

The Economics of Land Use



Final Draft Fee Update and Nexus Study

City of Pleasanton Development Impact Fee, Commercial Linkage Fee, and Affordable Housing In- Lieu Fee

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1. Introduction and Results

Introduction

This Fee Update and Nexus Study (Nexus Study) is designed to provide the City of Pleasanton with the necessary technical documentation to support the adoption of an update to the City's Development Impact Fee (DIF), Commercial Linkage Fee (CLF), and Affordable Housing In-lieu Fee (AHF) programs. It has been prepared by Economic & Planning Systems, Inc. (EPS), with technical support from Fehr & Peers for transportation as well as input from City of Pleasanton staff. The DIF, CLF, and AHF Programs must be approved by the City Council and will be effective 60 days following the City's adoption of the fees.

Impact fees are one-time charges on new development collected and used by jurisdictions (e.g., a City or County) to cover the cost of capital facilities and infrastructure needed to serve new residential and commercial growth. Meanwhile, affordable housing in-lieu fees provide developers, in certain circumstances, an alternative to meeting the City's inclusionary affordable housing requirements. This Nexus Study provides a legal basis for requiring payment of a development impact fee consistent with the Mitigation Fee Act (AB 1600/ Government Code Section 66000 et seq.) and subsequent related legislation.

This Study is designed to support a comprehensive DIF program and update to the City's Inclusionary Zoning Ordinance (IZO). It provides the nexus arguments and associated fee calculations for the maximum fees the City can charge for the facilities described herein. The calculated fees are proposed to be collected on a citywide basis given the broad scope of capital improvements included in this study. While the City may elect to charge lower fees for particular land uses, areas of the city, or across the board, it should consider the implications of doing so on funding for the identified improvements.

Legal Context

Development Impact Fees

This Nexus Study is designed to provide the necessary technical analysis to support the Pleasanton DIF and CLF programs to be established by a City Ordinance and implemented by Resolution. The Mitigation Fee Act allows the City to adopt, by resolution, the citywide DIF and CLF programs consistent with the supporting technical analysis and findings provided in this Nexus Report, and consistent with the basic parameters of the fee that have been adopted by an enabling ordinance and codified in the Municipal Code. The Resolution approach to setting the fee allows periodic adjustments of the fee amount that may be necessary over time, without amending the enabling ordinance.

Impact fee revenues are used to cover the cost of constructing capital and infrastructure improvements required to serve new development and growth in the area in which they apply. As such, impact fees must be based on a reasonable nexus, or connection, between new development and the need for specific capital facilities and improvements. Impact fee revenue cannot be used to cover the operation and maintenance costs of these or any other facilities and infrastructure. In addition, impact fee revenue cannot be collected or used to cover the cost of preexisting infrastructure needs or deficiencies.

In establishing, increasing, or imposing a fee as a condition for the approval of a development project, Government Code 66001(a) and (b) require a local agency to:

1. Identify the purpose of the fee;
2. Identify how the fee is to be used;
3. Determine how a reasonable relationship exists between the fee use and type of development project for which the fee is being used;
4. Determine how the need for the public facility relates to the type of development project for which the fee is imposed; and
5. Show the relationship between the amount of the fee and the cost of the public facility.

In September 2021, the State of California adopted Assembly Bill (AB) 602, which includes several new requirements related to the development and implementation of impact fee programs. The key provisions related to the calculations documented in this Nexus Report are summarized below.

- **Capital Improvement Plan:** AB 602 requires that jurisdictions adopt a capital improvement plan as part of the nexus study process. This adoption can occur at the same time as the fee ordinance adoption. Accordingly, this Nexus Study relies on a Pleasanton DIF Long-Term Capital Improvement Plan (Pleasanton DIF CIP) to be approved by the City Council in conjunction with the DIF Program.¹The Pleasanton DIF CIP presented in this Nexus Study is derived from the capital improvements identified as part of the Nexus Study and is attached as **Appendix Table A-1**.
- **Explanation of Level of Service and Fee Increase:** AB 602 requires that when applicable, the nexus study identifies the existing level of service for each public facility, identifies the proposed new level of service, and includes an explanation of why the new level of service is appropriate. This Nexus Study relies on service standards developed in consultation with City staff, based on City planning documents, and with reference to the existing capital facilities and improvements in

¹ The Pleasanton DIF CIP is different from and does not replace the City's 5 year CIP budget (balanced) and 10 year CIP. These separate CIP documents serve a shorter-term frame and generally rely on more specific project parameters than the DIF CIP. That said, the DIF CIP may provide funding to support some projects included in the 5-year and 10-year CIPs.

the City as appropriate and documented herein. The level of service is articulated in the CIP provided in **Appendix A-1**.

- **Per Square Foot Residential Fees:** AB 602 notes that for fees adopted after July 1, 2022, the nexus study must “either calculate a fee levied or imposed on a housing development proportionately to the square footage of the proposed units, or make specific findings explaining why square footage is not an appropriate metric to calculate the fees.” AB 602 also notes that “This bill would require that a local agency that calculates fees proportionately to the square footage of the proposed units be deemed to have used a valid method to establish a reasonable relationship between the fee charged and the burden posed by the development.” This analysis relies on assumptions about the average unit size for residential units developed following market research and conversations with City staff. The average home sizes were then applied to the per unit fees, to determine the maximum per square foot fee for both single family and multifamily development.

All State statutory requirements have been followed in establishing this DIF, as documented in subsequent chapters. **Chapter 6** summarizes the specific findings that explain or demonstrate this nexus. If the DIF is adopted, this Nexus Study and the technical information it contains should be maintained and reviewed periodically by the City to ensure its accuracy and to enable the adequate programming of funding sources. To the extent that infrastructure requirements, costs, and development potential changes over time, the DIF will need to be updated. AB 602 requires the DIF to be updated at least every 8 years.

Affordable Housing In-Lieu Fees

Inclusionary housing programs require that new market-rate residential development projects include a certain percentage of housing units at rents or sale prices that are affordable to lower-income households. Instead of providing required affordable housing units on site, developers may opt to pay an in-lieu fee. Local governments gain the authority to enact inclusionary housing programs and charge in-lieu fees through their general police power to regulate the development and use of real property.² The City of Pleasanton is updating its Inclusionary Zoning Ordinance, and as part of the process is updating the in-lieu fee levels. These in-lieu fees are not “mitigation fees” and therefore do not require a nexus study illustrating demand generated by new housing developments. The City’s authority impose in-lieu fees was confirmed with the approval of AB 1505 in 2017 which allows jurisdictions to require the inclusion of affordable housing in new rental housing projects, thereby superseding the 2009 decision of *Palmer/Sixth Street Properties, L.P., et al. v. City of Los Angeles* (2009) 175 Cal.App.4th 1396.

² *California Building Industry Assn. v. City of San Jose*, 61 Cal.4th 435 (2015).

Summary of Maximum Allowable Fees

Table 1 summarizes the City’s maximum allowable fee schedule for the capital facility and equipment needs as evaluated in this Fee Update. The three fee categories updated in this analysis are:

- **Development Impact Fees** – This fee includes the capital facilities fees and transportation fees for the City. Calculations can be found in **Chapters 2-4**.
- **Commercial Linkage Fee** – This fee only applies to nonresidential developments and is designed to mitigate its impact on the need for affordable housing in the city. Calculations can be found in **Chapter 5**.
- **Affordable Housing In-Lieu Fee** – This fee only applies to residential developments not providing the affordable housing on site required in the IZO. Calculations can be found in **Chapter 7**.

Table 1 Summary of Maximum Fee Calculations

Land Use	Capital Facilities Fees ¹	Transportation Fee ¹	Commercial Linkage Fee	Inclusionary In-Lieu Fee	Total
Residential (per sq. ft.)					
Single Family Detached	\$11.87	\$8.23		\$84.25	\$104.35
Multifamily Rental	\$23.48	\$12.47		\$69.19	\$105.14
Nonresidential					
Office (per sq. ft.)	\$13.41	\$31.50	\$142.42		\$187.34
Retail (per sq. ft.)	\$9.15	\$48.35	\$578.73		\$636.23
Industrial (per sq. ft.)	\$4.02	\$17.94	\$143.39		\$165.35
Lodging (per room)	\$671	\$12,908	\$36,430		\$50,009

(1) Includes 2% administrative charge.

As noted, the fees represent the maximum allowable amount that the City can charge based on the nexus requirements of the Mitigation Fee Act. The fees also include a two percent administration charge to cover the cost of implementation, as described further in **Chapter 6**.

Note that the maximum allowable commercial linkage fee is very large and significantly exceeds levels that could feasibly be borne by new commercial developments. This is a typical outcome for commercial linkage fee calculations and reflects the fundamental impact that most employment generating uses have on the need for affordable housing. This is why among the relatively small proportion of cities that impose commercial linkage fees, few, if any, charge the maximum allowable amount. To do so would likely have a deleterious effect on a city’s economic development and fiscal health.

This Fee Update and Nexus Study is provided to support the City Council's ultimate approval of a total fee schedule by land use. As part of these process, City staff has also prepared an analysis of various fee levels and their implications on various City policy considerations, including the need to fund future capital needs, to support affordable housing development, and to ensure that future residential and commercial projects are economically viable. Cities frequently approval impact fees that fall below the maximum allowable amount based on economic and fiscal considerations.

2. Development Impact Fee Methodology

This section provides a brief overview of the nexus methodology and key assumptions used in this Study. It also summarizes the demographic and land use projections underlying the fee. Subsequent chapters provide more detailed calculations for each DIF category. While the commercial linkage fee is considered a development impact fee, the methodology for determining the maximum justifiable fee level differs slightly and will be described in **Chapter 5**.

Summary of Methodology

While the nexus methodology employed in this study varies by fee category as appropriate given the range of capital facilities and improvements covered, there are basic steps common to all. Specifically, for each fee category, EPS has applied the following general steps to calculate the nexus-supported fee amounts:

1. EPS estimated existing and future population and employment in Pleasanton through buildout of the current General Plan using a variety of City and third-party sources, as described in the subsequent section.
2. The EPS consultant team identified the universe of new infrastructure and capital facility improvements needed to serve both existing and future residents and employees. These needs were based on interviews with City staff and analysis of existing City facility capacity and service standards. Capital facilities exclude water, sewer and storm drain facilities since these are part of a separate fee program.
3. The EPS consultant team developed cost estimates for the capital facility improvements described in step 2 above. These cost estimates were developed based on information provided by City departmental staff as well as additional research and in-house resources.
4. EPS allocated the capital facility costs identified in step 3 above between existing and new development to determine the share included in the DIF program. These allocation shares were determined in a variety of ways depending on improvement, available data, and City guidance. In cases where the improvement is expected to service both the existing population and the future population equally, the share of costs attributable to new development is based on the City's current versus future service population.
5. Once costs have been allocated between new and existing development, they are further distributed among residential and commercial uses to arrive at a cost per resident and a cost per employee. This distribution was based on the proportion of total forecasted service population composed of residents and employees, respectively.
6. Once costs were allocated to a "cost per resident" and "cost per employee" basis, they are multiplied by the people per household for each residential fee category

- to derive a fee per unit, or by the average square feet per employee to estimate a fee per square foot for each commercial land use.
7. As a final step, EPS converted the residential fee per unit to a fee per square foot, as required by AB 602, based on data on typical housing unit sizes.

Demographic and Land Use Assumptions

This section describes the demographic and land use assumptions utilized in this study for both existing and future General Plan buildout conditions. The estimates are used for the following primary purposes in the fee calculation:

- Existing population and employment levels are used to estimate service levels for specific capital improvement categories as well as to ascertain existing needs relative to existing standards.
- Future population and employment growth in the city are the basis for determining future capital facility needs and apportioning these costs between existing and new development.
- Estimates related to population and employment density (e.g., persons per household or employees per square foot) are used to allocate costs between land use categories.

Service Population Calculations

The DIF is largely predicated on calculations that translate the population and employment projections provided above into estimates of existing and future “service populations.” The “service population,” in turn, is derived from assumptions that compare residents and employees based on the relative service demands or typical service profiles of each (e.g., amount of time spent in the city, likely utilization of specific infrastructure).

While the service population characterization can differ by infrastructure category, in cases where detailed estimates are not available, EPS has relied upon a default service population calculation. This calculation is based on the City’s existing “daytime population” as derived using the City’s existing residents, employees, and commute patterns for each to estimate the relative time spent within the City. This approach is used to derive an *employee to resident equivalency factor* to allocate costs between existing and new growth and between residential and commercial development.

As illustrated in Table 2, the City’s existing population, employment, and commute patterns (derived from US Census data) suggest a total estimated service population of 99,343. The service population is composed of 76,459 residents and 55,650 employees, with each employee equivalent to .411 residents (e.g., the typical service demand of an employee is about 41 percent of a resident).

Table 2 Existing Service Population Factor Estimate

Item	Existing		Weight ²	Weighted Average
	#	%		
Employment Status of Pleasanton Residents¹	<i>Formula:</i>	$a = b * c$		
	76,459	b^1	c	$= b * c$
Not in Labor Force	41,149	53.8%	100%	53.8%
Employed in the City	5,007	6.5%	50%	3.3%
Employed Outside of the City	30,303	39.6%	67%	26.6%
Total Residents	76,459	100.0%		83.7%
Residence Status of Pleasanton Employees¹	<i>Formula:</i>	$a = b * c$		
	55,650	b^1	c	$= b * c$
Live in the City	5,007	9.0%	50%	4.5%
Live Outside the City	50,643	91.0%	33%	29.9%
Total Jobs	55,650	100.0%		34.4%
Employee to Resident Equivalency Factor³			(34.4% / 83.7%) =	
			41.1%	

(1) Distribution based on data from U.S. Census (OnTheMap 2021). Total residents are based on 2023 estimates provided by DOF in Table 2. Total jobs are based on 2021 estimates from U.S. Census (OnTheMap 2021).

(2) Represents EPS estimate of how various types of residents and employees relate to each other in terms of demand for City Services.

(3) Equals weighted average of residents divided by weighted average of employees.

Sources: LEHD OnTheMap 2021, Department of Finance, and Economic & Planning Systems, Inc.

Population and Employment Growth Projections

The nexus analysis relies on estimated population and employment growth likely to occur by buildout of existing City plans. EPS reviewed projections from several sources including the Association of Bay Area Governments (ABAG) and the California Department of Finance (DOF) but relied primarily on Pleasanton's 6th Cycle Housing Element Draft EIR and General Plan to estimate population growth. Employment growth is based on an employee to resident ratio of 0.81, which is sourced from Pleasanton's transportation model. EPS growth projections are based on approved City planning documents rather than specific projects "in the pipeline" at the local level, as such projects are, at this point, potentially speculative, and do not cover all years in the planning horizon.

As summarized in **Table 3**, this approach results in a total population of approximately 96,400 residents and total employment of approximately 78,080 employees at buildout. This equates to an increase of 19,941 residents and 22,434 jobs, representing a 26.1 percent and 40.3 percent increase over existing conditions, respectively. The buildout estimate does not correspond to a particular year, but rather reflects projected development embodied in City-wide planning documents.

Table 3 Existing Development and Development at Buildout

Item	Existing	Buildout	Growth	
			Amount	% Change
Resident Population¹	76,459	96,400	19,941	26.1%
Housing Units	30,992	37,781	6,788	21.9%
Employment²	55,650	78,084	22,434	40.3%
Nonresidential Development (KSF)	19,886	28,024	8,138	40.9%
Service Population³	99,343	128,510	29,167	29.4%

(1) Resident population growth is sourced from 6th Cycle Housing Element Draft EIR.

(2) Employment growth is based on an employees to residents ratio of 0.81 at the time of buildout.

(3) Service population represents a measure of public service demand in which employees are given a 40 percent weighting of residents, due to more modest service demands. It is calculated by adding total residential population and 40 percent of total employment (see **Table 2**).

Sources: City of Pleasanton Housing Element Draft EIR; Fehr & Peers; Economic & Planning Systems,

At buildout, the service population is projected to reach 128,510, with new growth accounting for about 22.7 percent of the service population total at that time as shown in **Table 4**. New residents are estimated to account for approximately 68.4 percent of the growth in service population while new employees account for the remaining 31.6 percent. These proportions are used to allocate costs for many of the facilities included in the DIF, unless otherwise indicated. These percentages are used repeatedly throughout the nexus study to allocate cost between new and existing (22.7 percent) and between residential and non-residential development (68.4 and 31.6 percent, respectively).

Table 4 Forecasted Service Population Estimate

Item	Existing ¹		Buildout ²		Net New	
	#	%	#	%	#	%
Employment Status of Pleasanton						
Residents¹						
Not in Labor Force	41,149	53.8%	51,881			
Employed in the City	5,007	6.5%	6,313			
Employed Outside of the City	30,303	39.6%	38,206			
Total Residents	76,459	100.0%	96,400		19,941	26%
Residence Status of Pleasanton						
Employees						
Live in the City	5,007	9.0%	11,562			
Live Outside the City	50,643	91.0%	116,948			
Total Jobs	55,650	100.0%	128,510		72,860	131%
Service Population Calculation³						
Amount Attributable to Residents (@ 100%)	76,459	77.0%	96,400	75.0%	19,941	68.4%
Amount Attributable to Employees (@ 41.1%)	22,884	23.0%	32,110	25.0%	9,225	31.6%
Total Service Population	99,343	100.0%	128,510	100.0%	29,167	100.0%
Service Population Growth as % Build-out Service Population					22.7%	

(1) Existing Resident and Job totals per **Table 3**, percent distributions per **Table 2**.

(2) Resident and Job totals per **Table 3**. Composition based on existing

(3) Amount attributable to Employees per **Table 2**.

Sources: LEHD OnTheMap 2021, Department of Finance, and Economic & Planning Systems, Inc.

Population and Employment Density Assumptions

In addition to the demographic calculations described above, the DIF utilizes assumptions related to population and employment densities by land use type. Specifically, DIF improvement cost estimates per capita or per job are converted to fee rates per unit or square foot based on average persons per household and square foot per employee factors. Note that for methodological simplicity, EPS first calculates all residential fees on a per unit basis (i.e., per single family and multi-family) and then converts the fee to per square foot based on data on typical housing unit sizes. Single Family units include single family detached and townhome units, therefore the average size is less than the typical single family detached home. These assumptions are summarized in **Table 5** and rely on data from the U.S. Census, CoStar, and the City of Pleasanton.

The commercial linkage fee also uses these employment densities in order to estimate the number of employees generated by 100,000 square feet of development for each land use type.

Table 5 Average Household Size and Density Assumptions

Land Use Fee Categories	Assumption for Population & Employment
Average Unit Size	
Single Family	2,500 square feet
Multifamily	895 square feet
Residential¹	
Single Family	3.03 people per household
Multifamily	2.15 people per household
Nonresidential²	
Office	300 square feet per employee
Retail	440 square feet per employee
Industrial	1,000 square feet per employee
Lodging	6 rooms per employee

(1) Average household size per occupied housing unit in the City of Pleasanton based on data from the 2022 American Community Survey (5-Year Estimates) conducted by U.S. Census Bureau.

(2) Average employment density is based on previous Pleasanton nexus studies and EPS review of relevant sources.

Sources: U.S. Census ACS 2022 5-Year Estimates; CoStar; Redfin; City of Pleasanton; Economic & Planning Systems, Inc.

3. Capital Facilities Fees

This Chapter describes the technical methodology for the Capital Facilities fees which consist of a variety of public buildings and facilities, including those for needed for Parks and Recreation, Police, Fire, and other City department functions. The transportation fee is calculated separately in Chapter 4. Since most City government services serve the needs of both residents and businesses (employees), it is assumed that both residential and nonresidential development will pay both the parks and recreational impact fee and the public facilities impact fee.

Facility Needs and Costs

In an effort to maximize the fee program's adaptability, this analysis determined the facility improvements necessary to serve future development primarily by calculating the City's existing service levels for its facilities. **Table 6** shows the inventory of existing parks and recreational facilities, as well as their calculated service levels, based on the City's current service population. In a select few instances, the City has identified that the existing service level is insufficient to meet the City's existing facility needs. These facilities are identified with an asterisk (*) and instead use a service standard approach to determine the facility needs for future development.

Table 6 Parks and Recreation Facilities Service Level

Item	Existing Inventory a	Service Level ¹ $b = (a / 99,343) * 1,000$	New Total Space $c = (b * 128,510) / 1,000$	Space Attributable to Growth $d = c - a$	Units
Library & Recreation					
Library Building	32,802	750*	96,383	63,581	square feet
Community Center ²	22,000	221	28,459	6,459	square feet
Cultural & Arts Buildings ³	58,266	587	75,373	17,107	square feet
Parks & Trails					
Open Space	1,016	10	1,314	298	acres
Developed Parkland	385	4	498	113	acres
Restrooms	12,622	127	16,328	3,706	square feet
Trails	80	1.24*	159	79	miles
Fields	67.25	0.68	87	20	acres
Synthetic Fields	7.46	0.08	10	2	acres
Outdoor Hard Surface Facilities ⁴	6.45	0.06	8	2	acres

(1) Calculations are based on the existing facility space per 1,000 service population, except where indicated by an asterisk (*), which signifies a service standard identified by City Staff.

(2) Existing square footage refers to Senior Center

(3) See **Appendix Table A-2** table for detailed list of facilities included.

(4) Includes basketball courts, tennis courts, pickleball courts, bocce courts and skate park.

Table 7 shows the inventory of existing public facilities, as well as their calculated service levels, based on the City's current service population.

Table 7 Pleasanton Public Facilities Service Levels

Item	Existing Inventory a	Service Level ¹ $b = (a / 99,343) * 1,000$	New Total Space $c = (b * 128,510) / 1,000$	Space Attributable to Growth $d = c - a$	Units
General Government					
Civic Center ²	45,384	456.84	58,709	13,325	square feet
Parking Spaces ²	370	4	479	109	spaces
Public Works					
Public Works Yard ²	53,709	541	69,478	15,769	square feet
Fleet Expansion/ Replacement ³	939	9	1,215	276	vehicles
Police					
Police Station ²	21,797	219	28,197	6,400	square feet
Public Works Yard Space ⁴	11,600	117	15,006	3,406	square feet
Fleet Expansion/ Replacement ³	258	3	334	76	vehicles
Fire					
Fire Stations	53,298	537	68,946	15,648	square feet
Public Works Yard Space ⁴	9,200	93	11,901	2,701	square feet
Fleet Expansion/ Replacement ³	111	1	144	33	vehicles

(1) Calculations are based on the existing facility space per 1,000 service population, except where indicated by an asterisk (*), which signifies a service standard identified by City Staff.

(2) See **Appendix Table A-2** table for detailed list of facilities included.

(3) This analysis assumes vehicles are replaced on average, 3 times within the term of the fee study.

(4) An evidence storage building (Police), firing range (Police), and fire training tower (Fire) are located at the Public Works Yard.

There are a few capital improvement projects which do not fit into this methodology. Those facilities and their related costs are outlined in **Table 8**.

Table 8 Specialized Facilities

Facilities	Department	Cost	Allocation to Fee Program (22.7%)
Aquatic Center Modernization¹	Library & Recreation	\$6,400,000	\$1,452,562
Emergency Operations Center	Police/Public Works	\$5,600,000	\$1,270,992
Cemetery²	Library & Recreation	\$660,000	\$149,796

(1) Cost sourced from Capital Improvement Program.

(2) Cost sourced from Cemetery Master Plan. This cost assumes there is no expansion in the South Hill Area of the Cemetery and all designs are completed in-house.

Cost Allocation and Fee Calculation

The public facility improvements allocated to new development are based on maintaining the same level of service for new development as is currently provided to existing residents. The portion of the cost allocated to new development is based on growth in the City's service population relative to the City's future service population, or 22.7 percent (see **Table 4**).

Table 9 Costs Attributable to Growth

Facilities	Space Attributable to Growth	Cost Assumption	Cost Attributable to Growth
Library & Recreation			
Library Building	63,581 square feet	\$550 per square foot	\$34,969,275
Community Center	6,459 square feet	\$500 per square foot	\$3,229,588
Cultural & Arts Buildings	17,107 square feet	\$500 per square foot	\$8,553,418
Parks & Trails			
Open Space ²	298 acres	\$1,000 per acre	\$298,297
Developed Parkland	113 acres	\$500,000 per acre	\$56,517,797
Restrooms	3,706 square feet	\$2,000 per square foot	\$7,411,612
Trails	79 miles	\$560,000 per mile	\$44,296,000
Fields	20 acres	\$1,000,000 per acre	\$19,744,529
Synthetic Fields	2 acres	\$1,000,000 per acre	\$2,190,534
Outdoor Hard Surface Facilities	2 acres	\$2,500,000 per acre	\$4,734,283
General Government			
Civic Center	13,325 square feet	\$500 per square foot	\$6,662,347
Parking Spaces ¹	109 spaces	\$10,000 per space	\$1,086,316
Public Works			
Public Works Yard	15,769 square feet	\$550 per square foot	\$8,672,898
Fleet Expansion/ Replacement	276 vehicles	\$85,000 per vehicle	\$23,433,600
Police			
Police Station	6,400 square feet	\$1,000 per square foot	\$6,399,576
Public Works Yard Space	3,406 square feet	\$550 per square foot	\$1,873,161
Fleet Expansion/ Replacement	76 vehicles	\$70,000 per vehicle	\$5,302,397
Fire			
Fire Stations	15,648 square feet	\$2,000 per square foot	\$31,296,473
Public Works Yard Space	2,701 square feet	\$550 per square foot	\$1,485,611
Fleet Expansion/ Replacement	33 vehicles	\$270,000 per vehicle	\$8,799,160
Total			\$276,956,873

(1) Estimate assumes all spaces are surface parking.

Sources: City of Pleasanton

Table 10 illustrates the total costs included in the fee program for each department. This figure includes the portion of the specialized facility costs identified in **Table 8**, as well as the costs attributable to growth identified in **Table 9**.

Table 10 Costs per Facility Category

Facilities	Cost
General Government	\$7,748,663
Public Works	\$32,106,498
Library and Recreation	\$48,354,639
Parks and Trails	\$135,193,051
Police	\$14,846,127
Fire	\$41,581,244
Total	\$279,830,223

Table 11 allocates these costs by land use, either residential or nonresidential, and then calculates a facilities cost per resident. **Table 12** utilizes that cost per resident figure to calculate fees for each department, and **Table 13** summarizes those department fees into the larger fee categories: Parks and Recreation Facilities and Public Facilities.

It is noted that the analysis included in this chapter calculates the initial residential impact fees on a per unit basis, however, AB 602 requires residential impact fees be charged on a per square foot basis. As described and outlined in the summary of fees at the end of this report, residential fees per unit have been converted into a fee per square foot, as required by AB 602, based on data on typical housing unit sizes.

Table 11 Facilities Costs per Resident & Employee

Cost Allocation Factor	Formula	Parks and Recreation Facilities		Public Facilities			
		Library & Recreation	Parks & Trails	General Government	Fire	Police	Public Works
Facility Costs Allocated to Fee Program	a	\$48,354,639	\$135,193,051	\$7,748,663	\$41,581,244	\$14,846,127	\$32,106,498
Cost Allocation to Land Use¹							
Residential Development	b	68%	68%	68%	68%	68%	68%
Nonresidential Development	c	32%	32%	32%	32%	32%	32%
Allocated Costs by Land Use							
Residential Development	d = a * b	\$33,059,275	\$92,429,274	\$5,297,634	\$28,428,415	\$10,150,053	\$21,950,687
Nonresidential Development	e = a * c	\$15,294,226	\$42,760,595	\$2,450,847	\$13,151,850	\$4,695,724	\$10,155,056
Service Population Growth							
Residents	f	19,941	19,941	19,941	19,941	19,941	19,941
Employees	g	22,434	22,434	22,434	22,434	22,434	22,434
Facilities Cost per Resident	h = d / f	\$1,658	\$4,635	\$266	\$1,426	\$509	\$1,101
Facilities Cost per Employee	i = e / g	\$682	\$1,906	\$109	\$586	\$209	\$453

[1] The cost allocation to residential and nonresidential development is based on the service population attribution calculated in Table 5.

Source: Economic & Planning Systems, Inc.

Table 12 DIF Calculation Summary

Land Use	Density (See Table 6)	Library and Recreation	Parks and Trails	General Government	Fire	Police	Public Works
Residential (per unit)	<u>Persons / Household</u>						
Single Family	3.03	\$5,028	\$14,057	\$806	\$4,323	\$1,544	\$3,338
Multifamily	2.15	\$3,560	\$9,954	\$571	\$3,062	\$1,093	\$2,364
Nonresidential	<u>Average Employment Density</u>						
Office (per sq. ft.)	300	\$2.27	\$6.35	\$0.36	\$1.95	\$0.70	\$1.51
Retail (per sq. ft.)	440	\$1.55	\$4.33	\$0.25	\$1.33	\$0.48	\$1.03
Industrial (per sq. ft.)	1,000	\$0.68	\$1.91	\$0.11	\$0.59	\$0.21	\$0.45
Lodging (per room)	6	\$114	\$318	\$18	\$98	\$35	\$75

Source: Economic & Planning Systems, Inc.

Table 13 Capital Facilities Fees Summary

Land Use	Parks & Recreation Facilities	Public Facilities	Total Capital Facilities Fees
Residential (per unit)			
Single Family Residential	\$19,084	\$10,011	\$29,095
Multifamily Residential	\$13,515	\$7,089	\$20,604
Nonresidential			
Office (per sq. ft.)	\$8.63	\$4.52	\$13.15
Retail (per sq. ft.)	\$5.88	\$3.09	\$8.97
Industrial (per sq. ft.)	\$2.59	\$1.36	\$3.95
Lodging (per room)	\$431	\$226	\$658

Source: City of Pleasanton; Economic & Planning Systems Inc.

4. Transportation DIF

This section describes the methodology and assumptions used to calculate the transportation component of the Pleasanton Impact fee program, also known as the Transportation Impact Fee or TIF. Transportation consultant Fehr & Peers (F&P) provided research and technical analysis to support the analysis and assumptions used in this fee calculation. The more detailed documentation of their assumptions, methodology, and data sources is provided in **Appendix B**.

Capital Needs, Costs, and Allocation

F&P, in coordination with City staff, developed a list of capital improvement projects for inclusion as part of the Transportation category of the citywide Development Impact Fee. The projects reflect the goals and objectives identified by the Pleasanton General Plan and City budget documents, with some project needs determined based on existing service standards as described below. The capital project list has a particular emphasis on improving traffic flow and reducing conflicts for vehicles, bicyclists, and pedestrians through the application of new signalized intersections, upgraded signal infrastructure, and various pedestrian/bicycle safety improvements such as new bike lanes and bridge railing.

The Transportation analysis uses the same service population calculations as those used for the capital facilities fees, therefore the fair share allocation to new development used for transportation items is 23 percent.

Table 14 lists each project type, the number of projects, and the resulting costs allocated to new development and included in the fee program. As shown, the total transportation-related costs included in the fee program sum to \$293 million. A more detailed list of these items and their descriptions can be found in **Appendix Table B-1**.

Following the same approach that was used in the 2018 TIF nexus study, if more than 70 percent of the usage of the facility was from Pleasanton, that indicates that the need for the improvement is predominantly due to Pleasanton-related travel so the entire cost of the project was considered to be included in the TIF program. If less than 70 percent of the usage was from Pleasanton, the percentage attributable to Pleasanton was used directly from the model. The result is shown in **Appendix Table B-1** in the column called Percent Pleasanton Trips, Adjusted. Note that these percentages have been newly calculated only for the 18 additional transportation improvement projects proposed to be included in the TIF program. For all the projects that are remaining from the current TIF project list, the percentage of future traffic volume attributable to Pleasanton has not been re-calculated but is carried forward from the 2018 TIF nexus study.

For projects that involve bicycle, pedestrian or safety enhancements, or those that are citywide projects, the percentage attributable to Pleasanton is calculated based on

current data about existing service population and projections of future growth. Per the growth projections described above, that value is 22.7 percent.

Table 14 Transportation Costs included in Fee Program

Project Type	Number of Projects	Cost
Roadway Improvements	40	\$233,144,000
New Traffic Signals	1	\$22,200,000
Bicycle and Pedestrian Improvements	53	\$37,912,360
Citywide Projects	3	\$576,100
Total	97	\$293,832,460

Source: Fehr & Peers, 2024.

Transportation Fee Calculations

This analysis allocates the \$293 million in fair share costs attributed to new growth based on trip rate factors drawn from the Institute of Transportation Engineers Trip Generation Manual (11th Edition), with a 35 percent adjustment for pass-by trips applied to retail uses (consistent with the approach from the 2018 TIF nexus study). **Table 15** determines the growth in total dwelling unit equivalents (DUE) for the buildout of the General Plan. **Table 16** establishes a cost per DUE and then applies that figure to each land use to calculate a fee.

This analysis included in this chapter calculates the initial residential impact fees on a per unit basis, however, AB 602 requires residential impact fees be charged on a per square foot basis. As described and summarized in the summary of fees at the end of this report, residential fees per unit have been converted into a fee per square foot, as required by AB 602, based on data on typical housing unit sizes.

Table 15 DUE Growth

Item	Growth	Trip Rate ¹	DUE Growth
Housing Units	6,788	0.56	3,769
Non Residential (KSF)	8,138	1.22	9,930
Total			13,699

(1) Reflects weighted average based on estimated development distribution.

Sources: Institute of Transportation Engineers *Trip Generation Manual* (11th Edition), Fehr & Peers, 2024.

Table 16 Transportation Fee Calculation

Item	Trip Rate	Total
Total Costs		\$293,832,460
DUE Growth		13,699
Cost per DUE		\$21,449
Fee Calculation		
Single Family (per unit)	0.94	\$20,162
Multifamily (per unit)	0.51	\$10,939
Office (per KSF)	1.44	\$30,886
Retail (per KSF)	2.21	\$47,402
Industrial (per KSF)	0.82	\$17,588
Lodging (per room) ¹	0.59	\$12,655
Other (per Trip Rate)		\$21,449

(1) Analysis assumes hotel/motel rooms will average 500 gross sq. ft. per room.

Sources: Institute of Transportation Engineers *Trip Generation Manual* (11th Edition), Fehr & Peers, 2024.

5. Commercial Linkage Fee

The commercial linkage fee is charged to non-residential development, exclusively, in order to mitigate its impact on the need for affordable housing in the city. Development of nonresidential buildings in the city will attract tenants or businesses who, in turn, hire additional workers. The wages of a significant portion of the new workers will be inadequate to support sufficient rent prices to attract residential developers to provide housing opportunities without further subsidy. The fee will be used to help to fill the “affordability gap” for housing development and increase the number of homes available for the local workforce.

As a development impact fee, this linkage fee can only be charged to new development and must be based on the impact of new development on the need for resources to subsidize the development of new affordable housing. Fee revenue may be collected by the City and used to subsidize the production or preservation of affordable units for lower-income households. Expenditures may include, but are not limited to, direct contributions to affordable housing developers, land acquisition, and funding local match requirements to leverage other funding opportunities. This use of funds is consistent with how the City has been using commercial linkage fee revenue collected since the fee’s adoption, and consistent with Chapter 17.40 of the Pleasanton Municipal Code, the enabling legislation for the City’s Affordable Housing Fee.

Methodology

Estimates for Level of Service

The City of Pleasanton currently has over approximately 1,000 affordable (non-senior) housing units for an employment base of 41,319 workers.³ This represents a ratio of 0.024 affordable units per worker. The “adjusted maximum” linkage fee levels identified herein would allow the City to subsidize a greater number of affordable units per worker than the current ratio – 0.5 per Commercial worker, 0.2 per Office worker, 0.5 per Lodging worker, and 0.4 per Industrial worker.⁴ These higher proportions may be appropriate given the shortfall of such affordable units in the city, region, and state, and the impacts of new commercial development on the city’s need for affordable housing.

³ Assisted rental unit count is from the City of Pleasanton Community Development department as of 2024. The employment base is from the US Census Bureau, ACS, Five-Year Estimates, 2022.

⁴ Proportions are calculated as the number of affordable units that could be subsidized by the maximum fee on a 100,000 square foot space, divided by the total number of employees that would work in a given building type (as shown on **Table 18**).

Primary Sources

To estimate the fee, EPS relied on numerous sources of data, including the following:

- JobsEQ, which is a software tool that compiles industry and wage occupation data for 2023 from a variety of sources, including U.S. Census Bureau, Bureau of Labor Statistics, Bureau of Economic Analysis, National Center of Education Statistics, and others.
- State Department of Housing and Community Development (HCD) annual income limits for Alameda County, 2024 (**Appendix Table C-1**)
- U.S. Census Bureau American Community Survey (ACS) 5-Year Estimates (2018-2022)

In addition, EPS sought input from City of Pleasanton staff regarding affordability levels and recently developed affordable housing projects. Data from recent Pleasanton developments and land transactions were combined with information collected from various market-rate and affordable housing developers to estimate appropriate development cost assumptions for use in Pleasanton. These and other data sources are identified on the tables provided throughout this report.

Land Use Categories

The linkage fee program uses the same land use categories as the Capital Facilities and Transportation fees. While most land use categories are unique to a particular type of building, others may be interchangeable as tenants often shift between building types (e.g., businesses located in industrial space moving to office space). The commercial land uses analyzed in this study, along with a description of the types of businesses that often locate in each category, are presented in **Appendix Table D-1**. In general, each land use category is intended to be associated with a particular type of building or land use, to which the fees can be applied. This analysis bases its employment projections on North American Industry Classification System (NAICS) codes associated with the most typical tenants for each land use category.

Estimates of New Worker Households

The following section details the methodology for estimating the distribution of household income levels for new worker households in the city, and the number of these households that will be generated by new development in each commercial land use category.

Occupational Category and Wage Distribution

The first step in determining the number of new worker households requiring affordable residential units is to associate each land use type with occupational categories and the wage distribution within those categories. This estimate included the following analytical steps:

- EPS used JobsEQ to calculate the proportion of occupations likely to be represented under each land use category in the Oakland-Fremont-Berkeley

Metropolitan Division (MD) which includes Pleasanton.⁵ For example, EPS evaluated the occupation categories within the lodging industry to determine the proportional distribution of occupations for the land use category “Lodging.” Using JobsEQ, the NAICS sector 721000 (“Accommodation”) for Oakland-Fremont-Berkeley MD shows that 7.9 percent of the jobs in the Lodging industry nationwide are filled by managers, while 30.04 percent are in the category of buildings and grounds cleaning and maintenance (see **Table E-3**). The occupational distribution for all designated employment categories is provided in **Appendix E**. In addition to the distribution by occupation, JobsEQ provided the average wage for each occupation in each land use category.

- The wages for each occupation were multiplied by 1.79, the average number of workers per working household in the city.⁶ While certainly there will be some variation in wages per employee within a household, in the absence of more specific data, this analysis assumes comparable levels of education and training and thus hourly earnings among all workers in a household.⁷
- Each occupation is placed into its income category and the distribution is calculated based on JobsEQ’s reported percent of each industry’s jobs that is in the income category. This sorting uses HCD’s income classifications for a 3-person household because there are 3.4 people per working household in the City of Pleasanton. For consistency, the affordability gap calculation averages the respective affordability gaps of a two-person household multifamily rental unit and a four-person household townhome. The unit values used in this calculation are consistent with the unit values calculated as part of the Affordable Housing In-Lieu Fee Study in **Chapter 7**.

Household Formation

After calculating the estimated number of new employees (see **Table 5** for density assumptions) generated for each land use category, EPS estimated the number of households represented by these new employees (detailed in **Appendix Table F-1**). To calculate new households, EPS first adjusted the number of workers expected to form new households, accounting for those workers who are typically too young (aged 16 to 19) to form their own households.⁸ The resulting adjusted estimate of new workers was

⁵ The Oakland-Fremont-Berkeley Metropolitan Division (MD) is comprised of Alameda and Contra Costa Counties.

⁶ From the Census Bureau’s American Community Survey.

⁷ This assumption is consistent with “Assortative Mating” theory. See [National Bureau of Economic Research, “Marry Your Like: Assortative Mating and Income Inequality.”](#)

⁸ Data from the Bureau of Labor Statistics indicate this age cohort represents about 2.0 percent of the overall workforce. This proportion was applied to all industries except Commercial, which represents retail and food service industries, where the younger worker cohort represents 7.7 percent of the overall industry employment.

divided by 1.79, which represents the average number of workers per households in Pleasanton.⁹

Table 17 Income Distribution of Worker Households by Employment Category

Income Level ¹	Office	Commercial/ Retail	Industrial	Lodging
Low (up to 60% AMI)	0.0%	36.9%	0.5%	0.0%
Low (80% AMI)	13.3%	51.4%	14.7%	49.9%
Median (100% AMI)	19.3%	4.2%	31.1%	39.1%
Moderate (120% AMI)	4.4%	0.0%	26.3%	2.7%
Above Moderate (>120% AMI)	63.0%	7.5%	27.4%	8.4%

(1) Designation of household income assumes a 3-person household and 1.79 workers per household, based on American Community Survey data.

Sources: JobsEQ, 2022; California Housing and Community Development (HCD); Economic & Planning Systems, Inc.

⁹ Based on the Census Bureau's American Community Survey 2018-2022 data regarding the number of Pleasanton residents who are defined as "workers" in households that have workers.

Table 18 Household Generation Rates by Employment Category

Item	Office	Commercial/ Retail	Industrial	Lodging
Sq. Ft. per Worker ¹	300	440	1,000	3,000
Total Workers per 100k Sq. Ft.	333	227	100	33
Percent of Workers Forming Households ²	98.0%	92.3%	98.0%	98.0%
Total Households Per 100k Sq. Ft. ^{3,4}	182	117	55	18
Households by Income Level ⁵				
Very Low (50% AMI)	0	0	0	0
Low (60% AMI)	0	43	0	0
Low (80% AMI)	24	60	8	9
Median (100% AMI)	35	5	17	7
Moderate (120% AMI)	8	0	14	0
Above Moderate (>120% AMI)	115	9	15	2

(1) See **Appendix Table C-1** for sources on employment densities in different land uses.

(2) U.S. Bureau of Labor Statistics data indicates that 7.7% of retail/restaurant workers are aged 16-19, but an average of only 2% of workers in other industries fall into that age cohort. EPS has assumed that workers aged 16-19 do not form their own households.

(3) Assumes 1.79 workers per household based on Census data; rounded.

(4) This maximum nexus-based fee calculation assumes that Pleasanton fees account for all worker households generated by new employers in City of Pleasanton, though some workers and their households may choose to reside outside of Pleasanton. Total number of households may not match sum of households by income level due to rounding.

(5) Figures are rounded to nearest whole number.

Sources: U.S. Census American Community Survey 5-Year Estimates 2022; JobsEQ, 2023; California Housing and Community Development (HCD); Economic & Planning Systems, Inc.

Housing Development Costs and Affordability Gap

To calculate the maximum justifiable fee for each land use category, EPS estimated the “affordability gap” related to developing residential units affordable to very-low, low, and moderate-income households. The average household size in Pleasanton is 2.83 people per household according to 2022 Five-Year Estimates from the American Community Survey (ACS), but the average number of people, per *working* household (households with earnings – not including retired households, etc.) is 3.40.

To estimate the development cost of a “typical” affordable unit, a development prototype is defined. In an effort to provide consistency between the Commercial Linkage Fee Study and the Inclusionary Housing In-Lieu Fee Study, EPS has relied on prototypes developed for the Inclusionary Housing analysis in this study as well. Since there was no three-person household prototype used in the Inclusionary Housing analysis, the Commercial Linkage Fee analysis uses an average affordability gap of two development prototypes to characterize the cost of a “typical” affordable unit. The first assumed prototype reflects multifamily construction at over 30 dwelling units to the acre with podium parking. Based on comparable recent projects, EPS assumes the typical gross square footage of a one-bedroom rental unit will be approximately 800 square feet. The second assumed prototype reflects single family townhome construction at 20 dwelling units to the acre, consistent with recent townhome production in Pleasanton. EPS assumes the typical gross square footage of a three-bedroom townhome unit will be 2,000 square feet. These assumptions are based on the average sizes of similar housing units recently constructed in Pleasanton and nearby jurisdictions. The multifamily prototype is assumed to be rental and the townhome prototype is assumed to be for sale. The City of Pleasanton does not anticipate a significant amount of single family detached development, so it is less appropriate when estimating the “typical” affordable unit.

Development Cost Assumptions

Affordable housing development costs include land costs, direct costs (e.g., labor and materials), and indirect or “soft” costs (e.g., architecture, entitlement, marketing, etc.). Data from recent land transactions in and around Pleasanton have been combined with EPS’s information from various market-rate and affordable housing developers in the surrounding region to estimate appropriate development cost assumptions for use in Pleasanton. A developer fee is also estimated and represents the compensation to the developer for their efforts, investment, and risk. These assumptions are shown on **Table 19** and indicate that the total development cost per unit for rental apartments is about \$595,000 and the total development cost per unit for for sale townhomes is about \$1.07 million. By necessity, this figure represents a “prototypical” project; the actual costs for a given project will vary by location and project design characteristics.

Revenue Assumptions

Assumptions must be made regarding the applicable income level (very-low, low, and moderate) and the percentage of household income spent on housing costs to calculate the values of the affordable units. In addition, translating these assumptions into unit prices and values requires estimates of operating expenses and capitalization rates. Additional details about assumptions used to estimate unit prices and values can be found in **Chapter 7**.

Affordability Gap Results

Table 19 shows the costs and values for developing rental apartments in the city for households at various income levels. Across all categories, the cost of constructing the unit is higher than the supportable value of the unit. This is considered the “affordability gap,” and serves as the basis for calculating the subsidies required to provide housing for the lower-wage worker households generated by new nonresidential development. The results of the analysis illustrate that rents affordable to households earning moderate incomes and below cannot support the costs of new construction without subsidy.

Table 19 Affordability Gap Analysis

Item	Very Low Income 50% AMI	Low Income 60% AMI	Low Income 80% AMI	Median Income 100% AMI	Moderate Income 120% AMI
Multifamily Rental					
Project Development Cost Assumptions (per unit)	\$595,227	\$595,227	\$595,227	\$595,227	\$595,227
Maximum Supported Home Value					
Household Income ¹	\$62,300	\$74,730	\$96,650	\$124,550	\$149,500
Income Available for Housing Costs/Year ²	\$15,528	\$19,257	\$25,833	\$34,203	\$41,688
(less) Operating Expenses per Unit/Year ³	(\$7,500)	(\$7,500)	(\$7,500)	(\$10,000)	(\$10,000)
Net Operating Income	\$8,028	\$11,757	\$18,333	\$24,203	\$31,688
Capitalization Rate ⁴	5.0%	5.0%	5.0%	5.0%	5.0%
Total Supportable Unit Value ⁵	\$160,560	\$235,140	\$366,660	\$484,060	\$633,760
Affordability Gap	\$434,667	\$360,087	\$228,567	\$111,167	-\$38,533
Townhomes					
Project Development Cost Assumptions (per unit)	\$1,069,670	\$1,069,670	\$1,069,670	\$1,069,670	\$1,069,670
Maximum Supported Home Price					
Household Income ⁶	\$77,850	\$93,420	\$108,990	\$140,130	\$171,270
Income Available for Housing Costs/Year ⁷	\$27,248	\$32,697	\$38,147	\$49,046	\$59,945
Less Annual Housing Expenses ⁸	\$13,167	\$14,204	\$16,277	\$18,350	\$21,025
Income Available for Mortgage Payments	\$14,080	\$18,493	\$21,869	\$30,695	\$38,920
Interest Rate	7.0%	7.0%	7.0%	7.0%	7.0%
Total Supportable Mortgage Amount ⁹	\$174,719	\$229,478	\$271,376	\$380,897	\$482,955
Down Payment %	5%	5%	5%	5%	5%
Total Supportable Unit Value	\$183,915	\$241,556	\$285,659	\$400,944	\$508,374
Affordability Gap	\$885,754	\$828,113	\$784,011	\$668,726	\$561,295
Average Affordability Gap	\$660,211	\$594,100	\$506,289	\$389,946	\$261,381

(1) Incomes are based on 2024 HCD Income Limits for two-person households in Alameda County for rental.

(2) Assumes 30% of income available for housing related expenses.

(3) Operating expenses are generally based on EPS feasibility studies in the region and are inclusive of utility costs; lower-income units (at or below 80% of AMI) are assumed to be built as non-profit and are, therefore, exempt from property taxes. Property taxes are assumed to comprise a share of the operating expenses for the moderate-income category.

(4) The capitalization rate is used to determine the current value of a property based on estimated future operating income, and is typically a measure of estimated operating risk.

(5) The total supportable unit value is determined by dividing the net operating income by the capitalization rate.

(6) Incomes are based on 2024 HCD Income Limits for four-person households in Alameda County. Per California Health and Safety Code Section 50052.5, incomes for households above 70% AMI are set at a lower percent of AMI than the cutoff, (ex. Moderate Income is 110% of AMI rather than 120%).

(7) Assumes 35% of household income is spent on housing related expenses.

(8) Includes property tax, mortgage insurance, and utility payments.

(9) Assumes 30-year mortgage term.

Sources: City of Pleasanton; Alameda County Housing Authority; California Housing and Community Development (HCD); CoStar; Economic & Planning Systems, Inc.

Fee Calculation

Tables 20 through **23** provide the maximum nonresidential housing fee calculations for each of the four land use categories.

The fee is calculated by the following steps:

1. Estimate the number of new households by income category generated by a prototype 100,000-square foot building in the land use category.
2. Multiply the number of households generated by the per-unit affordability gap (as calculated in **Table 19**) to determine the level of subsidy required to provide housing in Pleasanton for all new worker households.
3. Divide the total affordability gap by 100,000 square feet (the size of the prototype building) to determine a maximum fee per building square foot.

The “Maximum Fee per Square Foot” calculated in the following tables represents the maximum justifiable linkage fee that the City can charge for each land use category based on the required nexus findings. The City may, however, decide to adopt fees below the maximum justifiable levels based on economic or policy considerations. The fee level ultimately adopted by City Council will depend on policy considerations regarding development feasibility and overall fee burdens.

Table 20 Fee Calculation – Office

Item	Worker Households per 100k sq. ft.	Affordability Gap per household	Total Gap
------	------------------------------------------	------------------------------------	-----------

Aggregate Financing Gap per 100K Sq. Ft**Affordability Level**

Very Low Income	0	\$660,211	\$0
Low Income - 60%	0	\$594,100	\$0
Low Income - 80%	24	\$506,289	\$12,150,927
Median Income	35	\$389,946	\$13,648,116
Moderate	<u>8</u>	\$261,381	<u>\$2,091,048</u>
Total	67		\$14,241,976

Fee Calculation*formula*

Total Financing Gap	<i>a</i>	\$14,241,976
Total Building Sq. Ft.	<i>b</i>	100,000
Maximum Fee per Sq. Ft.	<i>c = a / b</i>	\$142.42

Sources: US Census Bureau "On The Map"; Economic & Planning Systems, Inc.

Table 21 Fee Calculation – Commercial / Retail

Item	Worker Households per 100k sq. ft.	Affordability Gap per household	Total Gap
Aggregate Financing Gap per 100K Sq. Ft			
Affordability Level			
Very Low Income	0	\$660,211	\$0
Low Income - 60%	43	\$594,100	\$25,546,301
Low Income - 80%	60	\$506,289	\$30,377,318
Median Income	5	\$389,946	\$1,949,731
Moderate	0	\$261,381	\$0
Total	108		\$57,873,350
<hr/>			
Fee Calculation	<i>formula</i>		
Total Financing Gap	<i>a</i>		\$57,873,350
Total Building Sq. Ft.	<i>b</i>		100,000
Maximum Fee per Sq. Ft.	<i>c = a / b</i>		\$578.73

Sources: US Census Bureau "On The Map"; Economic & Planning Systems, Inc.

Table 22 Fee Calculation – Industrial

Item	Worker Households per 100k sq. ft.	Affordability Gap per household	Total Gap
Aggregate Financing Gap per 100K Sq. Ft			
Affordability Level			
Very Low Income	0	\$660,211	\$0
Low Income - 60%	0	\$594,100	\$0
Low Income - 80%	8	\$506,289	\$4,050,309
Median Income	17	\$389,946	\$6,629,085
Moderate	<u>14</u>	<u>\$261,381</u>	<u>\$3,659,335</u>
Total	39		\$14,338,729
<hr/>			
Fee Calculation		<i>formula</i>	
Total Financing Gap		<i>a</i>	\$14,338,729
Total Building Sq. Ft.		<i>b</i>	100,000
Maximum Fee per Sq. Ft.		<i>c = a / b</i>	\$143.39

Sources: US Census Bureau "On The Map"; Economic & Planning Systems, Inc.

Table 23 Fee Calculation – Lodging

Item	Worker Households per 100k sq. ft.	Affordability Gap per household	Total Gap
Aggregate Financing Gap per 100K Sq. Ft			
Affordability Level			
Very Low Income	0	\$660,211	\$0
Low Income - 60%	0	\$594,100	\$0
Low Income - 80%	9	\$506,289	\$4,556,598
Median Income	7	\$389,946	\$2,729,623
Moderate	<u>0</u>	\$261,381	<u>\$0</u>
Total	16		\$7,286,221
<hr/>			
Fee Calculation		<i>formula</i>	
Total Financing Gap		<i>a</i>	\$7,286,221
Total Building Sq. Ft.		<i>b</i>	100,000
Maximum Fee per Sq. Ft.		$c = a / b$	\$72.86
Maximum Fee per Room¹		$d = c * 500$	\$36,431

(1) Lodging fees will be charged per room, rather than per square foot. This analysis assumes 500 square feet per room.

Sources: US Census Bureau "On The Map"; Economic & Planning Systems, Inc.

6. Nexus Findings and Impact Fee Summary

This chapter documents the necessary findings for the approval of a comprehensive DIF program for Pleasanton, as required under Government Code Section 66000 (also referred to as AB1600/the Mitigation Fee Act). Specifically, it demonstrates the "nexus" between new development in Pleasanton and the infrastructure improvements needed to serve it. It also summarizes the DIF calculations presented in previous chapters.

Nexus Findings

The development impact fees to be collected for all new development are calculated based on the proportionate share of the total facility demand that the land uses included in the DIF are anticipated to represent at build-out of the General Plan. With this context, the following findings are made regarding the Fee Program.

Purpose and Use of Fees

Parks and Recreation Facilities

The fee will fund acquisition and improvements of new parks as well as existing facility improvements and renovations, as documented in **Chapter 3**.

Public Facilities

The fee will fund construction and expansion of public facilities, including general government, fire, police, and public works. The public facility components are documented in Chapter 3.

Transportation

Fee revenue will be used to fund City transportation improvements, including interchange, pedestrian / bicycle safety, and traffic signal improvements required to serve future growth. A list of projects and costs is included in **Appendix Table B-1**.

Commercial Linkage Fee

The fee generated by this program will be deposited in the City's Lower Income Housing Fund, to assist in the production, acquisition of at-risk units, or rehabilitation of affordable housing.

Relationship between Use of Fees and Type of Development

New development in the City of Pleasanton will require additional public facilities and capital improvements, to maintain adequate levels of service and meet the needs of new residents and employees. The DIF revenue will be used to fund the "fair share" cost of these facilities and improvements based on the nexus relationships described in previous

chapters. While some of the infrastructure improvements included in the DIF Long Term CIP will also benefit existing land uses, the cost allocated to the DIF only reflect the proportion of the cost attributable to new development.

New development will also generate demand for affordable housing. The Commercial Linkage Fee revenue will be used to support the development of affordable housing.

Relationship between Need for Facility and Type of Project

The specific infrastructure improvements identified in this study are designed to accommodate the needs of new development. In addition, the infrastructure is based on the level of service standards and goals that reflect what is currently provided and/or addresses future needs identified by City staff. To establish a proper nexus between the demand for affordable housing and the type of project, EPS has assessed the proportion of lower wage workers and the number of square feet per employee for each employment category.

Relationship between Fee Amount and Cost Facilities Attributed to Development

The fee levels calculated in this Nexus Study are based on a fair share cost allocation to new citywide development. Overall, about 22.7 percent of the facility improvement costs are allocated to future development, which corresponds with growth as a percentage of future population, with the remainder attributable to existing land uses in the city.

EPS estimated the difference between the cost of developing new rental housing and the value of the new rental units based on rents affordable to workers at wages typical of businesses in different commercial land uses. The affordable rents yielded unit values below the cost of construction, indicating an “affordability gap.” To estimate the fee for each non-residential land use, this gap was multiplied by the anticipated number of lower wage workers generated by the new development projects and the number of households of various income categories those workers are likely to form.

Summary of Impact Fees

Table 24 summarizes the Capital Facilities fees and Transportation fees for residential and nonresidential uses.

The maximum fee estimates include a 2 percent fee program administration fee, consistent with other Mitigation Fee Act program administrative costs in many other California jurisdictions. This 2 percent administration cost is designed to cover expenses for preparation of the development impact fee and subsequent updates, as well as the required reporting, auditing, collection and other annual administrative costs involved in overseeing the program.

Table 24 Capital Facilities & Transportation Fees

Land Use	Capital Facilities Fees ¹	Transportation Fee ¹	Total ¹
Residential (per unit)			
Single Family	\$29,677	\$20,565	\$50,243
Multifamily	\$21,016	\$11,158	\$32,174
Nonresidential			
Office (per sq. ft.)	\$13.41	\$31.50	\$44.92
Retail (per sq. ft.)	\$9.15	\$48.35	\$57.50
Industrial (per sq. ft.)	\$4.02	\$17.94	\$21.96
Lodging (per room)	\$671	\$12,908	\$13,579

(1) Includes 2% administrative charge.

This analysis calculates the initial residential impact fees on a per unit basis, however, AB 602 requires residential impact fees be charged on a per square foot basis. **Table 25** and **Table 26** convert the Capital Facilities and Transportation fees for single family and multifamily into per square foot fees using the average unit sizes for those units. EPS has also provided a minimum and maximum per unit fee, based on the range of typical unit sizes. The minimum unit size has been adjusted to reflect the minimum square footage of a one-person household, based on the average unit sizes and average persons per household for single family and multifamily.

Table 25 Capital Facilities & Transportation Single Family Fee Per Sq. Ft. Conversion

Item	Amount		Formula	Source / Assumption
	Capital Facilities	Transportation		
Unit Size (sq.ft.)				
Average ¹		2,500	<i>a</i>	<i>Redfin</i>
Units equal or less than ²		824	<i>b</i>	
Units equal or greater than ³		4,500	<i>c</i>	<i>Redfin</i>
Fee / Unit				
Average ⁴	\$29,677	\$20,565	<i>d</i>	
Minimum ⁵	\$9,786	\$6,781	<i>e = d * (b / a)</i>	
Maximum ⁶	\$53,419	\$37,017	<i>f = d * (c / a)</i>	
Fee Amounts				
Units equal to or less than 824 sq.ft. (per unit)	\$9,786	\$6,781		see "e"
Units between 824 - 4,500 sq.ft. (per sq. ft.)	\$11.87	\$8.23	<i>= d / a</i>	
Units equal to or greater than 4,500 sq.ft. (per unit)	\$53,419	\$37,017		see "f"

(1) Represents average square footage of recently built single family housing (both detached and attached) in Pleasanton, based on Redfin sales data.

(2) Minimum size has been adjusted to reflect the square footage for a 1-person household, based on the average unit size (2,500 sq. ft.) and average persons per household (3.03) in Pleasanton.

(3) Represents high end of recent home built in Pleasanton based on Redfin sales data.

(4) Based on the average development impact fee per unit as calculated in **Table 24**.

(5) Adjusts the average fee based on the ratio of minimum unit size to the average unit size.

(6) Adjusts the average fee based on the ratio of maximum unit size to the average unit size.

Table 26 Capital Facilities & Transportation Multifamily Fee Per Square Foot Conversion

Item	Amount		Formula	Source / Assumption
	Capital Facilities	Transportation		
Unit Size (sq.ft.)				
Average ¹	895		a	CoStar
Units equal or less than ²	417		b	
Units equal or greater than ³	1,600		c	CoStar
Fee / Unit				
Average ⁴	\$21,016	\$11,158	d	
Minimum ⁵	\$9,786	\$5,196	$e = d * (b / a)$	
Maximum ⁶	\$37,570	\$19,947	$f = d * (c / a)$	
Fee Amounts				
Units equal to or less than 417 sq.ft. (per unit)	\$9,786	\$5,196		see "e"
Units between 417 - 1,600 sq.ft. (per sq. ft.)	\$23.48	\$12.47	$= d / a$	
Units equal to or greater than 1,600 sq.ft. (per unit)	\$37,570	\$19,947		see "f"

(1) Represents average square footage of recently built single family housing (both detached and attached) in Pleasanton, based on

(2) Minimum size has been adjusted to reflect the square footage for a 1-person household, based on the average unit size (895 sq. ft.) and average persons per household (2.15) in Pleasanton.

(3) Represents high end of recent rental apartments built in Pleasanton based on CoStar rental data.

(4) Based on the average development impact fee per unit as calculated in **Table 24**.

(5) Adjusts the average fee based on the ratio of minimum unit size to the average unit size.

(6) Adjusts the average fee based on the ratio of maximum unit size to the average unit size.

7. Affordable Housing In-Lieu Fee

The City of Pleasanton's Inclusionary Zoning Ordinance (IZO) requires that new market-rate residential development projects include a certain percentage of housing units at rents or sale prices that are affordable to lower-income households. This program also includes the option for new development to pay a fee in-lieu of providing affordable units on-site, as an alternative means of compliance. This Chapter provides the calculation needed to establish the maximum allowable in-lieu fee amount that corresponds to the City's IZO requirements.

When a developer builds the affordable units on-site, the project's development costs are not significantly affected as it usually costs roughly the same to build a market-rate unit as an affordable unit, unless the units are materially different. However, the *revenue* the developer can expect from the affordable units is less than the revenue from the market-rate units. The developer is, in effect, subsidizing the development of the affordable units. Generally, the deeper the affordability for the units, the greater the amount of subsidy needed for the development.

As an alternative to on-site construction of the full inclusionary requirement, the developer may request to pay in-lieu fees. Pleasanton's IZO also allows for smaller residential projects, below a threshold number of units, to pay in-lieu fees. In-lieu fees, which are a common alternative means of complying with an inclusionary requirement, are typically calculated based on the financial subsidy needed to support the development of affordable units that are not being provided on-site. The fee revenues are collected in a dedicated fund that can be utilized to support the production and preservation of affordable units in the city.

IZO Policy Scenarios

EPS worked closely with City staff to develop the inclusionary housing scenarios used in this analysis. Additionally, the study process was informed by input from City Council received at two separate public meetings in May and August, 2024. It is important to stress that the affordable housing in-lieu fee represents only one component of a large IZO policy framework that has been developed by City staff with City Council input, and which will be considered separately as part of a comprehensive update to the Ordinance. Other elements of the IZO will play a more significant role in the amount and type of affordable housing developed in the city over time.

EPS calculated an updated maximum in-lieu fee to align with the proposed changes to the IZO recommended by City staff and supported by City Council as illustrated in **Table 27**. Specifically, the calculations reflect the City's intent to change the inclusionary percentage for ownership units (generally, single-family units) from 20 percent to 15 percent, bringing it into alignment with the inclusionary percentage for rental properties (generally, multi-family units). The subsidy between market rate and

affordable rates tends to be greater for ownership units, therefore the affordability level for these units is set at Moderate-income (120% AMI). For rental units, the affordable units will be evenly split between Very Low-income and Low-income households (50% and 60% AMI, respectively).

Table 27 Inclusionary Housing Requirements

	Overall	Very Low Income (50% of AMI)	Low Income (60% of AMI)	Moderate Income (120% of AMI)
Ownership	15%	0%	0%	15%
Rental	15%	7.5%	7.5%	0%

Source: City of Pleasanton

Methodology

To calculate the subsidy needed to support the development of affordable units, EPS developed several residential prototypes to determine their respective development costs and estimated anticipated revenues.

Housing Prototypes

The prototype residential products used in the feasibility analysis were informed by EPS research on the local housing market. Research included review of recent developments and proposed projects, discussions with developers active in the region, and discussions with City staff. The chosen prototypes include one rental prototype – podium multifamily apartments – and three for-sale prototypes – condominiums, townhomes, and single-family detached homes.

The critical differentiator between the for-sale prototypes is the density at which they are built and how parking is provided, with the condominium product assumed to be built at a higher density (45 units per acre) than the townhome product (20 units per acre) and with wrap-around style parking. The townhome product is assumed to include an attached, “tuck-under” garage. The single-family detached product is assumed to be developed at an even lower density (5 units per acre) and with an attached garage. The analysis also assumes that the prototypical townhome is smaller than the prototypical single-family home. In some cases, there may be additional design factors – such as whether a unit is detached or attached – that are used to define a project as a townhome or single-family home. This analysis does not account for those types of factors, only differentiating the two prototypes based on density, parking, and unit size.

The unit characteristics for each prototype are meant to represent average unit sizes and other generic project parameters. The analysis assumes that the unique unit mix of any particular project will, in aggregate, conform to these average unit sizes. However, any specific project will have its own cost and revenue factors that may be impacted in part by its unit mix.

Development Cost Assumptions

Housing development costs categories include land acquisition, site preparation, indirect or “soft” costs (e.g., architecture, entitlement, marketing, etc.), and hard costs (e.g., construction labor and materials). For multifamily projects that include a structured garage, EPS also defines parking costs per unit as a separate line item. Data from recent developments and land transactions in the local market have been combined with information from interviews with various housing developers to inform the development cost assumptions used in this analysis. **Table 28** calculates the cost per unit for all four development types. More detailed cost calculations can be found in **Appendix G**.

Table 28 Prototype Development Costs (per unit)

	Single Family Detached	Single Family Townhome	Multifamily Condo	Multifamily Podium
Land	\$1,061,360	\$290,340	\$145,170	\$84,091
Direct Construction Costs	\$630,000	\$472,500	\$574,875	\$351,750
Indirect Costs ¹	\$301,981	\$192,222	\$180,525	\$131,042
Developer Profit Threshold ²	\$239,201	\$114,607	\$108,068	
Total Development Cost Per Unit	\$2,232,542	\$1,069,670	\$1,008,638	\$566,883

(1) Includes Development Impact fees, as well as costs for architecture and engineering, entitlement and fees,

(2) Assumes a 12 percent profit margin for ownership products.

Affordable Housing Values

Based on the maximum household income at each income level, which as defined in Pleasanton is based on the Alameda County Area Median Income, EPS calculated the maximum spending toward housing costs affordable at each income level. Consistent with the City's published inclusionary program guidelines, the analysis assumes that rental households spend 30 percent of their gross annual income on total housing costs and for-sale households spending 35 percent of gross annual income. For rental units, housing costs include rent and utilities. For for-sale units, housing costs include mortgage and interest payments, insurance, property taxes, and Homeowners Association (HOA) fees.

To calculate the maximum affordable sale price for these for-sale units, EPS estimated other housing costs based on professional assumptions as well as assumptions given in the City's inclusionary program guidelines and subtracted them from 35 percent of gross annual income to obtain the maximum income available for a mortgage payment. This mortgage payment was converted into an affordable home sale price assuming a 5 percent down payment¹⁰ and a 30-year mortgage with a fixed interest rate of 7 percent.

Table 29 indicates the maximum annual incomes for Alameda County households associated with each income category for the associated household size, as well as the affordable rents and sale prices associated with each category.

¹⁰ While The City's affordable housing guidelines allow for down payments as low as 3 percent, 5 percent is commonly used when estimating affordable values due to the availability of assistance programs.

Table 29 Affordable Home Values

Item	Very Low Income (50% AMI)	Low Income (60% AMI)	Moderate Income (120% AMI) ⁹
Rental Multifamily Apartments			
Maximum Household Income ¹	\$62,300	\$74,730	\$149,500
Income Available for Housing Costs/Year ²	\$15,528	\$19,257	\$41,688
(less) Operating Expenses per Unit/Year ³	(\$7,500)	(\$7,500)	(\$10,000)
Net Operating Income	\$8,028	\$11,757	\$31,688
Capitalization Rate ⁴	5%	5%	5%
Unit Value⁵	\$160,560	\$235,140	\$633,760
Ownership Condominiums			
Household Income ¹	\$56,060	\$70,075	\$154,165
Income Available for Housing Costs/Year ⁶	\$19,621	\$24,526	\$53,958
Supportable Mortgage ⁷	\$98,569	\$147,861	\$436,880
Supportable Home Price⁸	\$103,800	\$155,600	\$459,900
Ownership Townhomes			
Household Income ¹	\$77,850	\$93,420	\$171,270
Income Available for Housing Costs/Year ⁶	\$27,248	\$326,697	\$59,945
Supportable Mortgage ⁷	\$174,719	\$229,478	\$482,955
Supportable Home Price⁸	\$183,915	\$241,556	\$508,400
Ownership Single Family Detached			
Household Income ¹	\$67,260	\$84,075	\$184,965
Income Available for Housing Costs/Year ⁶	\$23,541	\$29,426	\$64,738
Supportable Mortgage ⁷	\$114,242	\$173,380	\$520,164
Supportable Home Price⁸	\$120,300	\$182,500	\$547,500

(1) Reflects 2024 HCD Income Limits for a two-person household for apartments, a three-person household for condominiums, a four-person household for townhomes, and a five-person household for single-family homes.

(2) Assumes that no more than 30% of a household's income should be spent on housing costs for housing to be considered affordable.

(3) Operating expenses are generally based on EPS feasibility studies in the region and are inclusive of utility costs; units at or below 80% of AMI are assumed to be built as non-profit and are therefore exempt from property taxes. Property taxes are assumed to comprise a share of the operating expenses for the moderate income category.

(4) The capitalization rate is used to determine the current value of a property based on estimated future operating income, and is typically a measure of estimated operating risk. Obtained for multifamily developments in Pleasanton and the surrounding region from CoStar.

(5) The unit value is determined by dividing the net operating income by the capitalization rate.

(6) Based on Pleasanton's Inclusionary Guidelines for calculating income, this reflects that total housing costs should not exceed 35% of income, and takes into account other housing-related costs, such as taxes, insurance, and HOA fees.

(7) Assumes a 30-year mortgage and a fixed 7% interest rate.

(8) Assumes a 5% down payment.

(9) Per California Health and Safety Code Section 50052.5, incomes for households above 70% AMI are set at a lower percent of AMI than the cutoff, (ex. Moderate Income is 110% of AMI rather than 120%).

Sources: City of Pleasanton; Alameda County Housing Authority; California Housing and Community Development (HCD); CoStar; Economic & Planning Systems, Inc.

Fee Calculations

Table 30 summarizes the development costs and supportable home values for all prototypes and calculates the corresponding maximum justifiable in-lieu fee.

Table 30 Inclusionary In-Lieu Fee Calculations

Item	Formula	Single Family Detached	Townhomes	Condos	Rental (Podium)
Income Level		Moderate Income (120% AMI)	Moderate Income (120% AMI)	Moderate Income (120% AMI)	Low Income (60% AMI) and Very Low Income (50% AMI)
Inclusionary Percentage	a	15%	15%	15%	15%
Development Cost Per Unit	b	\$2,232,542	\$1,069,670	\$1,008,638	\$566,883
Supportable Home Value	c	\$547,500	\$508,400	\$459,900	\$197,850
Affordability Gap	d = b - c	\$1,685,042	\$561,270	\$548,738	\$369,033
Per Market Rate Unit Fee	e = d * a	\$252,756	\$84,190	\$82,311	\$55,355
Average Unit Size	f	3,000	2,000	1,500	800
Per Sq. Ft. Fee	g = e / f	\$84.25	\$42.10	\$54.87	\$69.19



APPENDIX A:

2024 Pleasanton Development Impact Fee Capital Improvement Program

Appendix Table A-1
2024 Pleasanton Development Impact Fee CIP
Pleasanton Development Impact Fee Update

Improvement Item	Space Attributable to Growth	Cost Allocated to Fee Program
Library & Recreation		
Library Building	63,581 square feet	\$34,969,275
Community Center	6,459 square feet	\$3,229,588
Cultural & Arts Buildings	17,107 square feet	\$8,553,418
Aquatic Center Modernization		\$1,452,562
Cemetery		\$149,796
Parks & Trails		
Open Space	298 acres	\$298,297
Developed Parkland	113 acres	\$56,517,797
Restrooms	3,706 square feet	\$7,411,612
Trails	79 miles	\$44,296,000
Fields	20 acres	\$19,744,529
Synthetic Fields	2 acres	\$2,190,534
Outdoor Hard Surface Facilities	2 acres	\$4,734,283
General Government		
Civic Center	13,325 square feet	\$6,662,347
Parking Spaces	109 spaces	\$1,086,316
Public Works		
Public Works Yard	15,769 square feet	\$8,672,898
Fleet Expansion/ Replacement	276 vehicles	\$23,433,600
Police		
Police Station	6,400 square feet	\$6,399,576
Public Works Yard Space	3,406 square feet	\$1,873,161
Fleet Expansion/ Replacement	76 vehicles	\$5,302,397
Emergency Operations Center		\$1,270,992
Fire		
Fire Stations	15,648 square feet	\$31,296,473
Public Works Yard Space	2,701 square feet	\$1,485,611
Fleet Expansion/ Replacement	33 vehicles	\$8,799,160

Sources: City of Pleasanton, Economic & Planning Systems, Inc.

Appendix Table A-2
Baseline Data of Existing Facilities
Pleasanton Development Impact Fee Update

Facility	Existing Amount
<u>Civic Center (square feet)</u>	
200 Bernal	16,209
200 Bernal HR Modular	2,666
123 Main	9,243
123 Main IT Modular	2,048
157 Main	<u>15,218</u>
Subtotal	45,384
<u>Parking Spaces (number of spaces)</u>	
Library	113
Police	88
123 Main	26
IT Modular	2
157 Main	40
200 Old Bernal	89
HR Modular	<u>12</u>
Subtotal	370
<u>Public Works Yard (square feet)</u>	
Administrative Building ¹	7,808
Control Tower/Office	5,100
Parks Building	12,900
Steam Cleaning Office	493
Streets Building	12,900
Support Services Storage	2,500
Support Services Building	17,800
Vehicle Services Building	<u>2,016</u>
Subtotal	61,517
<u>Cultural & Arts Buildings (square feet)</u>	
Cultural Arts Building (4477 Black Ave)	3,200
Amador Recreation Building	2,015
Amador Theater	12,530
Century House	2,730
Historical Building (603 Main St)	4,716
Nature House	800
VFW Building	9,025
Adobe House	750
Alviso Adobe	2,500
Fire House Arts Center	<u>20,000</u>
Subtotal	58,266

Appendix Table A-2
Baseline Data of Existing Facilities
Pleasanton Development Impact Fee Update

Facility	Existing Amount
<u>Police Buildings</u>	
Police Station	20,297
Joint BART/Pleasanton (50%) ²	<u>1,500</u>
Subtotal	21,797

(1) The Public Works Yard Administrative Building is shared with the Utilities Department, which is funded by an enterprise fund. While the Administrative Building is actually 10,410 square feet, this analysis assumes 25% of that space is used by the Utilities Department and therefore is not included in this fee program.

(2) Analysis assumes responsibilities for 3,000 sf joint BART/Pleasanton substation are split 50/50 between BART and Pleasanton

Source: City of Pleasanton



APPENDIX B:

2024 Transportation Improvements

Technical Memorandum

Date: September 24, 2024
To: Jason Moody and Megan Gregory, Economic & Planning Systems
From: Julie Morgan and Bruno Lertora, Fehr & Peers
Subject: **Pleasanton Transportation Impact Fee Update: Documentation of Nexus Analysis**

WC24-4053

Introduction

The Pleasanton Transportation Impact Fee (TIF) program, as most recently updated in 2018, has a capital improvement list made up of 111 projects. As documented in previous nexus studies, the transportation facilities included in the Pleasanton TIF project list are needed in whole or in part to serve the demand created by new development in Pleasanton. The primary purpose of this current effort is to update the TIF project list by removing completed projects and incorporating 19 additional transportation improvement projects that are consistent with the purpose of the TIF program. As part of that effort, Fehr & Peers has completed a technical analysis regarding the nexus between new development, the need for the 19 additional transportation projects, and the costs associated with those improvements. This technical memorandum documents the steps in that analysis.

Transportation Project List

The list of new transportation improvement projects to be included in the TIF was developed by City staff. The projects are drawn from recent studies and plans that identified the needs for future improvements in order to serve the City's transportation needs. **Table 1** shows a summary of the project costs by type of improvement for the projects from the current TIF program that will remain on the project list, as well as for the new projects to be included in the TIF program. Improvement projects have been subdivided into four categories: roadway improvements, new traffic signals, bicycle projects, and supporting citywide infrastructure. Projects that have already been completed or those for which TIF funding has already been secured have been removed from the list. **Attachment 1** shows the detailed project list with project descriptions and extents,



along with the source for each project. The locations of the roadway improvements are shown geographically in **Figure 1**.

Table 1: Pleasanton TIF Transportation Project List

Project Type	2018 TIF Remaining Projects		New Projects		Total 2024 TIF Project List	
	# of Projects	Cost*	# of Projects	Cost*	# of Projects	Cost*
Roadway Improvements	31	\$259,170,000	9	\$11,685,000	40	\$270,855,000
New Traffic Signals	0	\$0	1	\$22,200,000	1	\$22,200,000
Bicycle and Pedestrian Improvements	45	\$129,560,000	8	\$64,280,000	53	\$193,840,000
Citywide Projects	2	\$2,570,000	1	\$500,000	3	\$3,070,000
Total	78	\$391,300,000	19	\$98,665,000	97	\$489,965,000

Source: Fehr & Peers, 2024.

Note: *The costs are in 2024 US dollars.

For the projects that are already part of the TIF program, the cost estimates from the 2018 TIF nexus study have been escalated to the current year to adjust for inflation. For the newly added projects, cost estimates have been developed based on assumptions about the planned right-of-way, roadway cross-sections, and landscaping treatments for each corridor. These assumptions have been based on similar existing corridors within the City of Pleasanton as well as the City's roadway design standards, and have been reviewed and confirmed by City staff. In some cases, the estimated project cost is presented as a range, depending on design details that are not known at this point.

As shown in **Table 1**, the total cost of all projects is about \$490 million. The results of the nexus analysis procedures are described in the following sections of this memorandum.

Nexus Analysis

In order to include the 19 additional projects that are proposed to be added to the TIF program, it is necessary to establish a "nexus" or relationship between new development in Pleasanton, the need for transportation improvements in order to serve that new development, and the cost of the improvements that would be covered by the TIF. The following procedures have been used to evaluate that nexus relationship.

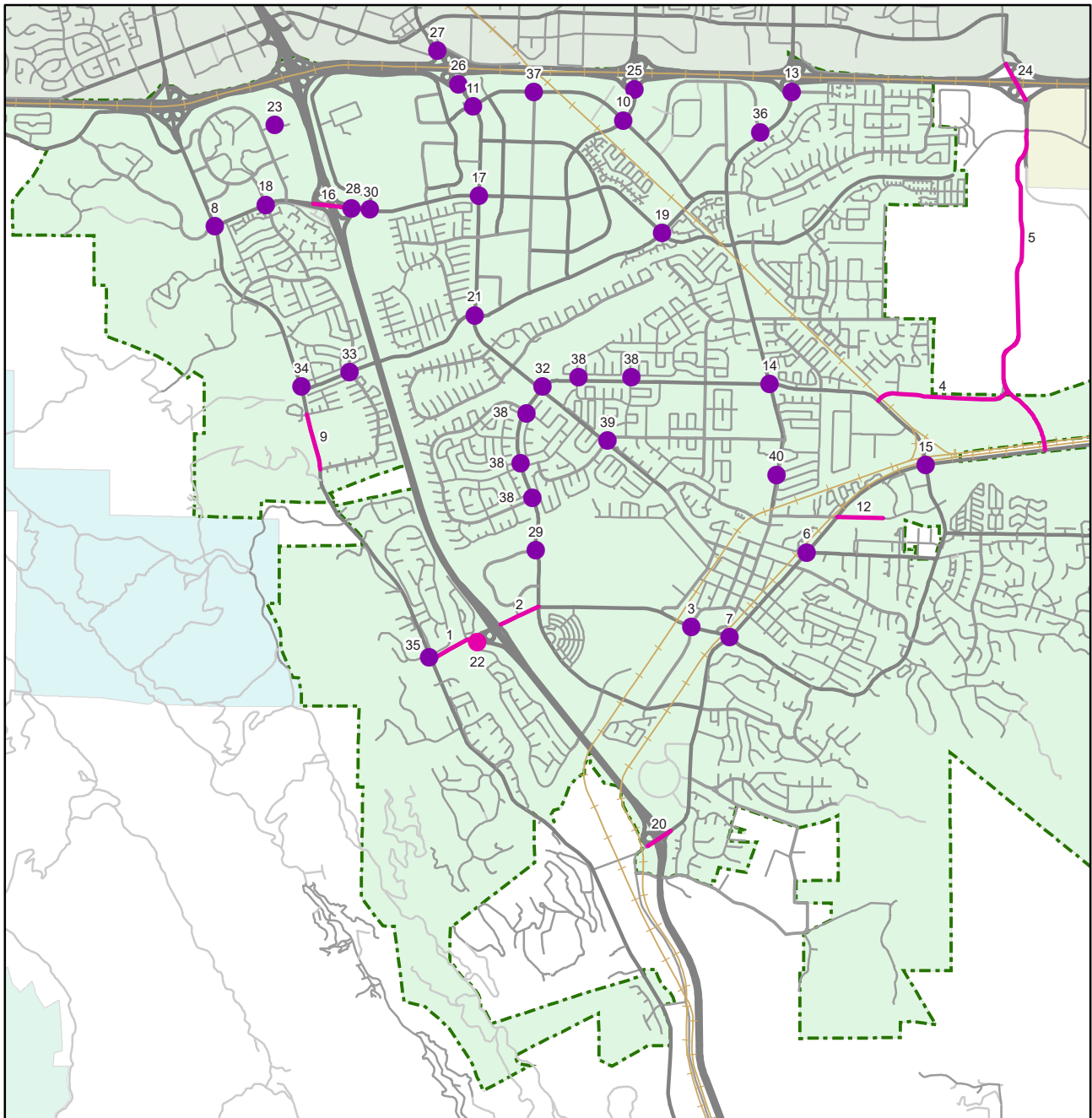


Figure 1
Roadway Improvements

*Pleasanton
Transportation Impact Fee*

Legend

- Roadway Improvement
- Intersection Improvement
- ## Project Number
- City Limits



First, there has been an evaluation of whether there is an existing deficiency at any of the 18 new project locations, and if so, the magnitude of that deficiency. Existing deficiencies are accounted for by reducing the project cost that is included in the fee program. The concept of accounting for existing deficiencies in a fee study is that new development should not be charged the full cost of improving a facility if that facility is not meeting current operating standards during the critical peak hour (typically the PM peak period). As in the original TIF study, the determination of existing deficiencies is being drawn from the results of prior traffic analyses and the traffic count data available from the City, and no new traffic data has been collected. Based on the available information, no existing deficiencies were identified for the 19 new projects being added to the TIF list.

Anticipated Direct Developer Contributions

Some of the projects listed in Attachment 1 are anticipated to be partially funded through direct contributions from nearby developments, because those projects are needed to provide access to the developments or as mitigation for the developments' direct impacts. In those instances, the percent eligibility for the TIF program has been set per direction from City staff. None of the 19 new projects proposed to be added to the TIF program involve any direct developer contributions.

Growth Projections

The City of Pleasanton's Travel Demand Model was used to project future traffic volumes for the Buildout Year scenario. The travel demand model includes forecasted land use changes and roadway improvements, reflecting the growth anticipated in the Pleasanton General Plan. The total amount of citywide growth in the major land use categories is presented below in **Table 2**.

Table 2: Growth Projections by Land Use Category

Land Use	Unit	Existing	Buildout	Growth (Existing - Buildout)	% Growth
Residential	Dwelling Units	30,992	37,781	6,788	22%
Non-Residential	KSF	19,237	26,990	7,753	40%

Source: Fehr & Peers, 2024.

As part of this TIF study, Economic & Planning Systems (EPS) has prepared refined projections of the number of residents and workers who would be associated with the new residential and non-residential development summarized above. The EPS projections calculate that the "Service Population" which is defined as all of the residential population and 40% of the employees, is expected to grow from roughly 99,343 today to approximately 128,510 over the planning horizon



of this study. Thus, the Service Population added as a result of new growth will represent 22.7% of the total future Service Population.

Costs Attributable to Pleasanton

The next step in the nexus analysis is to determine the proportion of project costs attributable to the land uses within the City of Pleasanton.

Land use growth to the buildout year was incorporated into the Pleasanton travel demand model and the model was applied to generate estimates of travel patterns and volumes in the future. A common modeling technique called a select zone analysis was applied to identify the amount of future traffic volume on each roadway link that would be generated by land uses in Pleasanton. On each model link that represents the location of a project, the future traffic volume attributable to Pleasanton was compared to the overall future traffic volume, thereby calculating the share of the usage of that link that can be attributed to land uses in Pleasanton. These usage percentages are shown in Attachment 1 in the column called Percent Pleasanton Trips, From Model.

Following the same approach that was used in the 2018 TIF nexus study, if more than 70% of the usage of the facility was from Pleasanton, that indicates that the need for the improvement is predominantly due to Pleasanton-related travel so the entire cost of the project was considered to be included in the TIF program. This approach was used in recognition of the “lumpiness” of most transportation infrastructure (for example, it is not possible to build half of a left-turn lane or half of a traffic signal), and the consideration that if Pleasanton traffic was contributing more than 70% of the need for an improvement then it would be reasonable to conclude that the improvement would not be needed but for the growth in Pleasanton. If less than 70% of the usage was from Pleasanton, the percentage attributable to Pleasanton was used directly from the model. The result is shown in Attachment 1 in the column called Percent Pleasanton Trips, Adjusted. Note that these percentages have been newly calculated only for the 19 additional projects proposed to be included in the TIF program. For all of the projects that are remaining from the current TIF project list, the percentage of future traffic volume attributable to Pleasanton has not been re-calculated but is carried forward from the 2018 TIF nexus study.

For projects that involve bicycle, pedestrian or safety enhancements, or those that are city-wide projects, the percentage attributable to Pleasanton is calculated based on current data about existing service population and projections of future growth. Per the growth projections described above, that value is 22.7%.

Final Nexus Results

For each project, the cost to be included in the TIF program was calculated as the estimated project cost multiplied by the eligibility factor (thus accounting for existing deficiencies and direct developer contributions) and then multiplied by the Percent Pleasanton Trips, Adjusted. As shown



in **Table 3**, the final project costs eligible for funding through the TIF program are approximately \$294 million, with about \$49 million of that total being associated with the 19 new projects to be added to the program.

Table 3: Pleasanton TIF Transportation Projects Cost Eligibility

Project Type	2018 TIF Remaining Projects		New Projects		Total 2024 TIF Project List	
	# of Projects	Cost*	# of Projects	Cost*	# of Projects	Cost*
Roadway Improvements	31	\$221,459,000	9	\$11,685,000	40	\$233,144,000
New Traffic Signals	0	\$0	1	\$22,200,000	1	\$22,200,000
Bicycle and Pedestrian Improvements	45	\$23,320,800	8	\$14,591,560	53	\$37,912,360
Citywide Projects	2	\$462,600	1	\$113,500	3	\$576,100
Total	78	\$245,242,400	19	\$48,590,060	97	\$293,832,460

Source: Fehr & Peers, 2024.

Note: *The costs are in 2024 US dollars.

Trip Rate Factors

The costs attributable to new development in Pleasanton, described above, can be distributed across the various land uses that will make up the new development, in order to determine a reasonable fee for each land use category.

A typical method for achieving this distribution is to develop a set of factors that relate the transportation demands of different land use categories to each other. **Table 4** presents a set of factors for the land use categories that might occur in Pleasanton; these factors are drawn from the Institute of Transportation Engineers Trip Generation Manual (11th Edition), and an adjustment of 35% for pass-by trips is applied to retail uses (consistent with the approach from the 2018 TIF nexus study). Each land use factor is then multiplied by the corresponding growth projection to result in a Dwelling Unit Equivalent (DUE) growth that can be added across categories.

Table 5 displays the calculated maximum impact fees based on this nexus analysis. The total potential future fee contribution toward all the projects shown in Table 3 (\$293.8 million) has been divided by the total number of future Dwelling Unit Equivalents (DUEs) expected in Pleasanton as shown in Table 4 (13,699 DUEs), to calculate the resulting maximum fee per trip of



21,449. That maximum fee per trip is then multiplied by the Adjusted PM Peak Hour Trip Rate for each of the categories shown in the previous table, and the results are presented in Table 5.

Table 4: Trip Rates and DUE Growth by Land Use Category

Category	Unit	PM Peak Hour Trip Rate	Pass-by Adjustment	Adjusted PM Peak Hour Trip Rate	Growth (Existing - Buildout)	DUE Growth
Single-Family Residential	DU	0.94	0%	0.94	6,788	3,769
Multi-Family Residential	DU	0.51	0%	0.51		
General Office	KSF	1.44	0%	1.44	7,753	9,930
Light Industrial/R&D	KSF	0.82	0%	0.82		
Retail	KSF	3.40	-35%	2.21		
Hotel	Rooms	0.59	0%	0.59		
Total	-					13,699

Source: Institute of Transportation Engineers *Trip Generation Manual* (11th Edition), Fehr & Peers, 2024.

Table 5: New Maximum Fee Calculations

Category	Unit	New Maximum Fee
Single-Family Residential	DU	\$20,162
Multi-Family Residential	DU	\$10,939
General Office	KSF	\$30,886
Light Industrial/R&D	KSF	\$17,588
Retail	KSF	\$47,402
Hotel	Rooms	\$12,655
Other Categories	PM Peak Hour Trip Rate	\$21,449

Source: Fehr & Peers, 2024.

This concludes the technical elements of the transportation nexus analysis. Please contact us with any questions.



Attachment 1

Attachment 1: 2024 Pleasanton TIF Update Project List

#	Roadway	Intersection/Segment	Improvements	Estimated Cost (\$2024)		Existing Deficiency?	Percent Eligible for Fee Program	Explanation of Eligibility	Percent Pleasanton Trips, from Model	Percent Pleasanton Trips, Adjusted	Cost Included in TIF Program	
				Low	High						Minimum	Maximum
Roadway Improvements												
1	Bernal Avenue	I-680 to East of Foothill	Construct a new bridge to the south of the existing bridge to provide new bike lane and two eastbound travel lanes. Existing bridge will be converted to "westbound" direction only.	\$7,350,000	\$7,350,000	No	100%		100%	100%	\$7,350,000	\$7,350,000
2	Bernal Avenue	I-680 to Valley Avenue	Widen to 6 lanes; at the intersection of Valley Avenue, convert the westbound right turn only lane into a through/right option lane; convert the SBR only lane to a channelized free right turn lane and convert the SB shared through/right lane to an exclusive SBT lane	\$1,470,000	\$1,470,000	No	100%		96%	100%	\$1,470,000	\$1,470,000
3	Bernal Avenue	Case Avenue/Old Bernal Avenue	Add southbound right turn lane on Old Bernal Avenue	\$740,000	\$740,000	No	100%		96%	100%	\$740,000	\$740,000
4	Busch Road	East of Ironwood Drive to El Charro Road	Construct as 4 lane divided with Class I bike facility along south side or Class IV bike facilities	\$12,340,000	\$12,340,000	No	100%		100%	100%	\$12,340,000	\$12,340,000
5	El Charro Road	Stoneridge Drive to Stanley Boulevard	Construct as 4 lane divided with Class I bike facility along west side or Class IV bike facilities	\$78,670,000	\$78,670,000	No	100%		99%	100%	\$78,670,000	\$78,670,000
6	First Street	Vineyard Avenue/Ray Street	Convert east/west to protected/permissive left turn phasing	\$110,000	\$110,000	No	100%		97%	100%	\$110,000	\$110,000
7	First Street/Sunol Boulevard	Bernal Avenue	Add 2nd WBL lane on Bernal and extend 2nd SBT lane on First Street/Sunol Boulevard; include bike lanes	\$6,100,000	\$6,100,000	No	100%		97%	100%	\$6,100,000	\$6,100,000
8	Foothill Road	Stoneridge Drive	Add a third southbound left turn lane; consider removing split phasing	\$590,000	\$890,000	No	100%		90%	100%	\$590,000	\$890,000
9	Foothill Road	Foothill High School	Widen SB approach to provide 2nd left-turn lane and NB right turns	\$1,620,000	\$1,620,000	No	100%		100%	100%	\$1,620,000	\$1,620,000
10	Hacienda Drive	Owens Drive	Add 3rd southbound and eastbound left turn lanes from through lanes	\$2,360,000	\$2,360,000	No	100%		95%	100%	\$2,360,000	\$2,360,000
11A	Hopyard Road	Owens Drive (Phase I)	Modify northbound lanes to full build configuration: 2 left turns, 3 through, 1 right turn	\$0	\$0	No	100%		86%	100%	\$0	\$0
11B	Hopyard Road	Owens Drive (Full Build)	Modify lanes; Northbound: 2 left turns, 3 through, 1 right turn; Southbound: 3 left turns, 3 through, 1 right turn (free); Eastbound: 2 left turn, 2 through, 1 right turn; Westbound: 2 left turn, 2 through, 1 right turn (free); unsplit eastbound/westbound; narrow lane to reduce pedestrian clearance to 20 seconds	\$2,500,000	\$2,500,000	No	100%		86%	100%	\$2,500,000	\$2,500,000
12	Nevada Street	First Street to California Avenue	Construct as 2 lane street with TWLTL and bike lanes	\$7,350,000	\$7,350,000	No	100%		100%	100%	\$7,350,000	\$7,350,000
13	Santa Rita Road	I-580 Eastbound Off-Ramp/Pimlico	Construct 2nd southbound left turn lane	\$11,310,000	\$11,310,000	No	100%		91%	100%	\$11,310,000	\$11,310,000

#	Roadway	Intersection/Segment	Improvements	Estimated Cost (\$2024)		Existing Deficiency?	Percent Eligible for Fee Program	Explanation of Eligibility	Percent Pleasanton Trips, from Model	Percent Pleasanton Trips, Adjusted	Cost Included in TIF Program	
				Low	High						Minimum	Maximum
14	Santa Rita Road	Valley Avenue	Construct second WB left-turn lane. Construct 3rd SB left-turn. Timing to be determined by City Council under Program 2.3.	\$2,940,000	\$2,940,000	No	100%		100%	100%	\$2,940,000	\$2,940,000
15	Stanley Boulevard	Valley Avenue/Bernal Avenue	Extend sidewalk on east side of Valley Avenue (from the termination near the train overcrossing) to Stanley Boulevard and modify intersection to provide crosswalk on the east leg of the intersection and construct free westbound right turn lane.	\$3,680,000	\$3,680,000	No	100%		99%	100%	\$3,680,000	\$3,680,000
16	Stoneridge Drive	I-680 Overpass	Widen WB overpass by 1 to 2 lanes	\$11,760,000	\$18,510,000	No	100%		90%	100%	\$11,760,000	\$18,510,000
17	Stoneridge Drive	Hopyard Road	Provide EB free right turn (maybe remove one SB through lane). Change cycle to 100 sec	\$1,140,000	\$1,140,000	No	100%		97%	100%	\$1,140,000	\$1,140,000
18	Stoneridge Drive	Springdale Avenue	Unsplit north/south phasing (safety improvement)	\$110,000	\$110,000	Yes	18%	Treated as existing deficiency because project is primarily safety-focused.	88%	100%	\$19,800	\$19,800
19	Stoneridge Drive	W Las Positas Boulevard	Convert a through lane for the northbound and southbound approaches to a left turn lane; restripe WB and EB lanes to add separate WB and EB right turn lanes on Stoneridge	\$80,000	\$80,000	No	100%		100%	100%	\$80,000	\$80,000
20	Sunol Boulevard	I-680 Interchange	Widen roadway in interchange area; signalize both ramp intersections at Sunol Boulevard; widen structure over Happy Valley Road and provide a southbound acceleration lane from Sunol On-Ramp	\$31,000,000	\$31,000,000	No	100%		97%	100%	\$31,000,000	\$31,000,000
21	W Las Positas Boulevard	Hopyard Road	Construct 3rd westbound left turn lane	\$1,210,000	\$1,210,000	No	100%		98%	100%	\$1,210,000	\$1,210,000
22	Park and Ride Lot	-	Park and Ride lot at Bernal/I-680	\$5,880,000	\$5,880,000	No	100%		100%	100%	\$5,880,000	\$5,880,000
23	Embarcadero Court	Embarcadero Court at two-way stop-controlled intersection	Construct a roundabout	\$1,470,000	\$1,470,000	No	100%		100%	100%	\$1,470,000	\$1,470,000
24	El Charro Road	I-580 Interchange	I-580/El Charro Road Interchange Improvements (Phase 2): reconstruction of overcrossing to provide four-lanes in each direction with bike lanes; reconstruction of the southbound to eastbound loop on-ramp; widening of the eastbound off-ramp to provide two exit lanes with two left turn and two right tum lanes; widening of the eastbound on-ramp; widening of the westbound off-ramp to provide two left tum and two right tum lanes; and widening of the westbound on-ramp	\$46,120,000	\$46,120,000	No	25%	City of Pleasanton is only responsible for 25% of the project cost	77%	100%	\$11,530,000	\$11,530,000
25	Hacienda Drive	Hacienda Drive at I-580 Eastbound Off-Ramp	Modify signal and striping to convert #2 left turn lane to a left/right option lane	\$60,000	\$60,000	No	100%		84%	100%	\$60,000	\$60,000
26	Hopyard Road	Hopyard Road at I-580 Eastbound Ramp	Modify signal to provide eastbound right/northbound through overlap period	\$50,000	\$50,000	No	100%		72%	100%	\$50,000	\$50,000
27	Hopyard Road	Hopyard Road at I-580 Westbound Off-Ramp	Re-stripe off-ramp to convert #2 left turn lane into a left/right option lane	\$30,000	\$30,000	No	100%		56%	56%	\$16,800	\$16,800
28	Stoneridge Drive	Stoneridge Drive at I-680 Northbound	Modify signal to allow a northbound right/westbound through overlap period	\$50,000	\$50,000	No	100%		96%	100%	\$50,000	\$50,000
29	Valley Avenue	Valley Avenue at Koll Center Parkway North	Un-split east/west signal phasing	\$60,000	\$60,000	No	100%		100%	100%	\$60,000	\$60,000

#	Roadway	Intersection/Segment	Improvements	Estimated Cost (\$2024)		Existing Deficiency?	Percent Eligible for Fee Program	Explanation of Eligibility	Percent Pleasanton Trips, from Model	Percent Pleasanton Trips, Adjusted	Cost Included in TIF Program	
				Low	High						Minimum	Maximum
30	-	Johnson Drive at Stoneridge Drive	Construct 3rd eastbound left turn lane; widen southbound approach to six lanes for at least 700 feet north of intersection to provide an additional northbound receiving lane and an additional southbound right turn lane; add an additional southbound left turn lane; extend the westbound right turn pocket 800 feet, convert the lane to a shared through-right lane, and construct a second on-ramp lane to northbound I-680	\$10,290,000	\$10,290,000	No	100%		98%	100%	\$10,290,000	\$10,290,000
31	Various Locations	-	Install flashing yellow arrows at up to 25 traffic signals	\$1,840,000	\$3,680,000	Yes	18%	Treated as existing deficiency because project is primarily safety-focused.		100%	\$331,200	\$662,400
32*	Hopyard Road	Hopyard @ Valley	Unsplit eastbound and westbound and add a second eastbound left turn	\$890,000	\$890,000	No	100%		97%	100%	\$890,000	\$890,000
33*	West Las Positas Boulevard	West Las Positas @ Muirwood Drive	Widen eastbound and westbound approaches to allow for 2 through lanes. Need 200 feet of additional lane to improve intersection capacity	\$2,000,000	\$2,000,000	No	100%		96%	100%	\$2,000,000	\$2,000,000
34*	West Las Positas Boulevard	West Las Positas @ Foothill Road	Add a second westbound left turn lane. Widen the south side of intersection to receive second left turn lane. Extend westbound left turn pocket	\$1,250,000	\$1,250,000	No	100%		94%	100%	\$1,250,000	\$1,250,000
35*	Bernal Avenue	Bernal Avenue at Foothill Road	Add a second southbound left turn lane and widen east side of intersection to receive additional turn lane	\$1,110,000	\$1,110,000	No	100%		96%	100%	\$1,110,000	\$1,110,000
36*	Santa Rita Road	Santa Rita @ Rosewood	Add a second northbound left turn lane	\$1,210,000	\$1,210,000	No	100%		93%	100%	\$1,210,000	\$1,210,000
37*	Owens Drive	Owens @ Willow	Reduce crossing distance on west side of intersection	\$825,000	\$825,000	No	100%		100%	100%	\$825,000	\$825,000
38*	Valley Avenue	Crestline, Blackbird, Paseo Santa Cruz (N), Hansen, Paseo Santa Cruz (S)	Construct roundabouts	\$3,000,000	\$3,000,000	No	100%		98%	100%	\$3,000,000	\$3,000,000
39*	Hopyard Road	Hopyard @ Black	Redesign south side of intersection to allow 2 southbound through lanes through the intersection.	\$200,000	\$200,000	No	100%		100%	100%	\$200,000	\$200,000
40*	Santa Rita Road	at Amador High	Modify design to allow southbound right turn lane into parking lot. Elevate bike lane	\$1,200,000	\$1,200,000	No	100%		95%	100%	\$1,200,000	\$1,200,000
SUBTOTAL, Roadway Improvements				\$261,965,000	\$270,855,000						\$225,762,800	\$233,144,000
New Traffic Signals												
41*	Citywide	Citywide	Installation of new traffic signals	\$22,200,000	\$22,200,000	No	100%				\$22,200,000	\$22,200,000
SUBTOTAL, New Traffic Signals				\$22,200,000	\$22,200,000						\$22,200,000	\$22,200,000
Bicycle and Pedestrian Improvements												
42	Dublin Canyon Road	Foothill Road to Canyon Meadow Circle	Six foot bike lanes	\$350,000	\$350,000		18%				\$63,000	\$63,000
43	Foothill Road	Canyon Way to Castlewood Drive	Six foot bike lanes with 2 foot buffer or cycle track	\$1,250,000	\$7,740,000		18%				\$225,000	\$1,393,200

#	Roadway	Intersection/Segment	Improvements	Estimated Cost (\$2024)		Existing Deficiency?	Percent Eligible for Fee Program	Explanation of Eligibility	Percent Pleasanton Trips, from Model	Percent Pleasanton Trips, Adjusted	Cost Included in TIF Program	
				Low	High						Minimum	Maximum
44	Hopyard Road	I-580 WB Off-Ramp to Black Avenue	Six foot bike lanes with 2 foot buffer or cycle track	\$1,500,000	\$9,290,000		18%				\$270,000	\$1,672,200
45	Santa Rita Road	Stoneridge Drive to Black Avenue	Six foot bike lanes with 2 foot buffer or cycle track	\$750,000	\$4,650,000		18%				\$135,000	\$837,000
46	St Mary Street	Division Street to Main Street	Six foot bike lanes	\$40,000	\$100,000		18%				\$7,200	\$18,000
47	Main Street	Old Bernal Avenue to Bernal Avenue	Six foot bike lanes	\$30,000	\$490,000		18%				\$5,400	\$88,200
48	Abbie Street	Main Street to First Street	Six foot bike lanes	\$40,000	\$40,000		18%				\$7,200	\$7,200
49	First Street	Vineyard Avenue to Bernal Avenue	Six foot bike lanes with 2 foot buffer or cycle track	\$380,000	\$2,330,000		18%				\$68,400	\$419,400
50	Owens Drive	Hopyard Avenue to W Las Positas Boulevard	Six foot bike lanes with 2 foot buffer or cycle track	\$940,000	\$5,810,000		18%				\$169,200	\$1,045,800
51	Stoneridge Drive	Foothill Road to Santa Rita Road	Six foot bike lanes with 2 foot buffer or cycle track	\$1,100,000	\$1,900,000		18%				\$198,000	\$342,000
52	W Las Positas Boulevard	Santa Rita Road to Hacienda Drive	Six foot bike lanes with 2 foot buffer or cycle track	\$630,000	\$3,870,000		18%				\$113,400	\$696,600
53	W Las Positas Boulevard	Dorman Road to Hopyard Road	Five to five and a half foot bike lanes	\$70,000	\$390,000		18%				\$12,600	\$70,200
54	Valley Avenue	Sunol Boulevard to Case Avenue	Six foot bike lanes with 2 foot buffer or cycle track	\$190,000	\$1,170,000		18%				\$34,200	\$210,600
55	Valley Avenue	Hopyard Road to Bernal Avenue	Six foot bike lanes with 2 foot buffer or cycle track	\$470,000	\$5,030,000		18%				\$84,600	\$905,400
56	Valley Avenue	Northway Road to Greenwood Road	Six foot eastbound bike lanes	\$110,000	\$110,000		18%				\$19,800	\$19,800
57	Valley Avenue	Santa Rita Road to Stanley Boulevard	Six foot bike lanes with 2 foot buffer or cycle track	\$400,000	\$4,260,000		18%				\$72,000	\$766,800
58	Bernal Avenue	Foothill Road to Pleasanton Avenue	Six foot bike lanes with 2 foot buffer or cycle track	\$470,000	\$5,030,000		18%				\$84,600	\$905,400
59	Bernal Avenue	Kottinger Drive to Stanley Boulevard	Six foot bike lanes with 2 foot buffer or cycle track	\$630,000	\$3,870,000		18%				\$113,400	\$696,600
60	Sunol Boulevard	Arlington Drive to I-680	Six foot bike lanes	\$110,000	\$190,000		18%				\$19,800	\$34,200
61	Pleasanton Sunol Boulevard	I-680 Interchange to Castlewood Drive	Six foot bike lanes	\$70,000	\$70,000		18%				\$12,600	\$12,600
62	Val Vista Community Park Trail	Arroyo de la Laguna to Johnson Drive/Stoneridge Drive	East bank: 10 foot paved bikeway Compacted soil/decompressed granite side path for pedestrian/runner/equestrian use	\$680,000	\$1,090,000		18%				\$122,400	\$196,200
63	Val Vista Community Park Trail	Johnson Drive/Stoneridge Drive to Johnson Drive North/I-580	South and east banks: 10 foot paved bikeway Compacted soil/decompressed granite side path for pedestrian/runner/equestrian use Intersection/trail crossing at Stoneridge	\$1,710,000	\$2,730,000		18%				\$307,800	\$491,400

#	Roadway	Intersection/Segment	Improvements	Estimated Cost (\$2024)		Existing Deficiency?	Percent Eligible for Fee Program	Explanation of Eligibility	Percent Pleasanton Trips, from Model	Percent Pleasanton Trips, Adjusted	Cost Included in TIF Program	
				Low	High						Minimum	Maximum
64	Val Vista Bridge Improvements	Val Vista Community Park Trail & Arroyo de la Laguna	Update bridge railing to meet Caltrans standards	\$140,000	\$140,000		18%				\$25,200	\$25,200
65	Arroyo de la Laguna	Arroyo Mocho to Arroyo del Valle	East bank: 10 foot paved bikeway Compacted soil/decompressed granite side path for pedestrian/runner/equestrian use	\$1,870,000	\$2,990,000		18%				\$336,600	\$538,200
66	W Las Positas/Arroyo de la Laguna Trail Access Point	Arroyo de la Laguna to W Las Positas	Access gate and pathway from north side of W Las Positas Road	\$170,000	\$170,000		18%				\$30,600	\$30,600
67	Arroyo de la Laguna Trail - South Extension	Arroyo del Valle to near south end of Laguna Creek Lane	10 foot paved bikeway Compacted soil/decompressed granite side path for pedestrian/runner/equestrian use Requires new bike/ped bridge at junction of Arroyo del Valle. Intersection improvements at Bernal Ave, Potential access points at Lylewood Drive, Bernal Avenue, and along Laguna Creek Lane	\$3,070,000	\$3,070,000		18%				\$552,600	\$552,600
68	Pleasanton Canal Bridge Improvements	Alamo Canal Trail to Pleasanton Canal	Change bridge railing to meet Caltrans standards, 55" height	\$110,000	\$110,000		18%				\$19,800	\$19,800
69	Chabot Canal	Owens Drive/Dublin-Pleasanton BART Station to W Las Positas Boulevard/Arroyo Mocho Trail	10 foot paved bikeway Compacted soil/decompressed granite side path for pedestrian/runner/equestrian use Intersection Improvements at W Las Positas, Inglewood, Stoneridge, Gibraltar, Owens. Requires bridge at Arroyo Mocho. Provides between Arroyo Mocho Trail and Dublin-Pleasanton BART, and Hart Middle School (Constrain: multiple mid-block crossings)	\$6,000,000	\$6,000,000		18%				\$1,080,000	\$1,080,000
70	Iron Horse Trail	Between Stoneridge Drive and Santa Rita Road	Iron Horse Trail, intersection/trail crossing and signage improvements are needed; this area includes the intersection of W Las Positas with Stoneridge Drive and the Arroyo Mocho Trail with the Iron Horse Trail Corridor; construct bridge across Arroyo Mocho Trail	\$2,360,000	\$4,120,000		18%				\$424,800	\$741,600
71	Iron Horse Trail	Busch Road to Stanley Boulevard	10 foot paved bikeway Compacted soil/decompressed granite side path for pedestrian/runner/equestrian use from Busch Road, to Stanley Boulevard, at Shadow Cliffs Regional Park Entrance. Intersection/trail crossings improvements at Busch Road and Valley/Stanley intersection, and railroad crossing	\$12,360,000	\$12,360,000		18%				\$2,224,800	\$2,224,800

#	Roadway	Intersection/Segment	Improvements	Estimated Cost (\$2024)		Existing Deficiency?	Percent Eligible for Fee Program	Explanation of Eligibility	Percent Pleasanton Trips, from Model	Percent Pleasanton Trips, Adjusted	Cost Included in TIF Program	
				Low	High						Minimum	Maximum
72	Tassajara Canal	Rosewood Drive/I-580 to W Las Positas Boulevard/Arroyo Mocho Trail	10 foot paved bikeway Compacted soil/decompressed granite side path for pedestrian/runner/equestrian use Intersection Improvements at Rosewood, Owens, Stoneridge, W Las Positas. Requires bridge at Arroyo Mocho. Study potential for crossing at I-580 to connect with Tassajara Creek Trail in Dublin, (constraints, multiple mid-block crossings, current adjacent land uses are commercial office/industrial parks which turn backs to canal with no access South bank:	\$3,450,000	\$4,770,000		18%				\$621,000	\$858,600
73	Arroyo Mocho	Hopyard Road to City Limit near Busch Road	10 foot paved bikeway Compacted soil/decompressed granite side path for pedestrian/runner/equestrian use Provides connection to future trails to Livermore	\$4,770,000	\$7,610,000		18%				\$858,600	\$1,369,800
74	Arroyo Mocho	Near Gulfstream Street to City Limit near Busch Road	Access improvements from Fairlands Park and Meadows Park neighborhoods North bank: 10 foot paved bikeway Compacted soil/decompressed granite side path for pedestrian/runner/equestrian use Provides connection to future trails to Livermore	\$1,570,000	\$2,500,000		18%				\$282,600	\$450,000
75	Arroyo Mocho	Hopyard Road to Santa Rita Road	Access Improvements from Parkside neighborhood	\$100,000	\$100,000		18%				\$18,000	\$18,000
76	Arroyo Mocho - Fairlands Connector	W Las Positas to Arroyo Mocho Trail	In coordination with any future major redevelopment of the Nob Hill shopping center site at the SW corner of W Las Positas and Hopyard, provide a multi-use trail connecting from Fairlands Elementary School to the Arroyo Mocho trail. Consider new bike/pedestrian bridge for this connection	\$480,000	\$760,000		18%				\$86,400	\$136,800
77	Pleasanton Canal	Arroyo de la Laguna to Hopyard Road	North bank: 10 foot paved bikeway Compacted soil/decompressed granite side path for pedestrian/runner/equestrian use Provides connection Tennis & Community Park and Pleasanton Sports & Recreation Park	\$1,190,000	\$1,900,000		18%				\$214,200	\$342,000
78	Pleasanton Canal	Arroyo de la Laguna to Hopyard Road	Trail Access Improvements	\$2,190,000	\$3,110,000		18%				\$394,200	\$559,800
79	Pleasanton Sports & Recreation Park	Hopyard Road to Omega Circle	Trail Access Improvements	\$50,000	\$50,000		18%				\$9,000	\$9,000
80	Arroyo del Valle	Main Street to Shadow Cliffs Regional Park	Trail improvements per <i>Community Trails Master Plan</i>	\$4,280,000	\$4,280,000		18%				\$770,400	\$770,400
81	Main Street/Santa Rita to Stanley connector	South end of Santa Rita frontage road to Stanley Boulevard	Realign existing path on east side of Main Street south side of railroad. Add bike/ped crossing gate at the railroad crossing from Santa Rita frontage road southbound 10' concrete pedestrian/bike path	\$680,000	\$680,000		18%				\$122,400	\$122,400
82	Regional Trail	Bernal Avenue to Stanley Boulevard	6' decomposed granite multi-use path.	\$2,790,000	\$2,790,000		18%				\$502,200	\$502,200
83	Regional Trail	Bernal Avenue to City Limit near I-680	Intersection/trail crossing improvements Class I Multi-Use Trail, connecting with planned East Bay Regional Parks District Trail south. Provides route avoiding the Sunol Boulevard crossina of I-680	\$1,700,000	\$2,720,000		18%				\$306,000	\$489,600
84	Interchanges	I-580 (Foothill, Hopyard, Hacienda, Santa Rita and El Charro) and I-680 (Stoneridge, Bernal and Sunol)	Interchange improvements for bikes	\$8,390,000	\$8,390,000		18%				\$1,510,200	\$1,510,200
85	Foothill Road	-	Foothill Road Bike Master Plan	\$60,000	\$60,000		18%				\$10,800	\$10,800

#	Roadway	Intersection/Segment	Improvements	Estimated Cost (\$2024)		Existing Deficiency?	Percent Eligible for Fee Program	Explanation of Eligibility	Percent Pleasanton Trips, from Model	Percent Pleasanton Trips, Adjusted	Cost Included in TIF Program	
				Low	High						Minimum	Maximum
86	Downtown	-	Downtown Bike Master Plan	\$230,000	\$370,000		18%				\$41,400	\$66,600
87*	West Las Positas Corridor	Foothill to Fairlands	Pedestrian and bicycle improvements identified in WLP Corridor plan	\$50,000,000	\$50,000,000	No	23%				\$11,350,000	\$11,350,000
88*	Stoneridge Mall Road	Full loop	Add sidewalk	\$510,000	\$510,000	No	23%				\$115,770	\$115,770
89*	Stoneridge Mall Road	Full loop	Add cycle track	\$3,780,000	\$3,780,000	No	23%				\$858,060	\$858,060
90*	Bernal Avenue	Valley to Fire Station	Add bike lane in the eastbound direction	\$110,000	\$110,000	No	23%				\$24,970	\$24,970
91*	Peters Avenue	St. John to Old Bernal	Construct two-way cycle track on west side of roadway	\$2,000,000	\$2,000,000	No	23%				\$454,000	\$454,000
92*	Safety Corridors	Santa Rita, Stoneridge Hopyard	Convert to protected intersections	\$6,600,000	\$6,600,000	No	23%				\$1,498,200	\$1,498,200
93*	Stanley Boulevard	Valley to City Limit	Extend two-way cycle track / mixed use path design from intersection to the mixed use path that exists to the east of the BMX park	\$880,000	\$880,000	No	23%				\$199,760	\$199,760
94*	Citywide	Trails	Improve trail access by adding gates and paths from existing sidewalks	\$400,000	\$400,000	No	23%				\$90,800	\$90,800
SUBTOTAL, Bicycle Improvements				\$134,210,000	\$193,840,000						\$27,178,960	\$37,912,360
Citywide Projects												
95	Citywide	-	Expand the City's ITS equipment and capabilities; update the City's Traffic Operations Center Hardware (computers, servers, switches, monitors, etc.); web integration and information dissemination project to provide information to public through various media (i.e., web, mobile, phone, etc.); includes 5 years of service	\$950,000	\$950,000		18%				\$171,000	\$171,000
96	Citywide	-	Upgrade and update of approximately 70 traffic controllers to allow for Ethernet communications; upgrade system communication to Ethernet and establish communication to all signals; upgrade existing controller software to the latest version	\$1,620,000	\$1,620,000		18%				\$291,600	\$291,600
97*	Citywide	-	Update to the existing traffic model	\$500,000	\$500,000		23%				\$113,500	\$113,500
Remaining Project TOTAL				\$322,780,000	\$391,300,000						\$227,127,800	\$245,242,400
New Projects TOTAL				\$98,665,000	\$98,665,000						\$48,590,060	\$48,590,060
OVERALL TOTAL (Remaining + New Projects)				\$421,445,000	\$489,965,000						\$275,717,860	\$293,832,460

Note: New projects added in the 2024 TIF Update are marked with asterisk (*).



APPENDIX C:

Affordable Housing Income Limits

Appendix Table C-1
Alameda County 2024 Income Limits by Persons in Household
Pleasanton Fee Update

Affordability Category	Maximum Percentage of County Median	Number of Persons in Household						
		1	2	3	4	5	6	7
Acutely Low Income	0% - 15%	\$16,350	\$18,700	\$21,000	\$23,350	\$25,200	\$27,100	\$28,950
Extremely Low Income	30%	\$32,700	\$37,400	\$42,050	\$46,700	\$50,450	\$54,200	\$57,950
Very Low Income	50%	\$54,500	\$62,300	\$70,100	\$77,850	\$84,100	\$90,350	\$96,550
Low Income	60%	\$65,400	\$74,730	\$84,090	\$93,420	\$100,890	\$108,360	\$115,830
Low Income	80%	\$84,600	\$96,650	\$108,750	\$120,800	\$130,500	\$140,150	\$149,800
Median Income	100%	\$109,000	\$124,550	\$140,150	\$155,700	\$168,150	\$180,600	\$193,050
Moderate Income	120%	\$130,800	\$149,500	\$168,150	\$186,850	\$201,900	\$216,750	\$231,700
Moderate Income	150%	\$163,500	\$186,825	\$210,225	\$233,550	\$252,225	\$270,900	\$289,575

Sources: CA Department of Housing and Community Development; Economic & Planning Systems, Inc.



APPENDIX D:

Non Residential Land Use Descriptions

Appendix Table D-1
Non-Residential Category Descriptions
Pleasanton Fee Study

Land Use Category	Description and Examples	NAICS Sectors
Commercial/Retail	Businesses selling or providing merchandise, entertainment, and personal services to the general public. Examples include grocery stores, drug stores, clothing stores, general merchandise stores, beauty salons, and gas stations. Food and drinking places are also included in this category.	44 and 45 - Retail Trade 532 - Rental and Leasing Services 722 - Food Services and Drinking Places 812 - Personal and Laundry Services
Lodging	Lodging or short-term accommodations for travelers, vacationers, and others in facilities known as hotels, motor hotels, resort hotels, and motels. Does not include short-term rentals.	721000 - Accommodation.
Office	Employers engaged in business activity with limited direct access from the general public; businesses focused on professional, financial, scientific, and technical services. Examples include finance, insurance, real estate, law, engineering, medical offices, and science and technology.	51 - Information 52 - Finance and Insurance 53 - Real Estate and Rental and Leasing (excluding 532000 -Rental and Leasing Services) 54 - Professional, Scientific, and Technical Services 55 - Management of Companies and Enterprises 561 - Admin. and Support Services 6211 - Offices of Physicians 6212 - Offices of Dentists 6213 - Offices of Other Health Practitioners 6214 - Outpatient Care Centers 6215 - Medical and Diagnostic Laboratories
Industrial/R&D	Employers engaged in business activity with limited direct access from the general public; businesses focused on assembling, distributing, or repairing products; businesses focused on the testing and invention of new materials, products, or processes; and businesses engaged in the transformation of raw materials into consumable products. Examples include auto repair, self-storage facilities, and food/beverage products manufacturing. Additionally includes warehousing, and the storage and distribution of goods.	22 - Utilities 23 - Construction 31 - Manufacturing 42 - Wholesale Trade 484 - Truck Transportation 493 - Warehousing & Storage 811 - Repair and Maintenance

Sources: City of Pleasanton; Economic & Planning Systems, Inc.



APPENDIX E:

Occupation Distributions By Land Use Category

Appendix Table E-1
Occupation and Wage Distribution - Office
Pleasanton Fee Update

Office

Occupation Category [1]	Oakland-Fremont- Berkeley, CA MD Average Wage	% of Industry Jobs in Occupation Category	HH Income at 1.79 workers/HH	Income Category
Management Occupations	\$190,189.69	12.08%	\$340,439.54	Above Moderate
Business and Financial Operations Occupations	\$109,574.09	12.72%	\$196,137.62	Above Moderate
Computer and Mathematical Occupations	\$143,171.62	9.73%	\$256,277.19	Above Moderate
Architecture and Engineering Occupations	\$126,733.41	4.35%	\$226,852.81	Above Moderate
Life, Physical, and Social Science Occupations	\$117,113.42	3.35%	\$209,633.02	Above Moderate
Community and Social Service Occupations	\$72,901.01	1.47%	\$130,492.81	Moderate
Legal Occupations	\$177,265.53	1.93%	\$317,305.30	Above Moderate
Educational Instruction and Library Occupations	\$77,620.09	0.17%	\$138,939.96	Moderate
Arts, Design, Entertainment, Sports, and Media Occupations	\$107,865.12	2.99%	\$193,078.57	Above Moderate
Healthcare Practitioners and Technical Occupations	\$146,806.42	9.65%	\$262,783.50	Above Moderate
Healthcare Support Occupations	\$58,401.33	4.56%	\$104,538.38	Median
Protective Service Occupations	\$45,503.11	2.85%	\$81,450.57	Low - 80%
Food Preparation and Serving Related Occupations	\$42,081.80	0.31%	\$75,326.43	Low - 80%
Building and Grounds Cleaning and Maintenance Occupations	\$49,239.19	5.76%	\$88,138.16	Low - 80%
Personal Care and Service Occupations	\$45,408.38	0.49%	\$81,281.00	Low - 80%
Sales and Related Occupations	\$95,622.38	6.17%	\$171,164.06	Above Moderate
Office and Administrative Support Occupations	\$59,331.54	14.75%	\$106,203.46	Median
Farming, Fishing, and Forestry Occupations	\$50,329.29	0.11%	\$90,089.43	Low - 80%
Construction and Extraction Occupations	\$81,943.93	0.69%	\$146,679.63	Moderate
Installation, Maintenance, and Repair Occupations	\$69,898.86	2.09%	\$125,118.97	Moderate
Production Occupations	\$50,311.25	1.54%	\$90,057.14	Low - 80%
Transportation and Material Moving Occupations	\$45,028.98	2.26%	\$80,601.87	Low - 80%
Total or Weighted Average	\$107,955.58	100.00%	\$193,240.49	

[1] Includes NAICS Sectors: 51 - Information; 52 - Finance and Insurance; 53 - Real Estate and Rental and Leasing (excluding 532000 -Rental and Leasing Services); 54 - Professional, Scientific, and Technical Services; 55 - Management of Companies and Enterprises; 561 - Admin. and Support Services; 6211 - Offices of Physicians; 6212 - Offices of Dentists; 6213 - Offices of Other Health Practitioners; 6214 - Outpatient Care Centers; and 621500 - Medical and Diagnostic Laboratories.

Sources: JobsEQ, 2023; U.S. Census American Community Survey 5-Year Estimates 2021; Economic & Planning Systems, Inc.

Appendix Table E-2
**Occupation and Wage Distribution - Commercial/Retail
Pleasanton Fee Update**
Commercial/Retail

Occupation Category [1]	Oakland-Fremont- Berkeley, CA MD Average Wage	% of Industry Jobs in Occupation Category	HH Income at 1.79 workers/HH	Income Category
Management Occupations	\$113,984.36	4.15%	\$204,032.01	Above Moderate
Business and Financial Operations Occupations	\$83,844.08	1.28%	\$150,080.90	Above Moderate
Computer and Mathematical Occupations	\$110,151.18	0.27%	\$197,170.60	Above Moderate
Architecture and Engineering Occupations	\$108,059.95	0.02%	\$193,427.32	Above Moderate
Life, Physical, and Social Science Occupations	\$72,681.78	0.01%	\$130,100.38	Moderate
Community and Social Service Occupations	\$48,053.74	0.04%	\$86,016.19	Low - 80%
Legal Occupations	\$103,257.95	0.02%	\$184,831.73	Above Moderate
Educational Instruction and Library Occupations	\$57,721.53	0.05%	\$103,321.53	Median
Arts, Design, Entertainment, Sports, and Media Occupations	\$63,118.73	0.88%	\$112,982.53	Median
Healthcare Practitioners and Technical Occupations	\$99,977.79	1.72%	\$178,960.25	Above Moderate
Healthcare Support Occupations	\$65,049.21	0.49%	\$116,438.09	Median
Protective Service Occupations	\$46,978.54	0.32%	\$84,091.59	Low - 80%
Food Preparation and Serving Related Occupations	\$39,864.03	36.91%	\$71,356.62	Low - 60%
Building and Grounds Cleaning and Maintenance Occupations	\$45,703.53	0.83%	\$81,809.32	Low - 80%
Personal Care and Service Occupations	\$46,413.98	5.09%	\$83,081.02	Low - 80%
Sales and Related Occupations	\$45,282.34	26.00%	\$81,055.40	Low - 80%
Office and Administrative Support Occupations	\$52,341.58	5.40%	\$93,691.43	Low - 80%
Farming, Fishing, and Forestry Occupations	\$42,195.83	0.14%	\$75,530.53	Low - 80%
Construction and Extraction Occupations	\$68,067.59	0.19%	\$121,840.99	Median
Installation, Maintenance, and Repair Occupations	\$63,064.55	2.63%	\$112,885.54	Median
Production Occupations	\$46,988.54	2.23%	\$84,109.48	Low - 80%
Transportation and Material Moving Occupations	\$43,635.21	11.35%	\$78,107.02	Low - 80%
Total or Weighted Average	\$48,833.76	100.00%	\$87,412.42	

[1] Includes NAICS Sectors: 44 and 45 - Retail Trade; 532000 - Rental and Leasing Services; 812000 - Personal and Laundry Services; and 722000 - Food Services and Drinking Places.

Sources: JobsEQ, 2021; U.S. Census American Community Survey 5-Year Estimates 2021; Economic & Planning Systems, Inc.

Appendix Table E-3
Occupation and Wage Distribution - Industrial
Pleasanton Fee Update

Industrial

Occupation Category [1]	Oakland-Fremont- Berkeley, CA MD Average Wage	% of Industry Jobs in Occupation Category	HH Income at 1.79 workers/HH	Income Category
Management Occupations	\$170,068.19	8.09%	\$304,422.05	Above Moderate
Business and Financial Operations Occupations	\$107,128.27	5.63%	\$191,759.60	Above Moderate
Computer and Mathematical Occupations	\$150,750.78	2.34%	\$269,843.90	Above Moderate
Architecture and Engineering Occupations	\$126,716.77	3.75%	\$226,823.01	Above Moderate
Life, Physical, and Social Science Occupations	\$100,708.55	0.72%	\$180,268.30	Above Moderate
Community and Social Service Occupations	\$78,825.42	0.00%	\$141,097.51	Moderate
Legal Occupations	\$224,628.17	0.07%	\$402,084.43	Above Moderate
Educational Instruction and Library Occupations	\$69,671.15	0.01%	\$124,711.37	Moderate
Arts, Design, Entertainment, Sports, and Media Occupations	\$86,811.16	0.78%	\$155,391.98	Above Moderate
Healthcare Practitioners and Technical Occupations	\$113,972.14	0.11%	\$204,010.12	Above Moderate
Healthcare Support Occupations	\$69,978.63	0.01%	\$125,261.74	Moderate
Protective Service Occupations	\$58,763.47	0.13%	\$105,186.61	Median
Food Preparation and Serving Related Occupations	\$41,626.70	0.51%	\$74,511.79	Low - 60%
Building and Grounds Cleaning and Maintenance Occupations	\$52,033.86	0.58%	\$93,140.60	Low - 80%
Personal Care and Service Occupations	\$47,839.93	0.01%	\$85,633.48	Low - 80%
Sales and Related Occupations	\$88,773.80	5.87%	\$158,905.10	Above Moderate
Office and Administrative Support Occupations	\$60,870.71	9.10%	\$108,958.57	Median
Farming, Fishing, and Forestry Occupations	\$46,920.74	0.25%	\$83,988.12	Low - 80%
Construction and Extraction Occupations	\$81,208.86	19.00%	\$145,363.86	Moderate
Installation, Maintenance, and Repair Occupations	\$76,268.71	7.28%	\$136,521.00	Moderate
Production Occupations	\$60,443.04	21.87%	\$108,193.05	Median
Transportation and Material Moving Occupations	\$53,036.54	13.89%	\$94,935.40	Low - 80%
Total or Weighted Average	\$82,806.00	100.00%	\$148,222.75	

[1] Includes NAICS Sectors: 22 - Utilities; 23 - Construction; 42 - Wholesale Trade; 484 - Truck Transportation; 493 - Warehousing & Storage; and 811 - Repair and Maintenance

Sources: JobsEQ, 2023; U.S. Census American Community Survey 5-Year Estimates 2021; Economic & Planning Systems, Inc.

Appendix Table E-4
Occupation and Wage Distribution - Lodging
Pleasanton Fee Update

Lodging

Occupation Category [1]	Oakland-Fremont- Berkeley, CA MD Average Wage	% of Industry Jobs in Occupation Category	HH Income at 1.79 workers/HH	Income Category
Management Occupations	\$127,300.00	7.90%	\$227,867.00	Above Moderate
Business and Financial Operations Occupations	\$72,100.00	2.32%	\$129,059.00	Moderate
Computer and Mathematical Occupations	\$95,600.00	0.20%	\$171,124.00	Above Moderate
Architecture and Engineering Occupations	\$134,300.00	0.07%	\$240,397.00	Above Moderate
Life, Physical, and Social Science Occupations	\$92,900.00	0.01%	\$166,291.00	Above Moderate
Community and Social Service Occupations	\$70,700.00	0.03%	\$126,553.00	Moderate
Legal Occupations	\$311,900.00	0.01%	\$558,301.00	Above Moderate
Educational Instruction and Library Occupations	\$74,500.00	0.10%	\$133,355.00	Moderate
Arts, Design, Entertainment, Sports, and Media Occupations	\$89,700.00	0.20%	\$160,563.00	Above Moderate
Healthcare Practitioners and Technical Occupations	\$121,600.00	0.01%	\$217,664.00	Above Moderate
Healthcare Support Occupations	\$63,100.00	0.60%	\$112,949.00	Median
Protective Service Occupations	\$47,700.00	1.96%	\$85,383.00	Low - 80%
Food Preparation and Serving Related Occupations	\$46,100.00	21.07%	\$82,519.00	Low - 80%
Building and Grounds Cleaning and Maintenance Occupations	\$54,000.00	30.04%	\$96,660.00	Median
Personal Care and Service Occupations	\$48,500.00	4.12%	\$86,815.00	Low - 80%
Sales and Related Occupations	\$67,000.00	2.50%	\$119,930.00	Median
Office and Administrative Support Occupations	\$48,900.00	19.34%	\$87,531.00	Low - 80%
Farming, Fishing, and Forestry Occupations	\$51,800.00	0.08%	\$92,722.00	Low - 80%
Construction and Extraction Occupations	\$77,500.00	0.20%	\$138,725.00	Moderate
Installation, Maintenance, and Repair Occupations	\$67,500.00	5.91%	\$120,825.00	Median
Production Occupations	\$53,100.00	2.44%	\$95,049.00	Low - 80%
Transportation and Material Moving Occupations	\$45,600.00	0.87%	\$81,624.00	Low - 80%
Total or Weighted Average	\$58,598.75	100.00%	\$104,891.77	

[1] Includes NAICS Sector: 721 - Accommodation.

Sources: JobsEQ, 2023; U.S. Census American Community Survey 5-Year Estimates 2021; Economic & Planning Systems, Inc.



APPENDIX F:

Demographic Assumptions

Appendix Table F-1
Commercial Linkage Fee Demographic Assumptions
Pleasanton Fee Update

Item		Source
Demographic Assumptions		
Households with Earnings	23,111 households	American Community Survey 5-Year Estimates 2022
Workers per Household with Workers	1.79 persons	American Community Survey 5-Year Estimates 2022
Persons per Working Household	3.40 persons	American Community Survey 5-Year Estimates 2022
Pleasanton Workers Living in Pleasanton	9.0% of workers	US Census Bureau "On The Map" 2021 data

Sources: U.S. Census American Community Survey 5-Year Estimates 2022;US Census Bureau "On The Map"; City of Pleasanton



APPENDIX G:

Housing Proformas

Appendix Table G-1
Market-Rate Prototypes and Development Cost Assumptions
Pleasanton Inclusionary Zoning Ordinance Update

Item	Single Family Detached	
	Assumptions	Per Unit
Development Prototype		
Tenure	Ownership	
Parcel Size	1 acre	
Density	5 units/acre	
Unit Size	3,000 sq.ft.	
Number of Bedrooms	4.0 per unit	
Amount of Parking	2.0 per unit	
Development Costs		
Land Costs	\$4,000,000 per acre	\$800,000
Site Preparation	\$30 per sq.ft. of land	<u>\$261,360</u>
<i>Subtotal, Land</i>		<i>\$1,061,360</i>
Direct Construction Costs	\$200 per bldg. sq.ft.	\$600,000
Parking Costs	\$0 per space	\$0
Builder Fee	5.0% of direct const. costs	<u>\$30,000</u>
<i>Subtotal, Direct Costs</i>		<i>\$630,000</i>
Development Impact Fees [1]	\$175,981 per unit	\$175,981
Indirect Costs [2]	20% of direct costs	<u>\$126,000</u>
<i>Subtotal, Indirect Costs</i>	48% of direct costs	<i>\$301,981</i>
Total Construction Costs		\$1,993,341

Sources: Costar; Marshall & Swift; EPS discussions with local active developers

[1] Development impact fee total does not include current affordable housing inclusionary fee requirements

[2] Includes costs for architecture and engineering; entitlement and fees; project management; appraisal and market study; marketing, commissions, and general administration; financing and charges; insurance; and contingency.

Appendix Table G-2
Market-Rate Prototypes and Development Cost Assumptions
Pleasanton Inclusionary Zoning Ordinance Update

Item	Single Family Attached Townhome	
	Assumptions	Per Unit
Development Prototype		
Tenure	Ownership	
Parcel Size	1 acre	
Density	20 units/acre	
Unit Size	2,000 sq.ft.	
Number of Bedrooms	3.0 per unit	
Amount of Parking	2.0 per unit	
Development Costs		
Land Costs	\$4,500,000 per acre	\$225,000
Site Preparation	\$30 per sq.ft. of land	<u>\$65,340</u>
<i>Subtotal, Land</i>		<i>\$290,340</i>
Direct Construction Costs	\$225 per sq.ft.	\$450,000
Parking Costs	\$0 per space	\$0
Builder Fee	5.0% of direct const. costs	<u>\$22,500</u>
<i>Subtotal, Direct Costs</i>		<i>\$472,500</i>
Development Impact Fees [1]	\$97,722 per unit	\$97,722
Indirect Costs [2]	20% of direct costs	<u>\$94,500</u>
<i>Subtotal, Indirect Costs</i>	41% of direct costs	<i>\$192,222</i>
Total Construction Costs		\$955,062

Sources: Costar; Marshall & Swift; EPS discussions with local active developers

[1] Development impact fee total does not include current affordable housing inclusionary fee requirements

[2] Includes costs for architecture and engineering; entitlement and fees; project management; appraisal and market study; marketing, commissions, and general administration; financing and charges; insurance; and contingency.

Appendix Table G-3
Market-Rate Prototypes and Development Cost Assumptions
Pleasanton Inclusionary Zoning Ordinance Update

Item	Multifamily Attached Condo	
	Assumptions	Per Unit
Development Prototype		
Tenure	Ownership	
Parcel Size	1 acre	
Density	40 units/acre	
Unit Size	1,500 sq.ft.	
Number of Bedrooms	2.0 per unit	
Amount of Parking	1.5 per unit	
Development Costs		
Land Costs	\$4,500,000 per acre	\$112,500
Site Preparation	\$30 per sq.ft. of land	<u>\$32,670</u>
<i>Subtotal, Land</i>		<i>\$145,170</i>
Direct Construction Costs	\$325 per sq.ft.	\$487,500
Parking Costs	\$40,000 per space, wrap-style	\$60,000
Builder Fee	5.0% of direct costs, incl. parking	<u>\$27,375</u>
<i>Subtotal, Direct Costs</i>		<i>\$574,875</i>
Development Impact Fees [1]	\$65,550 per unit	\$65,550
Indirect Costs [2]	20% of direct costs	<u>\$114,975</u>
<i>Subtotal, Indirect Costs</i>	<i>31% of direct costs</i>	<i>\$180,525</i>
Total Construction Costs		\$900,570

Sources: Costar; Marshall & Swift; EPS discussions with local active developers

[1] Development impact fee total does not include current affordable housing inclusionary fee requirements

[2] Includes costs for architecture and engineering; entitlement and fees; project management; appraisal and market study; marketing, commissions, and general administration; financing and charges; insurance; and contingency.

Appendix Table G-4
Market-Rate Prototypes and Development Cost Assumptions
Pleasanton Inclusionary Zoning Ordinance Update

Item	Multifamily Attached Podium	
	Assumptions	Per Unit
Development Prototype		
Tenure	Rental	
Parcel Size	1 acre	
Density	75 units/acre	
Unit Size	800 sq.ft.	
Number of Bedrooms	1.0 per unit	
Amount of Parking	1.5 per unit	
Development Costs		
Land Costs	\$5,000,000 per acre	\$66,667
Site Preparation	\$30 per sq.ft. of land	<u>\$17,424</u>
<i>Subtotal, Land</i>		<i>\$84,091</i>
Direct Construction Costs	\$325 per sq.ft.	\$260,000
Parking Costs	\$50,000 per space, podium	\$75,000
Builder Fee	5.0% of direct costs, incl. parking	<u>\$16,750</u>
<i>Subtotal, Direct Costs</i>		<i>\$351,750</i>
Development Impact Fees [1]	\$60,692 per unit	\$60,692
Indirect Costs [2]	20% of direct costs	<u>\$70,350</u>
<i>Subtotal, Indirect Costs</i>	<i>37% of direct costs</i>	<i>\$131,042</i>
Total Construction Costs		\$566,883

Sources: Costar; Marshall & Swift; EPS discussions with local active developers

[1] Development impact fee total does not include current affordable housing inclusionary fee requirements

[2] Includes costs for architecture and engineering; entitlement and fees; project management; appraisal and market study; marketing, commissions, and general administration; financing and charges; insurance; and contingency.