to update the City's impact fee program. He coordinated with the City to gather the pertinent data for the project, and was instrumental in preparing the nexus study, in addition to participating in the presentation to stakeholders and the City Council

**City of Oroville – Impact Fee Study Update:** Mr. Villarreal served as project manager for a study updating the City's development impact fee program, including parks, law enforcement, general government, fire suppression, and traffic facilities. The fee program was adopted by the City Council in 2015. Currently, the City has engaged Willdan to update the 2015 study, and Mr. Villarreal is again serving as the project manager.

**County of Stanislaus, CA – Impact Fee Study Update:** Mr. Villarreal served in the role of project manager for a study updating the County's existing impact fee program. The program includes a range of facilities, like public protection, library, and parks. The study also included a transportation facilities impact fee, with different fees calculated for two zones in the County. Considerable stakeholder outreach was an integral component of this project.

**County of San Benito, CA – Comprehensive Impact Fee Study:** In the role of project manager, Mr. Villarreal assisted the County of San Benito with the preparation of an updated and expanded impact fee program. The study included updates to: 1) Capital Improvements Impact Fee; 2) Road Equipment Impact Fee; 3) Fire Mitigation Impact Fee; and 4) Park and Recreation Impact Fee.

**City of Soledad, CA – Development Impact Fee Study Update:** Mr. Villarreal managed the update of the City's impact fee program, specifically changes in demographics, growth projections, project costs, and facility standards. In particular, the City had to revise its capital facilities needs to accommodate a much lower amount of growth than what was projected before 2007. The resulting fees funded new development's share of planned facilities, while not overburdening development with unnecessary costs.

**City of Morgan Hill, CA – Development Impact Fee Update:** Mr. Villarreal served as project manager for a study to update the City's existing nexus study, including general government, fire, police, parks and recreation, library, and storm drain fee categories. The project scope included stakeholder outreach. The City has once again engaged Willdan and Mr. Villarreal is serving as the project manager on the project.

**City of Santa Clara, CA – Parks Fee Update:** As assistant project manager to Mr. Edison, Mr. Villarreal collected the necessary data to update the City's park impact fee. This project included a demographic analysis and estimation of the cost of acquiring and improving public park land.

**County of Riverside, CA – Comprehensive Impact Fee Update:** Mr. Villarreal served as the lead analyst in the effort to establish a comprehensive fee program for the County, including facilities fees for fire, police, parks, criminal justice, libraries, and traffic. He assisted in the preparation of the technical and analytical documents necessary to calculate the fee and establish the necessary nexus. Mr. Villarreal is once again serving on the project team to update the County's impact fees.

*C. Villarreal*  
Resume Continued

**City of Upland, CA – Impact Fee Study Update:** Conducted a study to update the City's impact fee program, including general government, regional transportation, water, sewer, storm drain and park fees. Traffic fees were established within the San Bernardino Associated Governments' (SANBAG) guidelines to provide a local funding source for improvements of regional significance.

**County of Los Angeles/City of Santa Clarita, CA – Law Enforcement Facilities Fee Study:** Mr. Villarreal assisted with the development of an impact fee program to fund law enforcement facilities serving the City of Santa Clarita, and other Antelope Valley jurisdictions within the County of Los Angeles. The analysis involved the comparison of law enforcement facilities serving incorporated and unincorporated areas.

**Kern Council of Governments, CA – Regional Alternative Funding Program:** Mr. Villarreal served in the role of project manager for the establishment of this program, which consisted of a deficiency analysis and nexus study to fund transportation projects in Kern County.

**City of Long Beach, CA – Park Impact Fee Update:** Willdan assisted with an update to the City's existing park impact fees, with Mr. Villarreal serving in the role of project manager. The project included updating demographic data and facility planning to properly update park facility standards. He used this information to then calculate impact fees for single family and multi-family residential dwelling units and prepare a nexus study documenting the revised fees and the required legal findings under the *Mitigation Fee Act*.

**Rodeo-Hercules Fire Protection District, CA – Fire Impact Fee Update:** Mr. Villarreal served as project manager for the District's fire impact fees update. The fee will be charged in two jurisdictions, the City of Hercules and the unincorporated community of Rodeo. The fees were adopted by the City Council in September 2009 and were presented to the Board of Supervisors in December 2009. At present, Mr. Villarreal is assisting the District with an update to their fire impact fee.

**City of Sierra Madre, CA – Public Facilities Fee Study:** Willdan was retained to prepare impact fee documentation for the City of Sierra Madre. The impact fee documentation included several fee categories, including a park facilities fee and a Quimby In-Lieu Fee for parkland dedication. The analysis documented two separate park-related fees; one based on the Quimby Act and the other based on the *Mitigation Fee Act*. The City would collect the fee based on a standard of 3.0 acres per 1,000 residents if the development was subject to the Quimby Act land dedication requirement. For all other development, the City would collect based on the existing standard through the *Mitigation Fee Act*. The City would only collect one of the two fees depending on which one was most appropriate.



## Julie Morgan, AICP

### Principal – Fehr & Peers

#### Education

Master of Science,  
Transportation  
Engineering,  
University of  
California, Berkeley

M.C.P., City &  
Regional Planning  
(transportation  
planning emphasis),  
University of  
California, Berkeley

#### Registrations

American Institute of  
Certified Planners  
(AICP), #015698

#### Areas of Expertise

Transportation Impact  
Analysis

Travel Demand  
Forecasting

Transportation Impact  
Fee Programs

Regional  
Transportation and  
Land Use Planning

Environmental Review

Long-Range  
Circulation Planning

20+Years' Experience

Ms. Julie Morgan has more than 20 years of experience in a wide range of transportation planning efforts, including travel demand forecasting, long-range plan development, and integrated transportation/land use planning. She develops and applies travel demand forecasting tools in all of the major travel demand software packages, and manages projects ranging from long-range city-wide circulation plans to traffic impact evaluations to applications of innovative analytical methods for quantifying the effects of neighborhood-scale land use changes on personal travel behavior.

Ms. Morgan has substantial experience with all of the major travel models used in the Bay Area and the Central Valley. She has provided travel demand forecasting services in support of numerous planning and engineering projects, including General Plans, infrastructure development studies, and complex environmental impact reviews. She has managed model development projects for jurisdictions in California using the latest demand forecasting software and emphasizes the integration of GIS into demand modeling processes.

Ms. Morgan has also developed substantial expertise in the field of transportation impact fees, having developed technically defensible fee programs for a number of California cities with populations ranging from 25,000 to 400,000, as well as for several regional financing authorities that involve multiple local jurisdictions. Most recently, her attention has been focused on helping local jurisdictions throughout the Bay Area implement Senate Bill 743, shifting their environmental review procedures from focusing on vehicle delay to a new focus on vehicle miles of travel (VMT). Ms. Morgan's modeling expertise and emphasis on technically sound and defensible planning methods have been crucial to helping local agencies understand VMT metrics and set thresholds that make sense for their local context.

### Transportation & Transit Plan Experience

**West Contra Costa Transportation Impact Fee Study:** Fehr & Peers served as the prime consultant for the West Contra Costa Transportation Advisory Committee (WCCTAC) in preparing a comprehensive nexus study to update the West County impact fee program. The fee program is a key mechanism to ensure that future development pays its fair share toward necessary transportation improvements. The West County fee had not been substantially updated since 2005 and the fee levels had not kept pace with inflation. Ms. Morgan led a comprehensive nexus study, involving extensive engagement with six local agencies, determination of the fair-share nexus relationships, and discussion of policy and implementation options through many presentations to the WCCTAC Board and the Technical Advisory Committee. Key questions centered around financial feasibility, the effects on housing affordability, and the methods for ensuring equitable distribution of fee revenues amongst the member jurisdictions. The final fee was successfully adopted by all the West County jurisdictions.

**Solano Regional Transportation Impact Fee Nexus Study:** Fehr & Peers was a key member of the consulting team charged with developing the first regional transportation impact fee program in Solano County. A successful regional fee program requires cooperation among many local stakeholders, and developing such a program requires thorough technical analysis, compliance with legal mandates, and sensitivity to important local political and economic issues. Ms. Morgan and the rest of the team developed a comprehensive approach to engaging the key stakeholders in a collaborative and informed decision-making process. Fehr & Peers was responsible for the technical analysis required to establish the necessary nexus relationships between the capital improvements to be funded and the amount of the fee. Ms. Morgan then provided ongoing technical assistance with annual fee projections and reporting over the first five years of the program, and has been involved in subsequent nexus updates.

**Contra Costa Countywide SB743 Implementation:** Fehr & Peers has been a critical member of the consultant team supporting the Contra Costa Transportation Authority as they help their 19 member agencies implement California Senate Bill 743 and transition from using vehicle delay metrics to using vehicle miles of travel (VMT) as the measure of environmental impact. Ms. Morgan provided technical and analytical support for this effort, conducting multiple runs of the CCTA travel demand model and leading discussions with the Growth Management Task Force to help the agency staff understand the possible metrics and settle on an approach that would make sense in the Contra

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Costa context. This effort has resulted in a detailed description of the VMT screening criteria, methods, and thresholds recommended for use in Contra Costa, a script that can be applied with the CCTA model to generate the VMT metrics, and guidance on how the metrics should be applied to different project types. The team is now working to update the countywide Growth Management guidelines and implementation documents, and developing ideas for VMT mitigation options.

*J. Morgan*

*Resume Continued*

**Alameda Countywide VMT Tool:** As part of SB743 implementation, local jurisdictions in Alameda County requested that the Alameda County Transportation Commission develop guidance to implement the VMT metric in a consistent way across the county. After a thorough review of various efforts across the state and the Bay Area region, Alameda CTC decided to develop a tool to estimate the level of VMT reductions that could reasonably be expected from a range of VMT mitigation strategies. Ms. Morgan has led the effort to coordinate with the stakeholder group and develop a technical approach to customize the Mobility Management VMT Reduction Calculator Tool, originally developed by the San Diego Association of Governments, for application in Alameda County. Important elements are to expand the range of VMT-reduction strategies that are available within the tool, to make it sensitive to the different geographic characteristics of Alameda County, and to make the VMT-reduction values associated with each strategy consistent with the latest research on TDM effectiveness. Fehr & Peers has achieved agreement on the approach and are in the process of tool development and testing.

**Napa County General Plan, Transportation Impact Fee, and SB743 Implementation:** Napa County initially retained Fehr & Peers to revise the Circulation Element of the General Plan and to conduct a Transportation Impact Fee study. The first phase focused on modifying the circulation diagram and policies to ensure they are internally consistent, feasible to implement, and appropriately reflect the community's values. The second phase included fee calculations in order to determine the financial feasibility of the circulation improvements identified in the first phase. The list of circulation improvements needed to be refined based on initial financial feasibility assessments, and further modifications to the circulation diagram and policies were made to account for these until the nexus study for the impact fee program was finished.

Fehr & Peers also developed a comprehensive set of Transportation Impact Study (TIS) Guidelines that define the methods and approaches for evaluating transportation impacts based on the current state-of-the-practice in transportation planning and engineering and CEQA case law.

Subsequently, Fehr & Peers has supported the County's SB743 implementation process, conducting detailed VMT modeling, evaluating trip lengths associated with Napa wineries using mobile device data, and developing options for defining VMT thresholds that make sense for the unusual trip patterns associated with hospitality and winery-related uses that are common in Napa County.

**Downtown Dublin Traffic Impact Fee:** The City of Dublin had recently completed a Specific Plan for their downtown area, capitalizing on the recent construction of the West Dublin BART station as a catalyst to re-envision the downtown. The City had also prepared a bicycle plan for the downtown area, identifying a range of capital projects to improve access and circulation through the area. An important implementation mechanism for these plans is an updated transportation impact fee, allowing the City to assemble funds from new development in the downtown area and use that revenue to build the transportation infrastructure needed to serve that new growth and achieve the community's goals for their downtown. Fehr & Peers prepared the impact fee update, using the most recent information about future capital improvement needs and costs, and the amount of development anticipated in the downtown area, and the fee was adopted by the City Council.

## Matt Goyne, PE

### Senior Associate – Fehr & Peers

#### Education

Bachelor of Science,  
Civil Engineering, Cal  
Poly San Luis Obispo

#### Registrations

Professional  
Engineer– State of  
California, No. 81855

#### Affiliations

San Francisco  
Planning and Urban  
Research (SPUR)  
Member

Urban Land Institute  
(ULI) Member

#### Areas of Expertise

Project Management

Complete Streets and  
Transit Access  
Planning

TOD and  
Neighborhood  
Planning

Land Use and  
Transportation  
Planning

CEQA and  
Transportation Impact  
Studies (TIS)

Traffic Operations and  
Multimodal Simulation

MainStreet and Mixed-  
Use (MXD) Trip  
Generation

#### 10+ Years' Experience

FEHR & PEERS

Mr. Matt Goyne, PE serves as a project manager and senior advisor on a wide variety of challenging projects at the nexus of land use and transportation planning. He recognizes that the public is the ultimate client for all of Fehr & Peers' work, and therefore works collaboratively with private and public-sector clients to create an inclusive workflow with easy to digest recommendations. Mr. Goyne's client-service approach is based on building trust with communities through empathy and sensitivity to the unique concerns of the firm's clients and their stakeholders.

Mr. Goyne understands the nuances of transportation planning for Bay Area and Peninsula communities through over ten years of experience working on a range of development and infrastructure projects. He works frequently with clients ranging from institutions and landowners, state and local agencies, and other consulting firms throughout San Francisco, San Mateo, Marin, and Sonoma Counties. His experience allows him to bring a multi-disciplinary and technical approach to transportation projects of diverse sizes and settings throughout the Bay Area. Mr. Goyne also served as the Operations Manager for the San Francisco office from 2015 to 2019, overseeing 20 transportation planners and engineers. His experience as a project and operations manager allows him to effectively manage schedules and identify the right staff to meet each request by drawing from Fehr & Peers deep bench of local technical experts.

### Relevant Project Experience

**Foster City General Plan and Climate Action Plan EIR (Foster City, CA):** Mr. Goyne has extensive experience working with Foster City staff from all departments on projects that have helped shape Foster City into the city it is today. This includes the City's current General Plan and Climate Action Plan (CAP), which involved developing vehicle miles traveled (VMT) estimates for the baseline and future scenarios and determining the required transportation improvements to accommodate the travel demand associated with the build out of the General Plan. The project team leveraged their understanding of the local and regional transportation networks, a practical understanding of the C/CAG travel demand model, and the environmental review process to help the public understand the sources of local transportation issues facing Foster City and the near- and long-term solutions to support the City's goals for creating a sustainable and livable community. Mr. Goyne also recently managed studies for the City Manager's office in Foster City including the SR Corridor Transportation Study and Water Taxi Feasibility Assessment.

**Lincoln Centre Redevelopment EIR (Foster City, CA):** Mr. Goyne managed the transportation impact analysis study for a 550 ksf office/R&D campus development at 850 Lincoln Centre Drive in Foster City, California. Key challenges for this project included evaluating the congested interchange at Foster City Boulevard approaching the San Mateo Bridge and communicating the distinction between the impacts associated with the project and those associated with regional cut-through traffic. To inform the public on this topic, Fehr & Peers developed a simulation analysis of the interchange using VISSIM and created graphics showing how regional cut-through traffic was affecting traffic issues confronting residents. He also assisted with the development of the TDM and shuttle plan for the campus, developed responses to public comments on the EIR, and attended Planning Commission and City Council hearings to help usher the project through the EIR certification process. Mr. Goyne has recently developed transportation impact analysis for other studies in Foster City including the Gilead Sciences Master Plan, Metro Center Hotel, and Foster City – Civic Center 15.

**Foster City Citywide Transportation Plan (Foster City, CA):** Mr. Goyne served as the associate-in-charge supervising the 2017 citywide transportation plan, which focused primarily on bicycle and pedestrian circulation. This project included developing Safe Routes to School assessments for all four public schools in Foster City, evaluating the citywide bicycle network, reviewing traffic signal network improvements, and overseeing responses to several site-specific citizen requests. He was responsible for ensuring that walking audits with local stakeholders such as school and city staff, parents, and other community members were effective at developing community-based recommendations for improving walking and bicycling throughout Foster City. Fehr & Peers also developed a citywide assessment of roadway level of traffic stress for bicyclists to help inform stakeholders about the relative priority for improvements as they fit into unique suburban context.

*M. Goyne, PE*  
*Resume Continued*

This process included evaluating key issues such as bicycle and pedestrian connectivity across barriers such as the Highway 92 freeway on- and off-ramps that bisect the city.

**Corte Madera TIF (Corte Madera, CA):** Mr. Goyne served as project manager for an update to Corte Madera's transportation impact fee program. The fee program updated the City's prior program that was based solely on traffic improvements to include a range of multi-modal improvement measures, such as bicycle and pedestrian safety and transit operations improvements. The fee study was tailored to ensure the financial feasibility of the circulation improvements, which included the refinement of the transportation project list with City staff after the initial fees were determined to be infeasible. This collaborative approach helped ensure the program was targeted toward key priorities to citywide circulation.

**City of San Mateo Development Planning (San Mateo):** Mr. Goyne has recently served as the project manager and associate-in-charge for transportation planning studies at 1919 O'Farrell, Hillsdale Mall, Passage at San Mateo, and Waters Park. Each of these projects included plans to replace existing low-density automobile-oriented land uses with pedestrian and transit-oriented residential or mixed-use developments. He oversaw the development of mixed-use trip generation methodologies that account for nearby amenities and transit-adjacent locations, prepared recommendations for improving accessibility for people walking, biking, and taking transit, and assessed the effectiveness of proposed transportation demand management measures. Mr. Goyne approached each of these studies with an eye toward identifying design and programmatic features effective at encouraging walking, biking, and transit use and reducing the number of vehicle trips on the surrounding roadway, while clearly communicating the impacts and benefits of the project to public stakeholders.

**San Francisco Housing Element 2022 Update EIR (San Francisco):** Mr. Goyne is serving as the project manager for the transportation team (Fehr & Peers and LCW Consulting) to conduct the transportation portion of San Francisco's Housing Element 2022 Update EIR. This project kicked off in August 2020 and includes an evaluation of 3 concepts to create 150,000 new homes in an equitable manner as outlined in the San Francisco Housing Affordability Strategies report. Given the Citywide effects and the controversial nature of the project, Mr. Goyne is leading the development of unique technical approaches that allow the City to effectively assess and communicate the impacts to citywide VMT, transit service, hazards, accessibility, and emergency vehicle access in accordance with SB 743 and San Francisco's 2019 Transportation Impact Analysis guidelines.

**Passage at San Mateo Transportation Planning Support (San Mateo, CA):** Mr. Goyne served as the associate-in-charge of the transportation study to help the sponsors of the Passage at San Mateo develop the site plan for public review. The Passage at San Mateo proposes approximately 900 housing units and retail one block from the Hayward Caltrain station. He led a multimodal review of the project site and its surroundings to determine what the impacts on surrounding neighborhoods and transportation system. This included estimating future travel demand using state-of-the practice mixed-use trip generation methodologies, forecasting parking and loading demand for passenger and delivery drop-offs while accounting for disruptive transportation trends such as autonomous vehicles, and developing a TDM program that would help reduce the use of single-occupancy vehicles at the project site. We also helped communicate the impacts and benefits of the project compared to the existing shopping center at the site to public stakeholders.

## Approach to Scope of Services

### Project Understanding

The City of Foster City ("City") is located on the western shoreline of the San Francisco Bay within the County of San Mateo. The City is comprised of approximately 12,345 acres, of which 9,726 acres are part of the San Francisco Bay and Belmont Slough, and the remaining 2,619 acres are land area. Approximately 33,693 residents call Foster City home.

At present, the City has an Affordable Housing Commercial Linkage Fee (adopted in 2016), park in-lieu fee (adopted in 1984), and water and sewer connection fees. To ensure accurate accounting of the true costs of potential development and to comply with the *Mitigation Fee Act*, the City has released an RFP to conduct a comprehensive development impact fee study. It is anticipated that the following facilities will be part of this analysis.

- Recreation services
- Water supply
- Traffic impact
- Public safety service
- Library utilization
- Public parks and open space
- Childcare

The purpose of this study is to ensure a fair and reasonable fee structure, while meeting the requirements of the Mitigation Fee Act (California Government Code 66000 to 66025). The resulting fees will fund new development's share of planned facilities, while not overburdening development with unnecessary costs. It is also understood that the engagement will include the identification of other supporting infrastructure (i.e. equipment, vehicles, etc.) or other operational services that could be included in the fee program, or updated, to ensure the costs of such supporting infrastructure are paid by new development.

### Project Objectives

The objective of this project is to establish/update development impact fees pursuant to State law, which requires an update every five years. To accomplish this objective, this study will:

- Develop a technically defensible fee justification, based on the reasonable relationship and deferential review standards;
- Review and update facility standards, capital facilities plans and costs, and development and growth assumptions;
- Provide a schedule of maximum-justified fees by land use category; and
- Provide comprehensive documentation of assumptions, methodologies, and results, including findings required by the *Mitigation Fee Act*.

### Public Facilities Financing in California

The changing fiscal landscape in California during the past 40 years has steadily undercut the financial capacity of local governments to fund infrastructure. Four dominant trends stand out:

1. The passage of a string of tax limitation measures starting with Proposition 13 in 1978 and continuing through the passage of Proposition 218 in 1996;
2. Declining popular support for bond measures to finance infrastructure for the next generation of residents and businesses;
3. Steep reductions in Federal and State assistance; and
4. Permanent shifting by the State of local tax resources to the State General Fund to offset deficit spending brought on by recessions.

Faced with these trends, many cities and counties have had to adopt a policy of "growth pays its own way." This policy shifts the burden of funding infrastructure expansion from existing rate and taxpayers onto new development. This funding shift has been accomplished primarily through the imposition of assessments, special taxes, and development impact fees, also known as public facilities fees. Assessments and special taxes require approval of property owners or registered voters and are appropriate when the funded facilities are directly related to the developing property. Development fees, on the other hand, are an appropriate funding source for facilities that benefit development jurisdiction-wide. Development fees need only a majority vote of the legislative body for adoption.



## Summary of Approach

Willdan's methodology for calculating public facilities fees is both simple and flexible. Simplicity is important so that the development community and the public can easily understand the justification for the fee program. At the same time, we use our expertise to reasonably ensure that the program is technically defensible.

Flexibility is important, so we can tailor our approach to the available data, and the agency's policy objectives. Our understanding of the technical standards established by statutes and case law suggests that a range of approaches are technically defensible. Consequently, we can address policy objectives related to the fee program, such as economic development and affordable housing. Flexibility also enables us to avoid excessive engineering costs associated with detailed facility planning. We calculate the maximum justifiable impact fee and provide flexibility for the agency to adopt fees up to that amount.

Development impact fees are calculated to fund the cost of facilities required to accommodate growth. The four steps followed in an impact fee study include:

- **Estimate existing development and future growth:** Identify a base year for existing development and a growth forecast that reflects increased demand for public facilities;
- **Identify facility standards:** Determine the facility standards used to plan for new and expanded facilities;
- **Determine facilities required to serve new development and their costs:** Estimate the total amount and cost of planned facilities, and identify the share required to accommodate new development; and
- **Calculate fee schedule:** Allocate facilities costs per unit of new development to calculate the public facilities fee schedule.

We discuss key aspects of our approach to each of these steps in the subsections that follow.

## Growth Projections

In most cases, we recommend use of long-range market-based projections of new development. By "long-range" we suggest 20 to 30 years to: capture the total demand often associated with major public facility investments; and support analysis of debt financing, if needed. In contrast to build out projections, market-based projections provide a more realistic estimate of development across all land uses. Build out projections typically overestimate commercial and industrial development because of the oversupply of these land uses relative to residential development.

## Facility Standards

The key public policy issue in development impact fee studies is the identification of facility standards (second bullet above). Facility standards document a reasonable relationship between new development and the need for new facilities. Standards ensure that new development does not fund deficiencies associated with existing development.

Our approach recognizes three separate components of facility standards:

1. **Demand standards** determine the amount of facilities required to accommodate growth. Examples include park acres per thousand residents, square feet of library space per capita, or gallons of water per day. Demand standards may also reflect a level of service such as the vehicles-to-capacity (V/C) ratio used in traffic planning;
2. **Design standards** determine how a facility should be designed to meet expected demand, for example park improvement requirements and technology infrastructure for office space. Design standards are typically not explicitly evaluated as part of an impact fee analysis but can have a significant impact on the cost of facilities. Our approach incorporates current facility design standards into the fee program to reflect the increasing construction cost of public facilities; and
3. **Cost standards** are an alternate method for determining the amount of facilities required to accommodate growth based on facility costs per unit of demand. Cost standards are useful when demand standards were not explicitly developed for the facility planning process. Cost standards also enable different types of facilities to be analyzed based on a single measure (cost or value), useful when disparate facilities are funded by a single fee program. Examples include facility costs per capita, per vehicle trip, or cost per gallon of water per day.

## Identifying New Development Facility Needs and Costs

We can take several different approaches to identify facility needs and costs to serve new development. Typically, this is a two-step process: 1) identify total facility needs; and 2) allocate to new development its fair share of those needs.

Total facility needs are often identified through a master facility planning process that typically takes place concurrent with or prior to conducting the fee study. Engineered facility plans are particularly important in the areas of traffic, water, sewer, and storm drain due to the specialized technical analysis required to identify facility needs.

There are three common methods for determining new development's fair share of planned facilities costs: 1) the existing inventory method; 2) the planned facilities method; and 3) the system plan method. Often the method selected depends on the degree to which the community has engaged in comprehensive facility master planning to identify facility needs.

The formula used by each approach and the advantages and disadvantages of each method is summarized as follows.

### Existing Inventory Method

The existing inventory method allocates costs based on the ratio of existing facilities to demand from existing development as follows:

$$\frac{\text{Current Value of Existing Facilities}}{\text{Existing Development Demand}} = \$/\text{unit of demand}$$

Under this method new development funds the expansion of facilities at the same standard currently serving existing development. By definition, the existing inventory method results in no facility deficiencies attributable to existing development. This method is often used when a long-range plan for new facilities is not available. Only the initial facilities to be funded with fees are identified in the fee study. Future facilities to serve growth are identified through an annual Capital Improvement Plan (CIP) and budget process, possibly after completion of a new facility master plan.

### Planned Facilities Method

The planned facilities method allocates costs based on the ratio of planned facility costs to demand from new development as follows:

$$\frac{\text{Cost of Planned Facilities}}{\text{New Development Demand}} = \$/\text{unit of demand}$$

This method is appropriate when specific planned facilities can be identified that only benefit new development. Examples include street improvements to avoid deficient levels of service or a sewer trunk line extension to a previously undeveloped area. This method is appropriate when planned facilities would not serve existing development. Under this method new development funds the expansion of facilities at the standards used for the master facility plan.

### System Plan Method

This method calculates the fee based on the ratio of the value of existing facilities plus the cost of planned facilities divided by demand from existing plus new development:

$$\frac{\text{Value of Existing Facilities} + \text{Cost of Planned Facilities}}{\text{Existing} + \text{New Development Demand}} = \$/\text{unit of demand}$$

This method is useful when planned facilities need to be analyzed as part of a system that benefits both existing and new development. It is difficult, for example, to allocate a new fire station solely to new development when that station will operate as part of an integrated system of fire stations that work together to achieve the desired level of service. Police substations, civic centers, and regional parks are examples of similar facilities.

The system plan method ensures that new development does not pay for existing deficiencies. Often, facility standards based on policies such as those found in General Plans are higher than existing facility standards. This method enables the calculation of the existing deficiency required to bring existing development up to the policy-based standard. The local agency must secure non-fee funding for that portion of planned facilities, required to correct the deficiency, to ensure that new development receives the level of service funded by the impact fee.

## Calculating the Fee Schedule

At its simplest, the fee schedule uses the cost per unit of demand discussed in the last subsection to generate the fee schedule. This unit cost is multiplied by the demand associated with a new development project to calculate the fee for that project. The fee schedule uses different demand measures by land use category to provide a reasonable

relationship between the type of development and the amount of the fee. We are familiar with a wide range of methods for identifying appropriate land use categories and demand measures depending on the particular study.

## Related Approach Issues

### Funding and Financing Strategies

In our experience, one of the most common problems with impact fee programs and with many CIPs is that the program or plan is not financially constrained to anticipated revenues. The result is a “wish list” of projects that generate community expectations that often cannot be fulfilled. Our approach is to integrate the impact fee program into the local agency’s existing CIPs while encouraging those plans to be financially constrained to available resources. We clearly state the cost of correcting existing deficiencies, if any, to document the relationship between the fee program and the need for additional non-fee funding.

We can also address one of the most significant drawbacks of an impact fee program – the inability to support conventional public debt financing, so projects can be built before all fee revenues have been received. In collaboration with financial advisors and underwriters, we have developed specific underwriting criteria so that fees can be used to pay back borrowing if another source of credit exists. Typically, this approach involves the use of Certificates of Participation or revenue bonds that are calibrated so that they can be fully repaid using impact fee revenues.

### Economic Development Concerns

The development community often is concerned that fees and other exactions will become too high for development to be financially feasible under current market conditions. Local agencies have a number of strategies to address this concern, including:

- Conducting an analysis of the total burden placed on development, by exactions, to see if feasibility may be compromised by the proposed fees;
- Gathering similar data on the total fee burden imposed by neighboring or competing jurisdictions;
- Developing a plan for phasing in the fees over several years to enable the real estate market to adjust;
- Providing options for developers to finance impact fees through assessment and other types of financing districts; and
- Imposing less than the maximum justified fee.

If less than the maximum justified fee is imposed, we will work with staff to identify alternative revenues sources for the CIP. The CIP should remain financially feasible to maintain realistic expectations among developers, policy-makers, and the public.

### Stakeholder Participation

Stakeholder participation throughout the study supports a successful adoption process. Our approach is to create consensus first, around the need for facilities based on agreed upon facility standards. Second, we seek consensus around a feasible funding strategy for these needs, leading to an appropriate role for impact fees.

Gaining consensus among various groups requires a balanced discussion of both economic development and community service objectives. Often, our approach includes formation of an advisory committee to promote outreach to and input from the development community and other stakeholders. We have extensive experience facilitating meetings to explain the program and gain input.

### Program Implementation

Fee programs require a certain level of administrative support for successful implementation. Our final report will include recommendations for appropriate procedures, such as:

- Regularly updating development forecasts;
- Regularly updating fees for capital project cost inflation;
- Regularly updating capital facility needs based on changing demands;
- Developing procedures for developer credits and reimbursements; and
- Including an administrative charge in the fee program.

## Scope of Work

The Willdan/Fehr & Peers team will work with the City to develop impact fees consistent with the *Mitigation Fee Act* and other applicable laws. We want to ensure that our scope of services is responsive to the City's needs and specific local circumstances. We will work with the City to revise our proposed scope based on input prior to approval of a contract, and as needed during the course of the study.

The potential fee categories to be included in this study are as follows:

- Recreation services
- Water supply
- Traffic impact
- Public safety service
- Library utilization
- Public parks and open space
- Childcare

Task 1: Identify and Resolve Policy Issues	
Objective:	Identify and resolve policy issues raised by the study.
Description:	<p>Review agency documents related to existing capital planning policies and funding programs including existing impact fees. Bring policy issues to City staff's attention, as appropriate, during the project and seek guidance prior to proceeding. Potential policy issues include:</p> <ul style="list-style-type: none"> <li>▪ Adequacy of General Plan and other public facility planning policies (e.g. level of service standards);</li> <li>▪ Impact fee ordinances and resolutions, and prior nexus studies;</li> <li>▪ Availability of existing public facility master plans and the 10-Year Capital Improvement Plan (CIP) to identify needed facilities;</li> <li>▪ Types of facilities to be funded by each fee;</li> <li>▪ Land use categories for imposition of fees;</li> <li>▪ Nexus approach to determining facility standards;</li> <li>▪ Nexus approach to allocating cost burden among land uses, including need for separate fee zones;</li> <li>▪ Potential alternative funding sources, if needed;</li> <li>▪ Funding existing deficiencies, if identified, and</li> <li>▪ Implementation concerns and strategies.</li> </ul>
Meeting:	One meeting to initiate the project, discuss data needs, and begin discussion of applicable policy issues.
Deliverables:	1) Information requests, 2) revised project scope and schedule (if needed), and 3) brief summary of policy decisions (if needed).

Task 2: Identify Existing Development and Future Growth	
Objective:	Identify estimates of existing levels of development; and identify a projection of future growth consistent with current planning policy.
Description:	<p>Identify base year for estimating existing levels of development and for calculating facility standards based on existing facility inventories (see Task 3). Include entitled development that would be exempt from fee program.</p> <p>Consult with City staff to identify growth projections to a defined long-range planning horizon (10 to 30 years). Projections provide a basis for determining the facilities needed to accommodate growth (see Task 4). Consider projections from regional metropolitan planning agencies and other available sources.</p>

Develop approach for converting land use data to measure of facility demand. For example, identify population and employment density factors to convert population and employment estimates to dwelling units and building square footage. Select appropriate approach for each impact fee based on:

- Available local data on facility demand by land use category
- Approaches used by other agencies, and
- Support for other agency policy objectives

Furthermore, the Citywide growth assumptions will be summarize the citywide growth assumptions reflected in the C/CAG travel demand model and share the findings for later use.

Changes to estimates and projections during subsequent tasks could cause unanticipated effort and require an amendment to the scope of services and budget. Obtain approval of estimates and projections from City staff prior to proceeding.

### Task 3: Determine Facility Standards

**Note:** Conduct Tasks 3, 4, and 5 separately for each intended facility and fee type. Conduct tasks concurrently because of the effect of facility standards (Task 3), facility needs (Task 4), and alternative funding (Task 5) on the fee calculation.

**Objective:** Determine standards to identify facilities required to accommodate growth.

**Description:** Identify and evaluate possible facility standards depending upon the facility type, current facility inventory data, and available facility planning documents. Consider use of: 1) adopted policy standards (e.g. General Plan, master facility plans), 2) standards derived from existing facility inventories, or 3) standards derived from a list of planned facility projects. City staff to provide policies, inventories, and project lists.

### Task 4: Determine Facilities Needs and Costs

**Objective:** Identify the type, amount and cost of facilities required to accommodate growth and correct deficiencies, if any.

**Description:** Quantify total planned facilities based on growth projection from Task 2 and facility standards from Task 3. Express planned facilities in general quantities such as acres of parkland, or as a specific list of capital projects from a master facility plan.

Location of planned facilities may or may not be specified. If only a general description of planned facilities is available through the planning horizon, City staff to provide a list of specific capital projects for use of fee revenues during the short term (e.g. five years).

Distinguish between facilities needed to serve growth (that can be funded by impact fees), and facilities needed to correct existing deficiencies (that cannot be funded by impact fees). Use one of three cost allocation methods (existing inventory, system plan, or planned facilities).

Gather planning-level data on new facilities costs based on lump sum project cost estimates, or unit costs and project quantities (acres, building square feet, lane miles, etc.). Consider recent City experience, local market data such as land transactions, and consultant team experience from prior projects. Inflate older cost estimates to base year using appropriate cost indices.

**Transportation Improvements & Costs:** Fehr & Peers will identify relevant projects from the General Plan circulation element, the Multi-Project Traffic Assessment, and other neighborhood and citywide planning documents that identify needed capital investments. They will also review EIRs that have been completed in the City within the past five years and their associated conditions of approval to create a list of transportation mitigation measures identified in those documents. Guidance will be needed from the City regarding the projects that have been entitled but not yet constructed, and the need to create a realistic set of transportation improvements for the desired planning horizon. The result will be a list of multimodal transportation network improvements identified through previous planning and environmental review processes. This list can then be compared against the City's most recent Capital Improvement Program. The consultant team will work with the City to review and finalize this project list. The intent will be to select a set of projects that achieve the City's goals and can be demonstrated to be needed in order to serve the demands of new development in the City.



It is assumed that the City will be able provide planning-level cost estimates for the TIF projects. These planning-level cost estimates will be reviewed to confirm that they are reasonable based on the typical costs for traffic engineering projects, such as traffic signal installations or modifications, bicycle facilities, or redesigned intersections. If additional project cost estimates are required, Fehr & Peers is available to support the City as described in the Optional Task subsection below.

#### Task 5: Identify Funding and Financing Alternatives

Objective:	Determine the extent of alternative (non-fee) funding available for new facilities.
Description:	<p>If impact fees only partially fund a capital project, the <i>Mitigation Fee Act</i> requires the agency report on the anticipated source and timing of the additional funding every five years. There are two types of alternative funding sources that we will identify:</p> <ol style="list-style-type: none"> <li>1. Funding from non-impact fee sources to correct existing deficiencies; and</li> <li>2. Funding from new development other than impact fees that must be credited against new development's impact fee contributions, possibly including taxes paid to finance facilities.</li> </ol> <p>Identify anticipated alternative funding based on information from City staff, or note that funds are still to be identified based on a list of probable funding alternatives. If fees will fund debt service include financing costs in the total cost of facilities.</p> <p>Assume facilities to be funded predominantly on a pay-as-you-go basis.</p>

#### Task 6: Comparison Survey (*Value Added Service*)

Objective:	Prepare a comparison of the current and proposed impact fees to those of comparable/surrounding jurisdictions.
Description:	To ensure reasonableness, consistency and feasibility, the preparation of a comparison survey can be beneficial. The survey identifies the similar development impact fees charged by surrounding and comparable cities. Typically, an analysis of impact fees charged to a series of prototype developments (such as residential, retail, etc.) in order to provide an "apples to apples" comparison, but the exact methodology will be set in consultation with the City. This comparison will be limited to four other jurisdictions.
Deliverables:	Findings from the survey will be documented in a fee comparison survey.

#### Task 7: Calculate Fees and Prepare Report

Objective:	Provide technically defensible fee report that comprehensively documents project assumptions, methodologies, and results.
Description:	<p>Generate fee schedule to apportion facility costs to individual development projects. Use facility costs per unit of demand multiplied by demand by land use category based on data developed in prior tasks. While Fehr &amp; Peers will utilize the growth projections from the model and PM peak hour trip generation rates, typically applied in transportation impact analyses prepared for the City, in order to calculate fees for each land use category that reflect that category's typical impact on the transportation system.</p> <p>Prepare draft report tables for City staff to review that document each step of the analysis, including schedule of maximum justified fees by facility type land use category.</p> <p>Following one round of comments from City staff on the quantitative analysis and fee schedules, prepare administrative draft report. The report will likely include the following:</p> <ul style="list-style-type: none"> <li>▪ Background information;</li> <li>▪ Description of the overall methodology;</li> <li>▪ Supporting justification;</li> <li>▪ Recommended development impact fees;</li> <li>▪ Analysis and calculations documenting the nexus between the recommended fee and the impact created by new development;</li> <li>▪ Relationship between the fee's use and the type of project on which it would be imposed;</li> </ul>

- Need for any additional facilities and the type of project on which the fee would be imposed;
- Amount of the fee and the cost of the facility (or portion of the facility) attributable to new development;
- Identify the purpose of the proposed new fee;
- Identify how the fee would be used; and
- Summarize key results and findings and explain the methodology used and documentation compliance with the “reasonable relationship” requirements of the *Mitigation Fee Act*.

Following one round of comments on administrative draft, prepare public draft for presentation to interested parties, the public and elected officials. Prepare final report, if necessary, based on one round of comments received on the public draft report. If requested, post report on our website for public access.

Provide legal counsel with copies of fee resolutions and ordinances used by other jurisdictions.

**Meetings:** Three meetings: one meeting to review the initial project results; one Council meeting to present the draft study report; and one Council meeting at a public hearing to present the final report for adoption.

**Deliverables:** Draft report tables, administrative draft report, public draft report, final report (if needed), and slide presentation (if needed).

## Staff Support

To complete our tasks, we will need the cooperation of City staff. We suggest that the City assign a key individual to represent the City as the project manager who can function as our primary contact. We anticipate that the City’s project manager will:

- Coordinate responses to requests for information;
- Coordinate review of work products; and
- Help resolve policy issues.

Willdan/Fehr & Peers will rely on the validity and accuracy of the City’s data and documentation to complete this study. Willdan/Fehr & Peers will rely on the data as being accurate without performing an independent verification of accuracy and will not be responsible for any errors that result from inaccurate data provided by the client or a third party.

## Optional Services

### Prepare Project Cost Estimates

If planning-level cost estimates are not available for the TIF projects, Fehr & Peers is available to prepare these cost estimates. The total number of capital projects that will be included in the fee study and that will need new cost estimates is not known at this time. For the purposes of the scope included herein, it is assumed Fehr & Peers would prepare planning-level cost estimates for up to 10 traffic engineering projects such as traffic signal installations or modifications, bicycle facilities, or redesigned intersections; some of these cost estimates may be unit costs for common project types that could be applied to multiple project locations. If the magnitude or complexity of the projects on the TIF list requires more effort, this scope and budget can be revised accordingly.

### Conduct Model Runs to Support Nexus Determination

If the TIF project list involves substantial investments in major roadway infrastructure such as bridges or interchanges, a more involved nexus determination process might be preferable. In that instance, the C/CAG model can be utilized to estimate the proportion of usage of those facilities that comes from new development in the City, compared to the proportion of usage coming from other jurisdictions. To accomplish this outcome, we would incorporate the final set of previously described growth projections into the C/CAG model, then run the model and do a series of select link analyses on the project locations. This would result in percentages of usage on each facility that come from the TIF area.

## Project Management Approach

At Willdan, we utilize a project management process/approach that ensures projects are completed on time, within budget and most importantly yield results that match our clients' expectations. We will document discussions leading to important policy decisions and/or the choice of critical assumptions used in constructing the analysis and financial model.

It will be important to the overall success of the project to ensure that work progresses according to the timeline that is agreed upon during the project kick-off meeting. We will also schedule and conduct video/conference calls necessary to review progress, and address changes in objectives or direction of the project.

Each step guarantees that as the project moves forward success will be achieved by continually aligning our approach and work with stakeholder and City objectives, adjusting where necessary.

Our complete project management process has five primary principles common to successful projects:

1. **Define** the project to be completed. Mr. Edison will identify the project scope, set objectives, list potential constraints, document assumptions, choose a course of action and develop an effective communication plan.
2. **Plan** the project schedule. Mr. Edison, in collaboration with the Willdan/Fehr & Peers team and City staff, will create an agreed upon timeline to meet the City's estimated project completion date. He will assign workload functions to appropriately qualified staff to ensure milestones are met, on time. Furthermore, the project team will meet bi-weekly to assess the status of the project and Mr. Edison will direct existing and upcoming project tasks. These meetings ensure that staffing resources are well-matched to provide the highest quality of work product, high responsiveness to the City, and to keep the project on schedule. These meetings also provide a forum for applying the team's collective expertise to solving difficult analytical issues that arise in complex projects.
3. **Manage** the execution of the project. Mr. Edison has been selected to fulfill the role of principal-in-charge due to his strong project management skills. He will be responsible for controlling the work in progress, providing feedback to project team members and City staff, and will be accountable to the City for meeting the schedule, budget and technical requirements of the project. Most importantly, Mr. Edison will ensure constant collaboration and communication between City staff and the Willdan/Fehr & Peers team through frequent progress memorandums, conference calls and in-person meetings.
4. **Review** all work product and deliverables through a structured quality assurance process involving up to three levels of review at the peer level, project manager level, and if necessary executive officer level. We have designed a formal and structured quality assurance system that will be utilized throughout the course of the project. The graphic to the right provides an overview of this process.
5. **Communication** with the client regarding work status and progress. Mr. Edison will ensure that the City receives regular status updates and will schedule regular conference calls to touch base. He will also inform the City of any roadblocks encountered, or whether the amount of work associated with an element of the project is more than was projected, or outside of the agreed upon scope of services. From this point, he will work with the City to address and resolve these types of issues.

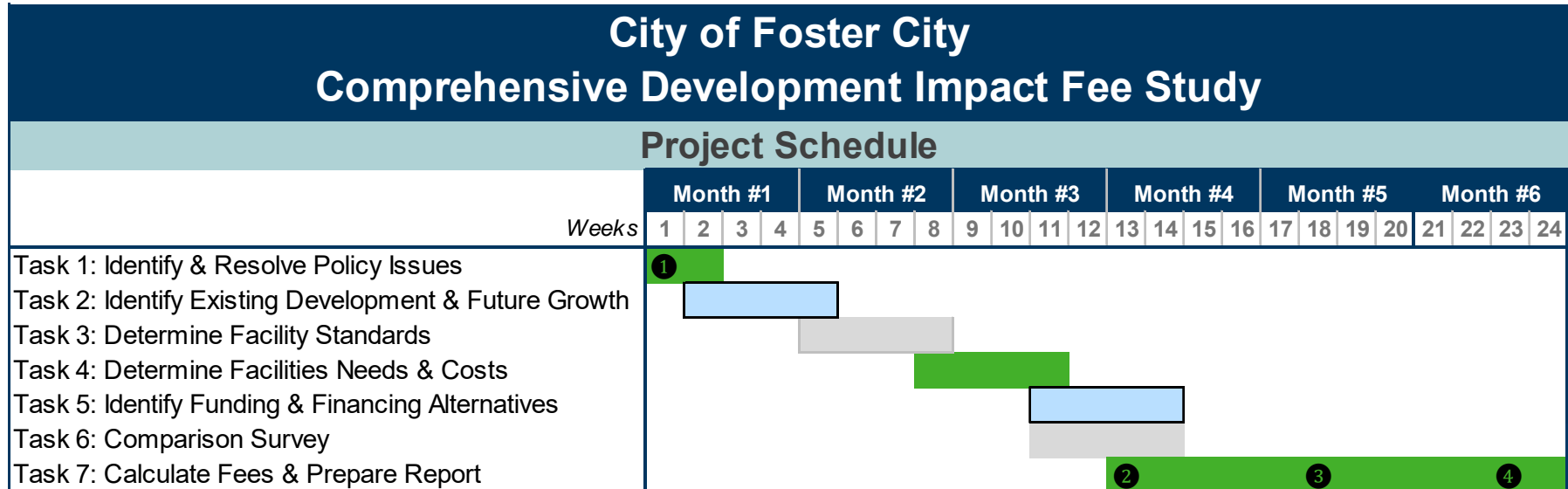


Through the process of providing regular updates and conducting status conference calls, potential issues will be highlighted, discussed and resolved. Any deviances from the project timeline will be identified and plans will be developed for course corrections. If necessary, changes in approach or strategy will be discussed with City staff, to meet the City's needs. In doing this, we will ensure the project stays on track and evolves, based upon current thinking and outside dynamics.

We have utilized these guiding principles for each of our firm's projects. The City can be assured that through the utilization of these principles, Mr. Edison will ensure the project deliverables for the development impact fee study will be of the highest quality and will be delivered on time and within the agreed upon budget.

## Project Schedule

Willdan/Fehr & Peers anticipates time is of the essence for the City to begin this engagement. Typically an impact fee update requires approximately six months from notice to proceed to adoption. The proposed schedule can only be met with the cooperation of City staff. Delays in responding to our requests for data and review will result in corresponding delays to the project schedule. If that is the case, we will notify the City immediately of the possible impact on the schedule.



### MEETINGS

- ① Project Kick-off Meeting
- ② Review Draft Results with City Staff
- ③ City Council Meeting to Present Draft Study
- ④ Public Hearing to Present Final Report

## Cost Proposal

Based upon the scope of work identified herein, the Willdan/Fehr & Peers team proposes a **fixed fee of \$106,153** to prepare the City's comprehensive development impact fee study. The table below provides a breakdown of this fee by task and project team member, and also includes optional services.

City of Foster City Comprehensive Development Impact Fee Study												
Fee for Services												
	Willdan Financial Services				Fehr & Peers							
	J. Edison PIC / Engagement Director	C. Villarreal Project Manager	M. Goyne TIF Project Manager	J. Morgan Principal In-Charge	Sr. Planner/ Engineer	Project Planner/ Engineer	Graphics/ GIS/ CAD	Project Coordinator				
	\$ 240	\$ 165	\$ 195	\$ 325	\$ 175	\$ 145	\$ 150	\$ 135	Hours	Direct Costs	Cost	
Task 1: Identify & Resolve Policy Issues	12.0	14.0	12.0	6.0	-	16.0	-	4.0	64.0	500	\$	12,840
Task 2: Identify Existing Development & Future Growth	10.0	22.0	4.0	2.0	12.0	-	-	2.0	52.0	-		9,830
Task 3: Determine Facility Standards	14.0	28.0	-	-	-	-	-	-	42.0	-		7,980
Task 4: Determine Facilities Needs & Costs	10.0	24.0	10.0	2.0	8.0	60.0	8.0	17.0	139.0	1,670		24,225
Task 5: Identify Funding & Financing Alternatives	12.0	28.0	-	-	-	-	-	-	40.0	-		7,500
Task 6: Comparison Survey	2.0	10.0	-	-	-	-	-	-	12.0	-		2,130
Task 7: Calculate Fees & Prepare Report	24.0	44.0	44.0	17.0	-	28.0	18.0	9.0	184.0	1,280		36,380
	<b>84.0</b>	<b>170.0</b>	<b>70.0</b>	<b>27.0</b>	<b>20.0</b>	<b>104.0</b>	<b>26.0</b>	<b>32.0</b>	<b>533.0</b>	<b>3,450</b>	<b>\$</b>	<b>100,885</b>
Administration/Management for Outside Vendors/Fees												\$ 5,268
<b>Total Fee for Services</b>												<b>\$ 106,153</b>
<b>Optional Services</b>												
Prepare TIF Cost Estimates	-	8.0	4.0	-	20.0	40.0	20.0	12.0	104.0	1,030	\$	17,050
Conduct Model Runs Supporting Nexus Documentation	-	13.0	12.0	4.0	30.0	70.0	-	16.0	145.0	1,480		24,825
<b>Total Fee for Optional Services</b>	-	21.0	16.0	4.0	50.0	110.0	20.0	28.0	249.0	2,510	\$	41,875

### Notes:

- The fee denoted above includes attendance at up to four in-person meetings with City staff, stakeholders, and City Council, which include:
  - One project kick-off meeting;
  - One meeting to review initial results with City staff; and
  - Two City Council meetings: One to present the public draft report for review and comment, and another to present the final report and fees for adoption.
- Attendance at more than four meetings will be billed at a per meeting fee. Attendance at additional on-site meetings or presentations will be \$1,500 per meeting; attendance at additional remote meetings or presentations will be \$850 per meeting.



- The fee denoted above includes the development/update of impact fees for the categories specified in this proposal.
- Comprehensive written responses to resolve conflicts or preparation of more than one set of major revisions to the draft report, will be classified as Additional Services, and may require additional billing at hourly rates stated in the hourly rate schedule listed below. These additional fees shall only take effect once the fixed fee stated above has been exceeded.
- Our fixed fee includes all direct expenses associated with the project.
- We will invoice the City monthly based on percentage of project completed.
- Additional services may be authorized by the City and will be billed at our then-current hourly overhead consulting rates.

City shall reimburse Willdan for any costs Willdan incurs, including without limitation, copying costs, digitizing costs, travel expenses, employee time and attorneys' fees, to respond to the legal process of any governmental agency relating to City or relating to the project. Reimbursement shall be at Willdan's rates in effect at the time of such response.

## Hourly Fee Schedule

Provided below is Willdan's hourly rate table identifying current hourly rates.

Willdan Financial Services Hourly Rate Schedule	
Position	Hourly Rate
Group Director	\$250
Managing Principal	\$240
Principal Consultant	\$210
Senior Project Manager	\$185
Project Manager	\$165
Senior Project Analyst	\$135
Senior Analyst	\$125
Analyst II	\$110
Analyst I	\$100

## Qualifications Details

Provided within this section is firm profile and related project experience for Willdan and Fehr & Peers.

### Firm Profiles

#### Willdan

Willdan Financial Services, a California Corporation, is an operating division within Willdan Group, Inc. (WGI), which was founded in 1964 as an engineering firm working with local governments. Today, WGI is a publicly traded company (NASDAQ ticker: WLDN). WGI, through its divisions, provides professional technical and consulting services that ensure the quality, value and security of our nation's infrastructure, systems, facilities, and environment. The firm has pursued two primary service objectives since its inception—ensuring the success of its clients and enhancing its surrounding communities.

A financially stable company, Willdan has annual revenues in excess of \$400 million and over 1,400 employees working in over 25 states across the U.S. Our employees include a number of nationally recognized subject matter experts for all areas related to the broadest definition of connected communities — ***a team who will be committed to contribute their expertise throughout the duration of the City's development impact fee study.***

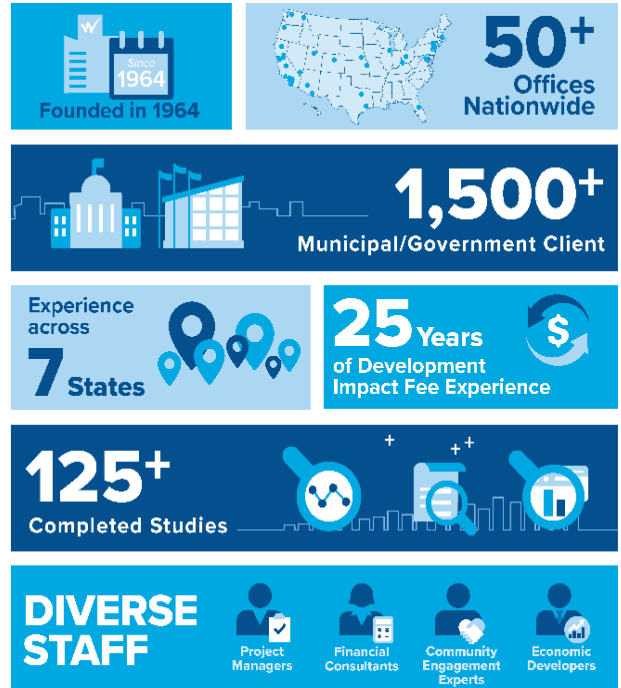
Willdan has solved economic, engineering and energy challenges for local communities and delivered industry-leading solutions that have transformed government and commerce. Today, we are leading our clients into a future accelerated by change in resources, infrastructure, technology, regulations, and industry trends.

#### Willdan Financial Services

Established on June 24, 1988, Willdan Financial Services, is a national firm and is one of the largest public sector economic and financial analysis consulting firms in the United States. Since that time, we have helped over 1,500 public agencies successfully address a broad range of infrastructure challenges.

Our staff of over 70 full-time employees supports our clients by conducting year-round workshops and on-site training to assist them in keeping current with the latest developments in our areas of expertise. Willdan assists local public agencies by providing the following services:

In the past five years Willdan has conducted over  
125 Impact Fee Studies



#### Willdan Financial Services

##### Services

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>▪ User fee studies</li> <li>▪ Cost allocation studies</li> <li>▪ Utility rate and cost of service studies</li> <li>▪ Real estate economic analysis</li> <li>▪ Feasibility studies</li> <li>▪ Municipal advisory services</li> <li>▪ Arbitrage rebate and continuing disclosure</li> <li>▪ Economic development strategic plans</li> </ul> | <ul style="list-style-type: none"> <li>▪ Development impact fee establishment and analysis</li> <li>▪ District administration services</li> <li>▪ Property tax audits</li> <li>▪ Tax increment finance district formation and amendment</li> <li>▪ Housing development and implementation strategies</li> <li>▪ Debt issuance support</li> <li>▪ Long-term financial plans and cash flow modeling</li> </ul> |
|--|--|

## Fehr & Peers

Fehr & Peers is passionate about transforming transportation consulting through innovation and creativity. They derive inspiration by partnering with communities to understand and shape local transportation futures objectively tailored to diverse needs. Clients trust them to help overcome barriers and uncertainty by combining advanced expertise with curiosity, humility, and initiative to deliver implementable, data-driven solutions that reinforce community values. From the most straightforward to the most complex, they actively listen to client and community needs and handle every project with diligence and focus.

Fehr & Peers purposefully maintains a focus on transportation consulting, serving client needs including the following:

- Active Transportation
- Land Use & Transportation
- Climate Change
- Safety
- Communications & Engagement
- Transit Planning
- Data Science
- Transportation Engineering
- Emerging Technologies
- Transportation Forecasting & Operations
- Freight
- Equity in Transportation

Fehr & Peers differentiates themselves by investing in research and development to anticipate needs, explore the unknown, and collaboratively imagine a better future. Their culture of applied innovation generates an appetite for new and better ways of approaching problems, which feeds motivation to explore emerging transportation concepts and mobility trends, and inspires development of new analytical tools and techniques. Current R&D focus areas include equity, data science, shared-use mobility, autonomous and connected vehicles, and electric vehicles. Fehr & Peers uses their findings to help clients and decision makers develop plans that incorporate the uncertainty these technologies bring.

As Fehr & Peers grows, their commitment to inclusive, local, and long term community relationships remains central to their philosophy. Many of their client relationships are decades long, built on years of listening, understanding, collaboration, and successful outcomes. Their clients have appreciated the long term commitments to the communities they have served, trusting them as their objective partners in transportation since 1985. Together with their clients, Fehr & Peers is motivated by shared success, inclusive partnerships, and the positive impact their work has on the communities they serve.

## Related Experience

### Willdan Financial Services

Managing Principal James A. Edison, and his team have worked with public agencies on many community development projects, including the full range of analysis related to feasibility, economic and fiscal impacts, infrastructure finance, and negotiations with private developers. Willdan has been preparing impact fee nexus studies since the passage of the *Mitigation Fee Act* and is thoroughly familiar with both the Act and with the technical and policy issues surrounding impact fees.

The following identifies a partial listing of our development impact fee clients. Agencies listed in bold type face, within the following table, denote impact fee projects completed by proposed team members Managing Principal James Edison and/or Project Manager Carlos Villarreal.

Willdan Financial Services Development Impact Fee Experience	
Partial Client List	
<b>City of Alameda, CA</b>	<b>City of Rialto, CA</b>
<b>City of Antioch, CA</b>	<b>City of Richmond, CA</b>
City of Arcadia, CA	<b>City of Rio Rancho, NM</b>
<b>City of Artesia, CA</b>	City of Rio Vista, CA
<b>City of Banning, CA</b>	City of Rocklin, CA
City of Bellflower, CA	<b>City of Rosemead, CA</b>
City of Brea, CA	City of Roseville, CA

Willdan Financial Services  
Development Impact Fee Experience

## Partial Client List

City of Calimesa, CA	City of San Carlos, CA
<b>City of Carpinteria, CA</b>	<b>City of San Fernando, CA</b>
<b>City of Clovis, CA</b>	<b>City of San Ramon, CA</b>
<b>City of Coachella, CA</b>	<b>City of Santa Clara, CA</b>
<b>City of Commerce, CA</b>	<b>City of Santa Clarita, CA</b>
<b>City of Compton, CA</b>	<b>City of Sierra Madre, CA</b>
<b>City of Corona, CA</b>	<b>City of Soledad, CA</b>
City of Covina, CA	City of South Gate, CA
<b>City of Daly City, CA</b>	<b>City of South San Francisco, CA</b>
<b>City of Dixon, CA</b>	<b>City of St. Helena, CA</b>
<b>City of Dublin, CA</b>	<b>City of Tehachapi, CA</b>
City of El Monte, CA	<b>City of Thousand Oaks, CA</b>
City of El Segundo, CA	City of Tracy, CA
<b>City of Emeryville, CA</b>	<b>City of Upland, CA</b>
<b>City of Fillmore, CA</b>	City of Visalia, CA
<b>City of Fremont, CA</b>	<b>Contra Costa Fire Protection District, CA</b>
City of Fresno, CA	<b>County of Butte, CA</b>
<b>City of Garden Grove, CA</b>	County of El Dorado, CA
City of Gilroy, CA	<b>County of Kern, CA</b>
<b>City of Goose Creek, SC</b>	County of Kings, CA
<b>City of Greenfield, CA</b>	<b>County of Los Angeles, CA</b>
City of Hawthorne, CA	<b>County of Madera, CA</b>
<b>City of Hercules, CA</b>	County of Merced, CA
<b>City of Hollister, CA</b>	<b>County of Placer, CA</b>
City of Huntington Beach, CA	<b>County of Riverside, CA</b>
City of Huntington Park, CA	<b>County of Sacramento, CA</b>
City of Indian Wells, CA	<b>County of San Benito, CA</b>
<b>City of Irwindale, CA</b>	<b>County of San Diego, CA</b>
City of Kingsburg, CA	<b>County of San Joaquin, CA</b>
<b>City of La Mesa, CA</b>	County of San Luis Obispo, CA
<b>City of La Verne, CA</b>	<b>County of Shasta, CA</b>
<b>City of Laguna Hills, CA</b>	County of Solano, CA
<b>City of Lake Elsinore, CA</b>	<b>County of Sonoma, CA</b>
City of Lancaster, CA	<b>County of Stanislaus, CA</b>
City of Livermore, CA	<b>County of Tulare, CA</b>
<b>City of Long Beach, CA</b>	County of Yolo, CA
City of Madera, CA	Dixon Public Library District, CA
<b>City of Manteca, CA</b>	East Contra Costa Fire Protection District, CA
City of Menifee, CA	<b>Kern Council of Governments, CA</b>
<b>Town of Mead, CO</b>	<b>March Joint Powers Authority, CA</b>
City of Montebello, CA	Milpitas Unified School District, CA

Willdan Financial Services  
Development Impact Fee Experience

Partial Client List

<b>City of Monterey, CA</b>	Mountain View Fire Protection District, CA
<b>City of Moreno Valley, CA</b>	Oakdale Rural Fire Protection District, CA
<b>City of Morgan Hill, CA</b>	<b>Rodeo-Hercules Fire Protection District, CA</b>
<b>City of Murrieta, CA</b>	San Geronio Memorial Healthcare District, CA
<b>City of Oroville, CA</b>	San Miguel Fire Protection District, CA
<b>City of Pacifica, CA</b>	Shasta County Regional Transportation Agency, CA
<b>City of Parkland, FL</b>	<b>Stanislaus Council of Governments, CA</b>
<b>City of Petaluma, CA</b>	Stanislaus County Fire Protection District, CA
<b>City of Pismo Beach, CA</b>	Stockton-San Joaquin Library District, CA
City of Pittsburg, CA	Suisun Fire Protection District, CA
City of Placer Hills, CA	Tehachapi Valley Rec. & Park District, CA
City of Pleasant Hill, CA	Town of Windsor, CA
<b>City of Rancho Mirage, CA</b>	<b>Tulare County Association of Governments, CA</b>



## References

Provided below are client references for projects completed by Willdan, demonstrating our ability to provide development impact fee services. We are proud of our reputation for customer service and encourage you to contact our past clients regarding our commitment to excellence.

### City of Pismo Beach, CA

#### Development Impact Fee Study

Willdan assisted the City of Pismo Beach with an update to their impact fee program. The program included the following facilities: police, fire protection, park and recreation improvements, water system improvements, wastewater, traffic, and general government/administrative facilities. This project was warranted due to the amount of time that had elapsed since the prior update, coupled with the adoption of new and revised public facility master plans that complemented the updated impact fees.

Prior to fee program adoption, Willdan held a stakeholder meeting to inform the public about the project, and to solicit feedback from the development community.

**Client Contact:** Ms. Nadia Feeser, Administrative Services Director  
760 Mattie Road, Pismo Beach, CA 93449  
Tel #: (805) 773-7010 | Email: [nfeeser@pismo-beach.org](mailto:nfeeser@pismo-beach.org)

### City of Morgan Hill, CA

#### Development Impact Fee Study

Willdan was initially retained by the City of Morgan Hill in 2010 to conduct a development impact fee and nexus study, which included general government, fire, police, parks and recreation, library and storm drain fee categories. This project also included stakeholder outreach.

The City once again engaged Willdan to update their impact fees in October 2017, which was completed in July 2019. This update included the following facilities: traffic (roads and bikeways), water, sewer, drainage, police, fire, parks, library, and public facilities.

**Client Contact:** Mr. Dat Nguyen, Finance Director  
17575 Peak Avenue, Morgan Hill, CA 95037  
Tel #: (408) 779-7237 | Email: [dat.nguyen@morgan-hill.ca.gov](mailto:dat.nguyen@morgan-hill.ca.gov)

### City of Garden Grove, CA

#### Development Impact Fee Study

Willdan completed the City of Garden Grove's development impact fee study, which involved an update to the existing transportation and park and recreation facilities, and the creation of a storm drain fee. The park and recreation facilities fee included a Quimby Fee Act component charged to development occurring within subdivisions.

The analysis accounted for a moderate amount of growth within the City through the study's 2030 planning horizon, with much of the projected growth occurring as infill development. The project also included responses to concerns raised by the development community.

**Client Contact:** Ms. Ana Vegara-Neal, Senior Administrative Analyst  
11222 Acacia Parkway, Garden Grove, CA 92842  
Tel #: (714) 741-5176 | Email: [anar@ci.garden-grove.ca.us](mailto:anar@ci.garden-grove.ca.us)

## County of Stanislaus, CA

### Development Impact Fee Update

Willdan assisted the County with an update to the existing impact fee program. The program is made up of a range of facilities including public protection, library, and park facilities. Fees are collected by all cities on new development within the County's jurisdiction.

The study also includes a transportation facilities impact fee, with different fees calculated for two zones in the County. Considerable stakeholder outreach was an integral component of this project. The County of Stanislaus has a population of approximately 551,000.

**Client Contact:** Mr. Keith Boggs, Assistant Executive Officer (*Retired, serving as Independent Consultant*)  
1010 10th Street, Suite 6800, Modesto, CA 95354  
Tel #: (209) 652-1514 | Email: [boggsk@stancounty.com](mailto:boggsk@stancounty.com)

## County of Madera, CA

### Development Impact Fee Study and Capital Improvement Plan

Willdan was engaged in the development of the development impact fee study and long-range CIP for the County of Madera. Willdan prepared the study that detailed the need for public facilities and capital improvements to support future development within the County through 2035. Willdan established new facility standards, interviewed departments for facility needs, and assisted in co-locating similar facilities.

The primary policy objective of a public facilities fee program is to ensure that new development pays the capital costs associated with growth. This ensured that the County is able to expand its inventory of public facilities – and therefore maintain its facilities standards – as new development leads to service population increases.

It is the County's intent that the costs representing future development's share of these facilities and improvements be imposed on that development in the form of a development impact fee, also known as a public facilities fee.

The public facilities and improvements included: general government; countywide public protection; libraries, parks and recreation; law enforcement; and fire protection. The County of Stanislaus has a population of approximately 158,000.

**Client Contact:** Mr. Eric Fleming, County Administrative Officer  
200 West 4th Street, Suite 4200, Madera, CA 96637  
Tel #: (559) 675-7703 | Email: [Eric.Fleming@maderacounty.com](mailto:Eric.Fleming@maderacounty.com)

## County of Riverside, CA

### Comprehensive Impact Fee Study

Willdan assisted the County of Riverside with an update of its comprehensive impact fee program. The fee categories were broad and diverse including countywide facilities such as jail detention facilities and county parks and trails; unincorporated only facilities such as fire stations and libraries; and County planning area specific facilities including storm drain and traffic improvements. Other facilities needed to be differentiated between the Eastern and Western portions of the County due to separation by distance, as well as varying level of facilities by region.

The process was lengthy, involving significant efforts to inform staff of methodological differences between the Willdan methodology and the methodology of the previous consultant.

***Willdan has recently, through competitive bid, been selected to update the Development Impact Fees.***

**Client Contact:** Ms. Serena Chow, Administrative Services Manager  
3403 10th Street, Suite 400, Riverside, CA 92501  
Tel #: (951) 955-6619 | Email: [schow@rivcoeda.org](mailto:schow@rivcoeda.org)



66 Franklin Street, Suite 300  
Oakland, CA 94607  
Phone: 888.326.6864

[www.willdan.com](http://www.willdan.com)