CITY OF SANTA CRUZ PUBLIC SAFETY IMPACT FEE (PSIF)
THREE-YEAR GRADUATED INCREASE PROPOSAL
EXHIBIT A

CITY OF SANTA CRUZ PUBLIC SAFETY IMPACT FEE

FIRE PROGRAM FEES

	FY20/21		FY21/22		FY22/23	
RESIDENTIAL USE	Maximum Per Dwelling Unit	Cost Per Sq. Ft.	Maximum Per Dwelling Unit	Cost Per Sq. Ft.	Maximum Per Dwelling Unit	Cost Per Sq. Ft.
Single-Family	$ 420	$ 0.27	$ 630	$ 0.40	$ 841	$ 0.53
Multi Family	$ 313	$ 0.45	$ 470	$ 0.68	$ 627	$ 0.90

Note: If the Per Sq. Ft. cost is higher than what charges would be per unit, the per unit charge shall be used.

	FY20/21		FY21/22		FY22/23	
NONRESIDENTIAL USE	Cost Per 1,000 Sq. Ft.	Cost Per Sq. Ft.	Cost Per 1,000 Sq.Ft	Cost Per Sq. Ft.	Cost Per 1,000 Sq.Ft	Cost Per Sq. Ft.
Retail	$ 254	$ 0.254	$ 382	$ 0.382	$ 509	$ 0.509
Office	$ 297	$ 0.297	$ 445	$ 0.445	$ 594	$ 0.594
Industrial	$ 119	$ 0.119	$ 178	$ 0.178	$ 237	$ 0.237
Hotel	$ 89	$ 0.089	$ 134	$ 0.134	$ 178	$ 0.178

POLICE PROGRAM FEES

	FY20/21		FY21/22		FY22/23	
RESIDENTIAL USE	Maximum Per Dwelling Unit	Cost Per Sq. Ft.	Maximum Per Dwelling Unit	Cost Per Sq. Ft.	Maximum Per Dwelling Unit	Cost Per Sq. Ft.
Single-Family	$ 426	$ 0.27	$ 639	$ 0.40	$ 852	$ 0.53
Multi-Family	$ 318	$ 0.46	$ 476	$ 0.69	$ 635	$ 0.91

Note: If the Per Sq. Ft. cost is higher than what charges would be per unit, the per unit charge shall be used.

	FY20/21		FY21/22		FY22/23	
NONRESIDENTIAL USE	Cost Per 1,000 Sq. Ft.	Cost Per Sq. Ft.	Cost Per 1,000 Sq. Ft.	Cost Per Sq. Ft.	Cost Per 1,000 Sq. Ft.	Cost Per Sq. Ft.
Retail	$ 258	$ 0.258	$ 387	$ 0.387	$ 516	$ 0.516
Office	$ 301	$ 0.301	$ 451	$ 0.451	$ 601	$ 0.601
Industrial	$ 120	$ 0.120	$ 180	$ 0.180	$ 241	$ 0.241
Hotel	$ 90	$ 0.090	$ 135	$ 0.135	$ 180	$ 0.180

This table outlines recommended three-year graduated increase in PSIF. In order to minimize the impact of the rise in fees, a three-year graduated increase is proposed. FY21 includes 50% of the total recommended fee, FY22 is 75% of the full fee amount, and FY23 would bring the fees to the full recommended amount.

PUBLIC SAFETY IMPACT FEE

Fire and Police

ABSTRACT

Methodology used to establish the City of Santa Cruz Public Safety Impact Fee.

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Credits and Acknowledgements

Fees by the Sea Action Lab, 2019:
Lead by Tiffany Wise-West
Nicole Dennis
Filipina Warren
Dan Flippo
Jason Hajduk
Paul Horvat
Susie O'Hara

Coordination/Report Development: Sara De Leon, Principal Management Analyst, Planning & Community Development

Data Collection
Public Works: Lilian Lane, Dan Himan, Filipina Warren
IT: Richard Westfall
Fire: Robert Oatey, Robert Young
Police: Patricia Dodge, John Mitchel
Planning: Lee Butler and Eric Marlatt

Analytical Support
Keyser Marston & Associates, Debbie Kern
Economic & Planning Systems, Inc., Ellen Martin

Legal Counsel
Ashley Wheelock

Contents

Chapter 1: Introduction

Executive Summary

The City of Santa Cruz prepared the Public Safety Impact Fee Nexus Study (Nexus Study) to analyze the impacts of future development on capital facilities and equipment used to provide police and fire services, and to calculate impact fees for future development based on that analysis. This report documents the data, assumptions, methodology, and analysis used to establish the maximum justified Public Safety Impact fee for fire and police.

The methods used to calculate impact fees for this study are intended to satisfy all legal requirements governing such fees, including provisions of the U.S. Constitution, the California Constitution, and the California Mitigation Fee Act (Governing Code §§ 66000 et seq.).

Purpose

The purpose of this Nexus Study is to establish the legally required nexus (or reasonable relationship) between the City's projected residential population and employment (service population or persons served) in 2030 and the fire and police facilities, apparatuses, vehicles, and equipment that will be required to serve those residents and employees.

The nexus requirements for imposing development impact fees were established under Assembly Bill 1600 (AB 1600) legislation, as codified by the Mitigation Fee Act (California Government Code section 66000 et.seq.). This section of the Mitigation Fee Act sets forth the procedural requirements establishing and collecting development impact fees. These procedures require that a "reasonable relationship, or nexus, must exist between a governmental exaction and the purpose of the condition." Specifically, each local agency imposing a fee must perform the following tasks:

- Identify the purpose of the fee.
- Identify how the fee is to be used.
- Determine how a reasonable relationship exists between the fee's use and the type of development project on which the fee is imposed.
- Determine how a reasonable relationship exists between the need for the public facility and the type of development project on which the fee is imposed.
- Demonstrate a reasonable relationship between the amount of the fee and the cost of the public facilities or portion of the public facilities attributable to development on which the fee is imposed.

Further, fees shall not include the costs attributable to existing deficiencies in public facilities but may include the costs attributable to the increased demand for public facilities reasonably related to the development project to (1) refurbish existing facilities to maintain the existing level of service or (2) achieve an adopted level of service that is consistent with the City's General Plan.

Establishment of Public Safety Impact Fee

The proposed Public Safety Impact Fee is based on the allocation of fire and police facilities, apparatuses, vehicles, and equipment costs to the projected City residential and employee population in the General Plan Horizon year 2030. This Nexus Study serves as the basis for establishing the estimated Public Safety Impact Fee charged to new development to fund new facilities or facility expansion, and apparatus, vehicle, and equipment acquisition needed to serve new development. The Public Safety Impact Fee uses a service standard approach, identifying existing and planned facilities, apparatuses, vehicles, and equipment needed to maintain existing

service levels as new residents and employees are added to the City. In certain cases, additional facilities needed to serve existing and planned development are also identified. The fee will not fund construction of capital facility improvements required to cure existing level-of-service deficiencies.

Table 1 summarizes the proposed Public Safety Impact Fee for the City of Santa Cruz Fire Department (City Fire) and Police Department (SCPD). The fees are collected per square foot for residential and non-residential uses; however, there is a per-dwelling-unit maximum that cannot be exceeded for single-family and multi-family residential development. The fee also includes a base amount and a 2-percent administrative component for the City to administer the fee.

TABLE 1
SUMMARY OF PROPOSED PUBLIC SAFETY IMPACT FEE
Fire and Police Program Fees

Item	Cost Per Person	Persons per Unit	Bldg. Sq. Ft. Per Employee	Employees Per 1,000 Bldg. Sq. Ft.	Cost Per Unit or 1,000 Bldg. Sq. Ft. (Maximum) [3][4]	Cost Per Square Foot	Cost Per Unit or Per 1,000 Sq. Ft. Including 2% Administrative Fee (Maximum) [3][4]	Per Sq.Ft.Including 2% Administrative Fee
Formula	*F=E/A*	*G*	*H*	*I=1000/H*	*J = F*G or F*I*	J695 OR 1597 OR J1000		
FIRE: RESIDENTIAL							**Cost Per Unit (Maximum)**	**Cost Per Sq.Ft.**
Single Family [1]	$ 349.18	2.36			$ 824	$ 0.52	$ 841	$ 0.53
Multi-Family [2]	$ 349.18	1.76			$ 615	$ 0.88	$ 627	$ 0.90
FIRE: NONRESIDENTIAL							**Cost Per 1,000 Sq. Ft.**	**Cost Per Sq.Ft**
Retail	$ 174.59		350	2.86	$ 499	$ 0.499	$ 509	$ 0.509
Office	$ 174.59		300	3.33	$ 582	$ 0.582	$ 594	$ 0.594
Industrial	$ 174.59		750	1.33	$ 233	$ 0.233	$ 237	$ 0.237
Hotel	$ 174.59		1000	1	$ 175	$ 0.175	$ 178	$ 0.178
POLICE: RESIDENTIAL							**Cost Per Unit (Maximum)**	**Cost Per Sq.Ft**
Single Family [1]	$ 353.81	2.36			$ 835	$ 0.52	$ 852	$ 0.53
Multi-Family [2]	$ 353.81	1.76			$ 623	$ 0.90	$ 635	$ 0.91
POLICE: NONRESIDENTIAL							**Cost Per 1,000 Sq. Ft.**	**Cost Per Sq.Ft**
Retail	$ 176.90		350	2.86	$ 505	$ 0.505	$ 516	$ 0.516
Office	$ 176.90		300	3.33	$ 590	$ 0.590	$ 601	$ 0.601
Industrial	$ 176.90		750	1.33	$ 236	$ 0.236	$ 241	$ 0.241
Hotel	$ 176.90		1000	1.00	$ 177	$ 0.177	$ 180	$ 0.180

[1] Cost per square foot provided by Keyser Marston & Associates based on last three years of homes sold in Santa Cruz. See Table 3A and Appendix E.

[2]2019 Census Data for Housing with 2+ Units

[3] Single-Family Units cannot be charged more than the Maximum Fee Amounts Per Unit

[4] Multi-Family Units cannot be charged more than the Maximum Fee Amounts Per Unit

[5] All nonresidential development will be charged per sq. ft.

Report Organization

This report is divided into six chapters and an appendices section:

- Chapter 1 includes this Introduction.
- Chapter 2 details the estimated population and employment projections.
- Chapter 3 describes existing and planned fire and police facilities, apparatuses, vehicles, and equipment used to calculate the maximum justified Public Safety Impact Fee.
- Chapter 4 provides the cost allocation methodology and calculates the Public Safety Impact Fee.
- Chapter 5 describes how the Public Safety Impact Fee program will be implemented and updated.
- Chapter 6 provides the nexus findings for the Public Safety Impact Fee program.

Chapter 2: Service Population and Employee and Development Assumptions

Introduction

Population and employment projections are a significant variable used in this Nexus Study. The base Public Safety Impact Fee is established by allocating the costs of the facilities, apparatuses, vehicles, and equipment needed to serve the City in 2030 to the total projected residents and employees in 2030, estimating costs factors per resident and per employee, then using density factors to estimate fees to charge to new development. This chapter presents population and employment estimates for 2020-2030, as well as density factors used to establish the fees for the various land uses.

Existing and Planned Service Area, Population, and Employment

The service area considered in this Nexus Study is the City limits of the City of Santa Cruz and unincorporated land in the Carbonera neighborhood near Highway 17 (Map 1). An additional 99 residents were included in the City's existing population to account for services provided to the Carbonera neighborhood.

Table 2 summarizes the population and employment estimates for 2020-2030 and anticipated growth (projected persons served) between 2020 and 2030. Additionally, Table 2 provides the weighted factor used per resident and employee. This weight factor calculation assumes the impact of an employee is .5 of that of a resident. The use of the weighted factor in the fee calculation is seen in Table 1A, Table A, and Table B reflecting a weighted 2030 employees served population.

TABLE 2
Public Safety Impact Fee
Summary of Growth Projections (2020-2030)

Item	Fire and Police Service Area Population[1]	Weight Factor [5]	Projected Persons Served
	A	B	AxB
Residents			
Existing (2020) [2][6]	64,523	1	64,523
Projected (2030) [4]	72,787	1	72,787
Projected Growth	8,264	1	8,264
Employment			
Existing (2020)[3]	38,449	0.5	19,225
Projected (2030) [4]	46,153	0.5	23,077
Projected Growth	7,704	0.5	3,852

Sources:
[1] This study reviewed services with the existing City limits of the City of Santa Cruz as of 2020 and the Carbonera neighborhood.
[2] Department of Finance- City/County Population By Housing Table E-5, City of Santa Cruz 2020
[3] Keyser Marston & Associates Employee Density Analysis based on current composition of employment, 2021
[4] AMBAG 2018 Regional Growth Forecast
[5] Industry standard
[6] Includes Residents in Carbonera Area. Approximately 42 residential single-family units here at 2.36 persons per unit.

For purposes of the facility, apparatus, vehicle, and equipment cost allocation, the total number of projected persons served is adjusted to reflect the smaller demand for facilities and equipment by an employee as it relates to the demand for the facilities and equipment generated by a resident. One employee is assumed to equal 0.5 residents.

Table 2 includes a detailed accounting of the sources of the population and employment data, which include the following:

- City of Santa Cruz 2030 General Plan
- Population Data from the California Department of Finance (DOF)
- Employment Data as provided by Keyser Marston Associates
- AMBAG 2018 Regional Growth Forecast

Development Assumptions

The Public Safety Impact Fee is assessed on several subcategories of new residential and non-residential development. The fees are established by allocating costs to residents and employees, establishing a cost per resident and a cost per employee, and then using density factors to convert those costs to fees per dwelling unit or 1,000 square foot.

Table 3 shows the density assumptions used to establish the proposed Public Safety Impact Fee. For the residential land uses, persons-per-dwelling-unit factors were used to calculate the maximum justified fee per dwelling unit, which was then converted to a per sq. ft. charge. The per sq. ft. charge for residential single and multi-family development was calculated based on the assumptions in Table 3A. Dwelling unit charges were divided by the average square footage of a single- family dwelling and multi-family dwelling typical for the City of Santa Cruz. Dwelling units will pay the fees based on square footage up to the maximum per dwelling unit fee established in Table 1. For the non-residential uses, building-square-feet-per-employee factors were used in the fee calculations to determine a cost per 1,000 sq. ft. which is also reported and will be charged on a per sq. ft. basis.

TABLE 3

Public Safety Impact Fee

Key Demographic Assumptions

Item	Factor
Persons Per Household	
Single-Family [1]	2.36
Multi-Family [2]	1.76
Building Square Feet Per Employee [3]	
Retail	350
Office	300
Industrial	750
Hotel	1,000

[1] Department of Finance City/County Data Table E-5 2020

[2] 2019 Census Data for Housing with 2+ Units

[3] KMA Employee Density Analysis Appendix A

TABLE 3A

Public Safety Impact Fee

Average Housing Unit Demographic Assumptions

Item [1]	Average Square Ft/Unit
Single-Family	1597
Multi-Family	695

[1] Average Square footage per unit provided by KMA for Single-Family (Appendix E) and EPS for Multifamily. Multifamily is based on averages of multifamily projects in Santa Cruz since 2005 as provided by EPS.

Chapter 3: Existing and Planned Facilities, Apparatuses, Vehicles, and Equipment

The City provides fire and police services through an existing portfolio of facilities, apparatuses, vehicles, and equipment. This Nexus Study identifies existing and planned facilities needed to serve existing and planned development through 2030. This chapter details the costs of all existing and planned facility, apparatus, vehicle and equipment for City Fire and SCPD. **Table 4** summarizes fee program costs.

TABLE 4

Public Safety Impact Fee

Summary of Fire and Police Facilities, Apparatuses, Vehicles and Equipment Costs

Item	Fire	Police	Total Costs
Source	*Table 5*	*Table 8*	
Existing Facilities, Apparatuses, Vehicles, and Equipment	$ 24,016,725	$ 30,347,214	$ 54,363,939
Planned Facilities, Apparatuses, Vehicles, and Equipment	$ 9,456,721	$ 3,570,118	$ 13,026,839
Total	**$ 33,473,446**	**$ 33,917,332**	**$ 67,390,778**

Replacement costs were estimated for existing facilities, apparatuses, vehicles, and equipment. It was unclear at the time of this Nexus Study whether police facilities were currently financed, so financing costs for facilities were left out. Inventories of planned facilities, apparatuses, vehicles, and equipment needed to serve development through 2030 were established based on existing levels of service as well as input by the City Fire with regard to facilities needed beyond existing fire stations apparatus, and equipment. Where possible, cost estimates were based on the City FY2021-2025 and FY2022-2026 Capital Investment Plan (CIP). Where cost data

was not readily available, was not included in the CIP, or better data was available based on updated information, then the City used comparable cost data from other jurisdictions or data from past City purchases.

All costs in this Nexus Study are based on the best available cost estimates at this time. If costs change significantly, or if other funding sources become available, the cost estimates and fees will be adjusted accordingly. The City periodically will conduct a review of improvement costs and will make necessary adjustments to the fees.

Fire Services Program Fee

Table 5 summarizes the existing and planned Fire facilities, apparatuses, vehicles, and equipment and associated costs. The total cost estimate of $33.5 million includes approximately $24 million for existing facilities, apparatuses, vehicles and equipment and $9.5 million for planned facilities, apparatuses, vehicles, and equipment.

TABLE 5
Public Safety Impact Fee
Fire: Existing and Planned Facilities, Apparatuses, Vehicles and Equipment

Item	Source	Total	
Existing			
Existing Facilities	Table 6	$	16,837,910
Existing Apparatus, Vehicle, and Equipment	Table 7	$	7,178,815
Existing Subtotal		**$**	**24,016,725**
Planned			
Planned Facilities	Table 6	$	8,237,049
Planned Apparatus, Vehicle, Equipment	Table A/Table 7	$	1,219,672
Planned Subtotal		**$**	**9,456,721**
Total		**$**	**33,473,446**

Background

City Fire provides emergency response services to all residents and visitors twenty-four hours a day, seven days a week from four (4) fire stations strategically located throughout the City to ensure arrival of the first response unit within 5 minutes 90 percent of the time (General Plan 2030 HZ1.2.2). As of FY 2020-2021, the department responds to over 8,500 calls per year with an authorized budget of $15.2 million and a total of sixty-six (66) full-time personnel. Personnel responds to structure fires, emergency medical incidents, technical rescues, water rescues, hazardous materials incidents, automobile incident, wildland fires; is responsible for the Emergency Operation Center when needed, provides mutual aid to other local and State agencies, and responds to citizen requests. The Santa Cruz Fire Department uses a dynamic deployment model where units are strategically relocated throughout the City as other units are committed to emergencies to facilitate equality of service (response time) for the next emergency incident. Further, multiple fire department resources are often required to resolve emergency incidents and to prevent further escalation. For these reasons, this study reasonably assumes that all fire departments resources serve all types of development throughout the City, both current and future.

Service Standard

Service level for fire protection is generally defined in terms of response times for the first arriving unit, and for other personnel and equipment needed to provide an effective response to various types of emergencies. The ability to respond in a timely and effective manner depends to a large extent on the availability and location of fire stations, equipment, and personnel within the service area. Fire facilities are located in a manner to ensure adequate coverage and mutual aid thereby functioning as an integrated network of services. Therefore, all

existing and planned facilities, apparatuses, vehicles, and equipment are needed to serve existing and planned development. The City's service standard for arrival of the first fire response unit is 5 minutes or less from receipt of a 9-1-1 call or alarm, 90 percent of the time.

Existing and Planned Facilities

Table 6 details the existing and planned Fire facilities and associated costs.

City Fire currently operates out of four (4) existing fire stations, a Lifeguard Headquarters, and an Administrative Building. Facility generators are also a critical piece of facility infrastructure used to maintain services in the events of major power outages, and have also been included in the existing facility list. Existing facility cost estimates include replacement construction costs only – land acquisition costs are not included. The construction cost of $630 per building square foot was based on a review of fire station construction provided by Economic & Planning Systems, Inc. (EPS) as well one neighboring facility – a recently built fire station in the City of San Jose. While many jurisdictions had costs exceeding $630 per sq. ft., the City has opted to apply a lower end of the spectrum (Appendix B). Additionally, Fire Station 4 is listed but does not include cost since the facility is owned by the University of Santa Cruz and leased by the City. Also, cost and square footage for the Lifeguard headquarters was not included in the existing service standard development since it is pending a replacement per the FY2021-2025 City CIP. The replacement facilities are included in the planned facility list discussed below.

As the City continues to grow, City staff anticipates additional fire facilities, apparatuses, vehicles and equipment will be required to serve new residents, businesses, and employees. The City intends to expand fire facilities to accommodate additional fire and police services required to meet the demands generated by new development.

For the purpose of this Nexus Study, planned fire stations, the administrative building, apparatuses, vehicles, and equipment requirements for planned development are based on the existing level of service provided. City staff applied the current facility square footage per persons served to the projected planned persons served within the Public Safety Impact Fee service area anticipated through buildout of the 2030 General Plan. As shown in Table A, this calculation results in a planned, incremental facility requirement of:

- Approximately 2,996 additional fire facility square feet within the service area

In addition to these incremental facility needs, unmet facility needs beyond the current level of service were also identified where appropriate, including:

- Marine Safety Headquarters
- New Training Center
- Fire Station #2 (Eastside) Exercise & Storage Area
- Expansion of Fire Station #3 Apparatus Bay

Existing and Planned Apparatus, Vehicles, and Equipment

Table 7 details existing apparatuses, vehicles, and equipment and associated costs. As shown on this table, City Fire has several different types of apparatuses and vehicles, including fire engines, trucks and sports utility vehicles, Aerial Ladder trucks, and other specialized vehicles. Additionally, City Fire provides self-contained breathing apparatuses for all firefighters, and ECG and radio equipment for engines. All unit costs in this table were provided by the City Fire based on costs placed in the FY 2021- 2025 and FY2022-2026 CIP and best available data.

Additional fire personnel also will require additional fire apparatuses, vehicles, and equipment. Applying the level or service standards discussed above to the number of projected persons served generates planned, incremental fire fleet needs, shown in Table A, attributable to new development within the service area. **Table A** identifies incremental apparatuses, vehicles, and equipment needed to serve new development based on the existing level of service.

TABLE 6

Public Safety Impact Fee

Fire Facilities - Existing and Planned

Item	Building Area Sq. Ft.	Cost per Sq.ft [1]	Replacement Value
Existing			
Fire Station #1: 711 Center Street	9,880	$ 630.00	$ 6,224,400
Fire Station #2 (Eastside): 1103 Soquel Avenue	4,000	$ 630.00	$ 2,520,000
Fire Station #3: 335 Younglove Avenue	6,202	$ 630.00	$ 3,907,260
Fire Station #4 (UCSC Owned) - Lease Agreement [2]	-	-	-
Lifeguard Headquarters: #1 Municipal Wharf	1,626	$ 630.00	
Fire Administration: 230 Walnut Avenue	5,375	$ 630.00	$ 3,386,250
Facility Generators [4]			$ 800,000
Existing Subtotal			**$ 16,837,910**
Planned			
Planned to Be Replaced [3]			
Marine Safety Headquarters[3]			$ 3,750,000
Fire Department Training Center (New) [3]			$ 2,000,000
Fire Station #2 (Eastside) Exercise & Storage Facility [3][5]			$ 250,000
Fire Station #3 Apparatus Bay [3]			$ 350,000
Incremental Fire Station and Administration Expansion		Table A	$ 1,887,049
Planned Subtotal			**$ 8,237,049**
Grand Total			**$ 25,074,959**

Sources:

[1] $630 cost per square foot chosen based on constructions cost range spent in other Cities. See Appendix B

[2] Leased facility. Cost not included.

[3] Costs from City of Santa Cruz FY2021-2025 and FY2022-2026 Capital Investment Program

[4]Facility Generator Cost based conservatively at $200,000 each. Fire requires a generator at each station including the administrative building. The leased station was not included. on Recent Grant for Fire Station 3, City of Santa Cruz Fire Department. Purchase cost of Station 3 generator was almost $300,000 which included site planning and work.

[5] All of Fire station #2 is planned to be replaced and the replacement value is shown under existing facilities at approximately $2.5M; however the City's CIP lists $5.5M.

TABLE 7

Public Safety Impact Fee

Fire Apparatus and Equipment - Existing and Planned

Item	Number [4]	Replacement Cost	Total Cost
Existing [4]			
Engines - Type 1	3	$ 650,000	$ 1,950,000
Aerial Ladder Truck	1	$ 1,400,000	$ 1,400,000
Reserve Engines - Type 1	1	$ 650,000	$ 650,000
Wildland Engine - Type 3	1	$ 420,000	$ 420,000
Reserve Aerial Ladder Truck	1	$ 1,400,000	$ 1,400,000
Trailer	1	$ 6,815	$ 6,815
SUVs/Trucks	15	$ 45,000	$ 675,000
Radio Equipment Per Engine [1]	3	$ 20,000	$ 60,000
ECG Monitors Per Engine [1]	4	$ 35,000	$ 140,000
Self Contained Breathing Apparatus [2] [3]	53	$ 9,000	$ 477,000
Existing Sub Total			**$ 7,178,815**
Planned			
Rescue Unit			$ 375,000
Incremental Apparatus and Equipment Additions	See Table A		$ 844,672
Planned Subtotal			**$ 1,219,672**
Total			**$ 8,398,487**

Source: City of Santa Cruz Fire Department

[1] $20,000.00 (for 2 mobile radios, 4 portables and associated wiring and equipment on new apparatus). ECG Monitors include hear monitors and defibrillators required for medical emergency calls.

[2] Breathing Apparatus for fire suppression

[3] 56 Fire Fighters (includes Battalian Chiefs, Fire Captains, Fire Engineers, and Firefighters) in FY2021 Budget - Reduced by 3 Fire Station #4 primary firefighters

[4] Existing inventory reduced by all equipment used as primary at Fire Station #4 (UCSC Owned)Removed 1 Engine, 1 Reserve Engine, and 2 Trucks.

Table A

Public Safety Impact Fee

Fire: Planned Incremental Facilities, Apparatuses, and Equipment

Facilities and Equipment	Existing Persons Served and Inventory [4]	Projected Persons Served [3]	Unit Cost	Total Cost of Planned Facilities
Persons Served				
Residents	64,523	8,264		
Employees	38,449	3,852		
Total Persons Served	**102,972**	**12,116**		
Facilities				
Facility Sq. Ft	25,457	2,995.32	$ 630	**$ 1,887,049**
Fire Apparatuses and Vehicles [1]				
Engines - Type 1	3	0.35	$ 650,000	$ 229,440
Aerial Ladder Truck	1	0.118	$ 1,400,000	$ 164,726
Reserve Engines - Type 1	1	0.12	$ 650,000	$ 76,480
Wildland Engine - Type 3	1	0.12	$ 420,000	$ 49,418
Reserve Aerial Ladder Truck	1	0.12	$ 1,400,000	$ 164,726
Trailer	1	0.12	$ 6,815	$ 802
SUVs/Trucks	15	1.76	$ 45,000	$ 79,422
Subtotal	23	2.71		**$ 765,015**
Equipment				
Radio Equipment Per Engine	3	0.35	$ 20,000	$ 7,060
ECG Monitors	4	0.47	$ 35,000	$ 16,473
Self Contained Breathing Apparatus [2]	53	6.24	$ 9,000	$ 56,125
Subtotal Planned Equipment				**$ 79,657**
Total Fire Facility, Apparatus, Vehicle, and Equipment Costs for Future Development Persons Served				**$ 2,731,721**

[1] Detail Apparatus and Vehicle Replacement Costs Appendix C

[2] Number of Firefighting Staff as of FY21/22 including Battalion Chiefs, Captains, Engineers, and Firefighters.

[3] Table 2 Projected Persons Served

[4] Existing inventory reduced by all facilities, apparatuses, and equipment used as primary for Fire Station #4 (UCSC Owned). Removed 1 Engine, 1 Reserve Engine, and 2 Trucks.

Police Services Program Fee

Table 8 summarizes the existing and planned police facilities, vehicles, and equipment and associated costs. The total cost estimate of $33.9 million which includes $30.3 million for existing facilities, vehicles, and equipment and $3.6 million for planned facilities, vehicles, and equipment.

TABLE 8
Public Safety Impact Fee
Police: Existing and Planned Facilities, Vehicles, and Equipment

Item	Source	Total
Existing		
Existing Facilities		$ 27,140,000
Existing Vehicles and Equipment [1]		$ 3,207,214
Existing Subtotal		**$ 30,347,214**
Planned		
Planned Facilities		$ 3,193,340
Planned Vehicles and Equipment[1]		$ 376,778
Planned Subtotal		**$ 3,570,118**
Existing and Planned Total		**$ 33,917,332**

[1] Police leased vehicles and Harley Motorcycles are not included. Harley Motorcycles are part of an exchange program with Harley Davidson since 2001.

Background

SCPD provides protection and law enforcement services to the community. SCPD's primary objective is to reduce crime as well as the perception of crime and fear through a commitment to Community Oriented Policing and Problem Solving. This includes the prevention of crime; detection and apprehension of offenders; the safe and orderly movement of traffic through traffic law enforcement accident prevention and investigation; ensuring public safety through regulation and control of hazardous conditions; the recovery and return of lost and stolen property; and the provision of non-enforcement services through programs reflecting community priorities.

Service Standard

Although many SCPD field resources are assigned to a specific geographic "beat", service demand frequently requires them to leave their assigned beat to assist other officers or to answer calls for service. Other SCPD resources, including administration, investigations, animal and technical services serve the City at large. It is therefore reasonable to conclude that all police resources serve all types of development throughout the City, both current and future. The SCPD Headquarters is located in a manner to ensure adequate coverage throughout the City. All existing and planned facilities, vehicles, and equipment are needed to serve existing and planned development.

Existing and Planned Facilities

Table 9 details existing and planned facilities for SCPD. SCPD currently serves City residents, businesses, and visitors from a 46,000 square foot headquarters facility located at 155 Center Street, Santa Cruz.

TABLE 9

Public Safety Impact Fee

Police Facilities - Existing and Planned

Item	Square Footage	Cost per Sq.ft [1]	Replacement Value
Existing Facilities			
Police Headquarters	46,000	$ 590.00	$ 27,140,000
Planned Facilities			
Incremental Police Station Expansion	Table B		$ 3,193,340
Total Existing and Planned Facilities			**$ 30,333,340**

[1] Cost based on construction of City of Salinas Police Station built in 2019 and includes offices and administrative functions, evidence storage, forensic lab, and firearms training facility. Source: ebirkenkopf@publicfacilitiesgroup.org. The per square foot cost excluded site work as a conservative approach; however, if site work were included the headquarters cost would have been $697/sq.ft. The $590 amount excludes the cost for land.

Table B identifies incremental facilities, vehicles, and equipment needed to serve new development based on the existing level of service. Based on existing facilities and the projected growth of residents

Table B
Public Safety Impact Fee
Police: Planned Incremental Facilities, Vehicles, and Equipment

Facilities and Equipment	Existing Persons Served and Inventory	Projected Persons Served [3]	Unit Cost	Total Cost of Planned Facilities
Persons Served				
Residents	64,523	8,264		
Employees	38,449	3,852		
Total Persons Served	**102,972**	**12,116**		
Facilities				
Facility Sq. Ft	46,000	5,412.44	$ 590	**$ 3,193,340**
Police Fleet [1]				
Motorcycle	6	0.71	$ 20,743	$ 14,644
Sedan	19	2.24	$ 25,000	$ 55,889
Specialty	1	0.12	$ 230,000	$ 27,062
SUVs	20	2.35	$ 30,000	$ 70,597
Truck	11	1.29	$ 35,000	$ 45,300
Van	4	0.47	$ 30,000	$ 14,119
ATV	5	0.59	$ 8,000	$ 4,706
Subtotal Police Vehicles	**66**	**7.77**		**$ 232,318**
Personal Protective Equipment [2]	101	11.88	$ 12,156	$ 144,460
Subtotal Planned Vehicles and Equipment				**$ 376,778**
Total Police Facility, Vehicles, and Equipment Costs for Future Development Persons Served				**$ 3,570,118**

[1] Average cost of all vehicle types purchased used. Based on Asset Purchase Costs provided by PW. Detailed Fleet Appendix D

[2] Number of uniformed officers requiring protective equipment.

[3] Table 2 Projected Persons Served

and employees, a total of $3,193,340 will be necessary to maintain service standards for existing and future growth. Funds could be used to expand the current facility or perhaps manage satellite expanded locations throughout the City.

Existing and Planned Vehicles and Equipment

Table 10 details the existing SCPD vehicles and equipment and associated costs. As shown on this table, the SCPD has a number of different types of vehicles, including patrol cars, unmarked cars, and patrol motorcycles. Additionally, the SCPD provides sets of officer equipment for all police officers. The number of equipment sets shown on **Table 10** is based on the number of uniformed police officers budgeted for fiscal year 2021.

TABLE 10

Public Safety Impact Fee

Police Vehicles and Equipment - Existing and Planned

Existing Vehicles and Equipment [1]	**Count**		**Purchase Cost**		**Total**
Motorcycle	6	$	20,743	$	124,458
Sedan	19	$	25,000	$	475,000
Specialty	1	$	230,000	$	230,000
SUVs	20	$	30,000	$	600,000
Truck	11	$	30,000	$	330,000
Van	4	$	45,000	$	180,000
ATV	5	$	8,000	$	40,000
	66			**$**	**1,979,458**
Personal Protective Equipment [2]	101	$	12,156	$	1,227,756
			Existing Subtotal	**$**	**3,207,214**
Planned Vehicles and Equipment					
Incremental Vehicle and Equipment Additions				$	376,778
			Existing and Planned Total	**$**	**3,583,992**

[1]Fleet asset information provided by PW.

[2]See Image A for Police Personal Protective Equipment

Chapter 4: Cost Allocation

This section describes the methodology used to allocate total costs of developing fire and police facilities and acquiring apparatuses, vehicles, and equipment to existing and planned residential and nonresidential land uses to calculate the maximum justifiable fire and police fee component per unit and per 1,000 nonresidential square feet.

The service level standards are based on the residential and employee population of the City and similarly are allocated to both residential and nonresidential development. Total costs are allocated to both existing and planned development reflecting that fire and police facilities offer an integrated network of public safety services and all facilities, apparatuses, vehicles, and equipment will serve existing and planned development. The cost allocation approach used in this Nexus Study derives the fair share of costs of fire and police facilities, apparatuses, vehicles and equipment for both existing and planned development.

For purposes of the cost allocation, the total number of employees is adjusted to reflect the smaller demand for fire and police services by an employee as it relates to the demand for the facilities generated by a resident. One employee is assumed to equal 0.5 residents.

Applying this factor to the projected future 46,153 employees creates an adjusted, resident-equivalent, future employee population of approximately 23,077 employees. Adding this figure to the projected future residential population of roughly 72,787 residents' results in a total of approximately 95,864 persons served in 2030.

Existing fire and police facility, apparatus, vehicle, and equipment costs were determined by reviewing the existing inventory for fire and police. Using the best available data paired with a conservative cost approach, staff allocated replacement costs for all facilities, apparatuses, vehicles and equipment to determine the existing value of all capital assets for fire and police (Table 5 and Table 8). Planned incremental costs were determined by establishing the existing standard of facilities, apparatuses, vehicles and equipment and using that standard to allocate the number of additional capital assets (whether square footage of new/expanded facilities, or additional vehicles) needed based on additional persons served (Table A and Table B). Additional unmet facility needs beyond the current level of service were also identified where appropriate. The costs are then allocated to existing and planned development by distributing the total costs over the projected 2030 persons-served population to determine the cost per resident and employee shown in **Table 1-A.**

TABLE 1-A
Public Safety Impact Fee
Cost Per Resident and Employee

		Fire			Police		
Item	**Formula**	Residential	Non-Residential	Total	Residential	Non-Residential	Total
Allocation Factor [2]	D=Industry Standard	1	0.50		1	0.50	
2030 Residents/Employees [1]	E	72,787	46,153	118,940	72,787	46,153	118,940
2030 Persons Served	F=D*E	72,787	23,077	95,864	72,787	23,077	95,864
Percentage Distribution of Persons Served	G	76%	24%		76%	24%	
Total Costs [3]	H=G*TOTAL COST	$ 25,415,634.52	$ 8,057,811.01	$ 33,473,446	$ 25,752,668	$ 8,164,664	$ 33,917,332
Cost per Resident/Employee	**H/E**	**$ 349.18**	**$ 174.59**	**$ 349.18**	**$ 353.81**	**$ 176.90**	**$ 353.81**

Public Safety Impact Fee Total Cost Per Person Served	**$ 702.99**

[1] See Table 2
[2] Employees are weighted at half a resident to reflect lower employee demands for services.
[3] See Table 4

Public Safety Impact Fee Calculation

Based on the persons-served calculation discussed above, total existing and planned fire and police facility, apparatus, vehicles, and equipment costs are apportioned to existing and planned residential and nonresidential development to derive a maximum justifiable fee per residential unit and nonresidential 1,000 building square feet. Dividing the total existing and planned facility, apparatus, vehicle and equipment costs for City Fire of $33.5 million by the projected 2030 persons-served population results in a cost of $350 per resident served for City Fire and $354 per resident for SCPD. Costs per employee are $175 per employee for fire services and $177 for police services.

The cost per resident or per employee is then applied to the persons per unit (residential land uses, G)) or employees per 1,000 square feet (nonresidential land uses, see H in Table 1) to derive the Public Safety Impact Fee cost allocation for each land use category, as depicted in **Table 1**. Adding a 2-percent administration charge generates the total maximum justifiable public safety impact fee for each land use category.

TABLE 1

SUMMARY OF PROPOSED PUBLIC SAFETY IMPACT FEE

Fire and Police Program Fees

Item	Cost Per Person	Persons per Unit	Bldg. Sq. Ft. Per Employee	Employees Per 1,000 Bldg. Sq. Ft.	Cost Per Unit or 1,000 Bldg. Sq. Ft. (Maximum) [3][4]	Cost Per Square Foot	Cost Per Unit or Per 1,000 Sq. Ft. Including 2% Administrative Fee (Maximum) [3][4]	Per Sq.Ft.Including 2% Administrative Fee
Formula	*F=E/A*	*G*	*H*	*I=1000/H*	*J = F*G or F*I*	J695 OR 1597 OR J1000		
FIRE: RESIDENTIAL							**Cost Per Unit (Maximum)**	**Cost Per Sq.Ft.**
Single Family [1]	$ 349.18	2.36			$ 824	$ 0.52	$ 841	$ 0.53
Multi-Family [2]	$ 349.18	1.76			$ 615	$ 0.88	$ 627	$ 0.90
FIRE: NONRESIDENTIAL							**Cost Per 1,000 Sq. Ft.**	**Cost Per Sq.Ft**
Retail	$ 174.59		350	2.86	$ 499	$ 0.499	$ 509	$ 0.509
Office	$ 174.59		300	3.33	$ 582	$ 0.582	$ 594	$ 0.594
Industrial	$ 174.59		750	1.33	$ 233	$ 0.233	$ 237	$ 0.237
Hotel	$ 174.59		1000	1	$ 175	$ 0.175	$ 178	$ 0.178
POLICE: RESIDENTIAL							**Cost Per Unit (Maximum)**	**Cost Per Sq.Ft**
Single Family [1]	$ 353.81	2.36			$ 835	$ 0.52	$ 852	$ 0.53
Multi-Family [2]	$ 353.81	1.76			$ 623	$ 0.90	$ 635	$ 0.91
POLICE: NONRESIDENTIAL							**Cost Per 1,000 Sq. Ft.**	**Cost Per Sq.Ft**
Retail	$ 176.90		350	2.86	$ 505	$ 0.505	$ 516	$ 0.516
Office	$ 176.90		300	3.33	$ 590	$ 0.590	$ 601	$ 0.601
Industrial	$ 176.90		750	1.33	$ 236	$ 0.236	$ 241	$ 0.241
Hotel	$ 176.90		1000	1.00	$ 177	$ 0.177	$ 180	$ 0.180

[1] Cost per square foot provided by Keyser Marston & Associates based on last three years of homes sold in Santa Cruz. See Table 3A and Appendix E.

[2]2019 Census Data for Housing with 2+ Units

[3] Single-Family Units cannot be charged more than the Maximum Fee Amounts Per Unit

[4] Multi-Family Units cannot be charged more than the Maximum Fee Amounts Per Unit

[5] All nonresidential development will be charged per sq. ft.

The City has determined to charge the Public Safety Impact Fee on a per square foot basis for residential and nonresidential land uses. For residential single-family we multiplied the average person per household by the fee per resident served (Fire: 2.36x$350) resulting in a fee per single-family residential unit, $842, which includes a 2% administrative fee and is the maximum justified fee for single-family residential units. The City then divided the maximum justifiable fee by 1,597, the average square footage per single-family unit to derive a per square foot fee amount for single-family residential. The City has determined to implement fees based on the lesser of the square footage fee amount or the maximum justifiable fee. The City used the same approach for multi-family residential. The source for the average square foot per multi-family unit is indicated in Table 3A and Appendix E shows how the single-family unit average was derived.

The nonresidential fee is calculated per 1,000 sq. ft. based on employment density factors for each nonresidential land use category (Retail, Office, Industrial, and Hotel) and is reported and will be charged on a per sq. ft. basis. For nonresidential the cost per employee is multiplied by the number of employees per 1,000 sq. ft. resulting in the fee per 1,000 square feet.

Chapter 5: Implementation

The Public Safety Impact fee presented in this 2021 Nexus Study is based on the best cost estimates and land use information available at this time. If costs, development projections, or funding sources other than development impact fees change significantly, the fees should be adjusted accordingly.

The proposed Public Safety Impact Fee schedule must be adopted by the City Council. The fees will be effective sixty (60) days following final action on the adoption of this 2021 Nexus Study, the ordinance authorizing collection of the Public Safety Impact Fee, and the fee resolution establishing the fees.

The City should conduct periodic reviews of the estimated development, existing and planned facility, apparatus, vehicle, and equipment costs, and associated funding sources. Based on these reviews, the City should make necessary adjustments to the fees. Each year the City should apply an appropriate inflation adjustment factor to the fees to reflect changes in construction costs.

Applicability of Fee Program

Once the Public Safety Impact Fee takes effect, the fees will be collected from all new residential and nonresidential development within the boundary of the City prior to building permit issuance. The fees for residential development are based on the heated, livable square footage of the structure(s), which would not include garages, covered patios, carports, etc. Nonresidential development is based on new/expanded square footage for different occupancy types such as retail, office, industrial, and hotel.

The term "new development" as used in this Nexus Study includes the heated/livable square footage of additions and/or modifications to existing residential and nonresidential development as long as the addition/modifications results in an increase in square footage.

Fee Exemptions and Credits

The following types of development are specifically exempt from the Public Safety Impact Fee programs:

The following exemptions from the requirements for fees and exactions are imposed:

1) Any type of project determined by the City Council to have a reduced or insignificant Public Safety impact as per section 18.49.070.
2) Repairs or Replacement. The repair, remodel, modification, reconstruction or replacement of a residential or nonresidential building substantially equivalent to the preexisting building. Additional square footage beyond pre-existing amount is not exempt.
3) Accessory Dwelling Units and Junior Accessory Dwelling Units.
4) Public Project. Projects undertaken by a public agency, except projects undertaken by a private developer on public property, and except property not used exclusively for a governmental purpose.
5) Project with Complete Application on Effective Date of Ordinance. Project for which an application for permit was complete prior to the effective date of the ordinance codified in this section, except for any project which is required to comply with these measures pursuant to the provisions of a development agreement.

Change of use is entitled to an offset or a credit:

1) If a project is changing its use, a credit in the amount offsetting the impact of its prior use shall be applied. For example, a development project converting existing hotel square footage into residential multi-family will have the fee for the proposed (including any addition) multi-family calculated and the fee for the existing hotel space calculated, and the existing hotel space will be credited against the new multi-family fee use. In the event that the credit exceeds the new fee, the fee shall be zero.

2) No credits or exemptions will be given to properties that have been vacant for more than three years (3) by the time of applying for building permit.

Periodic Inflation Adjustment and Fee Review

The Public Safety Impact Fee schedule should be adjusted annually to account for cost inflation. It is recommended that the Public Safety Impact Fee be automatically adjusted effective January 1 of each year beginning on January 1, 2022. The adjustment will be based on the year-over-year percentage change in the 20-City Construction Cost Index (CCI) as reported in the Engineering News Record (ENR) for the 12-month period ending October the prior year. In addition, the Public Safety Impact Fee is subject to periodic adjustment based on changes in developable land, cost estimates, or other funding sources. The City should review the Public Safety Impact Fee periodically to determine if any adjustments to the fee is warranted. This review should include:

- Changes to the required facilities, apparatus, vehicles or equipment listed in the fee program or the City's CIP.
- Changes in the cost to update or administer the fees.
- Changes in costs due to inflation.
- Changes in assumed development.
- Changes in other funding sources.

Any proposed changes to the Public Safety Impact Fee based on the periodic review must be presented to City Council prior to any adjustment of the fee.

Fee Administration

The Public Safety Impact Fee will be collected from new development within the City at the time of building permit issuance; however, use of these funds may need to wait until a sufficient fund balance can be accrued. Per Government Code Section 66006, the City is required to deposit, invest, account for, and expend the fees in a prescribed manner.

Five-Year Review

By the fifth fiscal year following the first deposit into the Fire Fee and Police Fee accounts or funds, and every five years thereafter, the City is required to make all of the following findings with respect to that portion of the account or fund remaining unexpended:

- Identify the purpose of the fee.
- Demonstrate a reasonable relationship between the fee and the purpose for which it is charged.
- Identify all sources and amounts of funding anticipated to complete financing for incomplete fire and police protection improvements.
- Designate the approximate dates that the funding referred to above is expected to be deposited in the appropriate account or fund.

The City must refund the unexpended or uncommitted revenue portion for which a need could not be demonstrated in the above findings, unless the administrative costs exceed the amount of the refund.

Authority

This report has been prepared to establish the Fire Fee and Police Fee in accordance with the procedural guidelines established in AB 1600, which is codified in California Government Section 66000 et. seq. This code section sets forth the procedural requirements for establishing and collecting development impact fees. The procedures require that a "reasonable relationship or nexus must exist between a governmental exaction and the purpose of the condition."[i]

Specifically, each local agency imposing a fee must:

- Identify the purpose of the fee.
- Identify how the fee is to be used.
- Determine how a reasonable relationship exists between the fee's use and the type of development project on which the fee is imposed.
- Determine how a reasonable relationship exists between the need for the public facility and the type of development project on which the fee is imposed.
- Demonstrate a reasonable relationship between the amount of the fee and the cost of the public facility or portion of the public facility attributable to the development on which the fee is imposed.

Chapter 6: Summary of Nexus Findings

The development impact fees to be collected for each land use are calculated based on the proportionate share of the total facility use that each land use represents. With this approach, the following findings are made concerning the Public Safety Impact Fee.

Purpose of Fee

The Public Safety Impact Fee established through this 2021 Nexus Study will fund the new fire and police facilities, apparatuses, vehicles, and equipment necessary to serve new residential and nonresidential development in the City. New development in the City will increase the service population and, therefore, the need for new fire and police facilities, apparatuses, vehicles, and equipment to adequately serve the new residents and employees.

Use of Fees

Fire Fee and Police Fee revenue will be used to construct new development's proportionate share of fire and police buildings and equipment, as well as to acquire fire and police vehicles and equipment necessitated by new development. It also will be used to plan for and design fire and police facilities and fund the studies and administration needed to support the programs.

Relationship between Use of Fees and Type of Development

The development of new residential and nonresidential land uses in the City will generate the need for additional fire and police personnel, facilities, vehicles, and equipment. The Public Safety Impact Fee revenue will be used to construct and expand facilities and to acquire vehicles and equipment needed to serve new residents and employees.

Relationship between Need for Facility and Type of Project

Each new residential and nonresidential development project will generate additional demand for fire and police services and personnel. Additional personnel will be housed in future fire and police stations and require support vehicles and equipment to serve additional demand generated by new residents and employees.

Relationship between Amount of Fees and Cost of or Portion of Facility Attributed to Development on which Fee is Imposed

The costs of fire and police facilities, apparatuses, vehicles, and equipment needed to serve existing and planned development were split between existing and planned residential and nonresidential uses based weighted persons served factors. These costs were converted to costs per dwelling unit and 1,000 nonresidential building square feet by land use using an appropriate common use factor for each land use type. The common use factor for each residential land use is the number of persons per household for single and multi-family residential. The common use factor for each nonresidential land use is the number of employees per thousand building square feet. For each land use, the base Public Safety Impact Fee is equal to the allocated cost per dwelling unit or thousand nonresidential building square feet.

Appendices

APPENDIX A Employee Density Calculation, Keyser Marston & Associates
APPENDIX B Fire/Police Construction Cost Per Square foot, Economic & Planning Systems, Inc.
APPENDIX C Detailed Fire Fleet
APPENDIX D Detailed PD Fleet
APPENDIX E Average Sq. Ft. Single-family Housing, City of Santa Cruz, Keyser Marston & Associates

APPENDIX A: EMPLOYEE DENSITY

			Distribution of land use				Distribution of Employment by Density				
	Employees	%	Retail	Office	Hotel	Industrial	Retail	Office	Hotel	Industrial	Total
Employment by SIC Codes (ESRI)							0.227470155	0.574772	0.022549	0.175209	
Agriculture and Mining	341	0.9%				100%	0	0	0	341	341
Construction	677	1.8%				100%	0	0	0	677	677
Manufacturing	2,022	5.3%				100%	0	0	0	2,022	2,022
Transportation	1,240	3.2%				100%	0	0	0	1,240	1,240
Communication	176	0.5%		50%		50%	0	88	0	88	176
Utilities	155	0.4%				100%	0	0	0	155	155
Wholesale trade	1,121	2.9%				100%	0	0	0	1,121	1,121
Retail trade, ex. Restaurants	8,746	22.7%	100%				8,746	0	0	0	8,746
Finance, Insurance, real estate	1,417	3.7%		100%			0	1,417	0	0	1,417
Hotels	867	2.3%			100%		0	0	867	0	867
Other Services	16,494	42.9%		100%			0	16,494	0	0	16,494
Government	5,013	13.0%		80%		20%	0	4,010	0	1,003	5,013
Unclassified	180	0.5%		50%		50%	0	90	0	90	180
Total Employment	38,449	100.0%					8,746	22,099	867	6,737	38,449
Sq. ft. per employee (KMA Estimate Consistent with Childcare Study - See Table 9 of Childcare Nexus Study)							350	300	1,000	750	Total
Total Sq. ft.							3,061,100	6,629,820	867,000	5,052,450	15,610,370
Average Square feet per employee											406
Average number of employees per sf of non-residential space											0.002463

Source: Provided by Keyser Marston & Associates (KMA)

APPENDIX B
Santa Cruz Public Safety Fee Peer Review
Fire Facilities Cost Comparison

Item	Estimated Cost	Year of Estimate	Notes / Source (if available)
	per station		
Folsom Plan Area Fee	$6.4M	2018	
	per sq. ft.		
City of Fresno Public Safety Fees	$630	2019	
City of Sacramento	$620	2018	2014 cost estimate escalated to 2018$.
Cordova Hills Finance Plan	$500	2011	Sacramento Metropolitan Fire District estimate.
City of Winters	$172	2009	Combination Police-Fire Facility.
Manteca (Atherton Dr./Woodward Ave.)	$693	2021	
East Contra Costa Station 55	$755	2021	
Riverside County (Temecula)	$1,310	2021	
Lassen County (Westwood)	$1,035	2021	
			fire comp
City of San Jose	$1,000	2020	Data Collected by City Staff from Deputy Chief A. Freyler for Fire Station 20.

Table 4
Santa Cruz Public Safety Fee Peer Review
Police Facilities Cost Comparison

Item	Estimated Cost	Year of Estimate	Notes / Source (if available)
	per sq. ft.		
Folsom Plan Area Fee	$371	2018	Excludes land. 2013 cost estimate escalated to 2015$. Validated in 2018.
Elk Grove Capital Facilities Fee	$634	2018	Excludes land acquisition.
City of Fresno Public Safety Fees	$255	2016	
City of Sacramento	$564	2018	2014 cost estimate escalated to 2018$.
Solano Public Facilities Fee	$557	2018	2017 Solano County Master Plan. 2017 cost estimate escalated to 2018$.

police comp

APPENDIX C - FIRE EXISTING APPARATUS AND VEHICLES - 3/27/2021

Division	Asset ID	Model	Type	Notes
Fire/EMS Operation	770-2013	3110 PIERCE PUMPER	Engine	Purchase Cost of 2013 Pierce Pumper Used
Fire/EMS Operation	775-2013	PIERCE PUMPER	Engine	Purchase Cost of 2013 Pierce Pumped Used
Fire/EMS Operation	776-2001	PIERCE WILDLAND TYPE 3 4X2	Engine	Not Included - Out of Service as of 4/2021
Fire/EMS Operation	777-2013	PIERCE PUMPER	Engine	Purchase Cost of 2013 Pierce Pumped Used
Fire/EMS Operation	788-2015	3113 PIERCE PUMPER	Engine	Purchase Cost of 2013 Pierce Pumped Used
Fire/EMS Operation	772-1999	PIERCE PUMPER	Engine (Reserve)	Purchase Cost of 2013 Pierce Pumper Used
Fire/EMS Operation	773-2002	PIERCE PUMPER	Engine (Reserve)	Purchase Cost of 2013 Pierce Pumper Used
Fire/EMS Operation	771-2005	SUTPHEN AERIAL (Reserve)[1]	Quint (Reserve)/Aerial Ladder Truck	
Fire/EMS Operation	778-2011	PIERCE AERIAL LADDER TRUCK	Quint/Aerial Ladder Truck	
Fire/EMS Operation	784-2008	FORD EXPEDITION	SUV	
Admin	280-2016	HAULMARK TRLR	Trailer	
Admin	170-2017	TOYOTA SR5 TACOMA	Truck	
Admin	183-2017	TOYOTA SR5 TACOMA	Truck	
Fire/EMS Operation	168-2017	TOYOTA TUNDRA CREWMAX	Truck	
Fire/EMS Operation	520-2006	FORD F150 4X4	Truck	
Fire/EMS Operation	535-2015	TOY TUNDRA, 4X4	Truck	
Fire/EMS Operation	779-2006	FORD F150 4X4	Truck	
Fire/EMS Operation	780-1993	CHEVROLET CAB & CHASS	Truck	
Fire/EMS Operation	782-2020	FORD F250	Truck	Not Included - Lease
Fire/EMS Operation	783-2013	TUNDRA	Truck	
Fire/EMS Operation	785-2017	F450 SD P/U FLATBD	Truck	
Fire Prevention	182-2015	TOY TACOMA, 4X4	Truck	
Fire Prevention	812-1999	GMC 2500	Truck	
Fire Prevention	817-2003	FORD F350 [1]	Truck	
Fire Prevention	885-2020	FORD F250	Truck	Not Included - Lease
Fire Marine Rescue	445-2010	TOY TAC, 4X4	Truck	
Fire Marine Rescue	450-2016	TOY TACOMA 4X4	Truck	
Fire Marine Rescue	479-2013	TOY TACOMA, DBL	Truck	
Fire Marine Rescue	560-2016	TOY TAC, 4X4, DBL CAB	Truck	
Fire/EMS Operation	774-2020	PIERCE WILDAND TYPE 3 4X4	Wildland Engine	

APPENDIX D - EXISTING POLICE VEHICLES
3/27/2021

Division	Asset #	Model	Type	Notes
Rangers	333-2008	SUZUKI LTA500FK6	ATV	
Traffic	300-2014	TRX500FAE	ATV	
Traffic	301-2014	TRX500FPE	ATV	
Traffic	302-2014	TRX500FE	ATV	
Traffic	303-2014	POLARIS	ATV	
Traffic	305-2015	HONDA ST1300PAD	Motorcycle	
Traffic	307-2015	HONDA ST1300PAF	Motorcycle	
Traffic	312-2015	HONDA ST1300PAF	Motorcycle	
Traffic	309-2009	HARLEY DAVID FLHP1	Motorcycle	Not Included - Lease
Traffic	311-2007	HARLEY DAVID FLHP1	Motorcycle	Not Included - Lease
Traffic	313-2007	HARLEY DAVID FLHP1	Motorcycle	Not Included - Lease
Traffic	314-2009	HARLEY DAVID FLHP1	Motorcycle	Not Included - Lease
Traffic	319-2017	ZERO FXP	Motorcycle	
Traffic	304-2013	HONDA ST1300PAD	Motorcycle	
Traffic	306-2013	HONDA ST1300PAD	Motorcycle	
Traffic	322-2000	2000 USV RADCO	Not Included	Not Included
Investigations	158-2014	FORD TAURUS	Sedan	
Investigations	107-2009	DODGE CHARGER SXT	Sedan	
Investigations	150-2012	HONDA ACCORD LX	Sedan	
Investigations	136-2014	FORD FUSION	Sedan	
Admin	132-2009	FORD FUSION SEL	Sedan	
Investigations	118-2007	FORD 500 SEL	Sedan	
Patrol	116-2011	FORD CROWN VIC	Sedan	
Patrol	123-2011	FORD CROWN VIC	Sedan	
Patrol	137-2011	FORD CROWN VIC	Sedan	
Patrol	142-2011	FORD CROWN VIC	Sedan	
Patrol	166-2011	FORD CROWN VIC	Sedan	
Investigations	130-2007	DODGE CHARGER	Sedan	
Investigations	149-2007	DODGE CHARGER	Sedan	
Patrol	153-2010	FORD CROWN VIC	Sedan	
Patrol	125-2006	FORD CROWN VIC	Sedan	
Patrol	124-2011	CROWN VICTORIA	Sedan	
Investigations	145-2020	FORD FUSION	Sedan	Not Included - Lease
Patrol	117-2008	FORD CROWN VIC	Sedan	
Investigations	152-2008	TOTOTA CAMRY	Sedan	
Patrol	143-2018	DODGE CHARGER	Sedan	
Patrol	911-2015	BC55003	Specialty2	
Patrol	120-2020	FORD EXPLORER AWD	SUV	
Patrol	128-2014	FORD EXPLORER, AWD	SUV	
Patrol	119-2015	INTERCEPTOR EXPLORER	SUV	
Patrol	140-2015	FORD EXPLORER, AWD	SUV	
Patrol	157-2015	FORD EXPLORER	SUV	
Patrol	163-2015	FORD EXPLORER AWD	SUV	
Patrol	165-2016	EXPLORER	SUV	
Rangers	172-2013	FORD EXPLORER	SUV	
Investigations	112-2014	FORD EXPLORER	SUV	
Patrol	505-2012	CHEV TAHOE	SUV	
Patrol	148-2017	FORD EXPLORER AWD	SUV	
Patrol	126-2016	FORD EXPLORER AWD	SUV	
Patrol	127-2020	FORD EXPLORER AWD	SUV	Not Included - Lease
Patrol	144-2020	FORD EXPLORER AWD	SUV	Not Included - Lease
Patrol	135-2014	FORD EXPLORER, AWD	SUV	
Patrol	147-2014	FORD EXPLORER AWD	SUV	
Patrol	131-2016	FORD EXPLORER, AWD	SUV	
Patrol	146-2016	FORD EXPLORER AWD	SUV	
Patrol	156-2016	FORD EXPLORER AWD	SUV	
Patrol	159-2019	CHEVY TAHOE	SUV	
Patrol	154-2019	CHEVY TAHOE	SUV	
Patrol	155-2019	CHEVY TAHOE	SUV	

APPENDIX D - EXISTING POLICE VEHICLES
3/27/2021

Division	Asset #	Model	Type	Notes
Rangers	390-2008	FORD RANGER	Truck	
Patrol	180-2005	FORD F150	Truck	
Rangers	428-2016	TOYOTA TAC 4 X 4	Truck	
Patrol	807-2003	FORD F150 4X4	Truck	
Rangers	413-2001	FORD F150 4X4	Truck	
Rangers	548-2017	FORD F150 P/U SC	Truck	
Patrol	489-1996	FORD E350	Truck	
Rangers	547-2017	FORD F150 P/U SC	Truck	
Investigations	167-2007	FORD 500 SEL	Truck	Not Included - Lease
Patrol	139-2018	DODGE RAM 1500	Truck	
Patrol	500-2008	FORD E350 SUPERDUTY	Truck	
Patrol	463-2005	CHEVROLET C4500	Truck	
Investigations	177-2020	CHRYSLER PACIFICA	Van	
Investigations	499-2019	FORD TRANSIT 250	Van	
Admin	174-2014	HONDA ODYSSEY	Van	
Investigations	141-2012	HONDA ODYSSEY LX	Van	

APPENDIX E: City of Santa Cruz Home Sales Attached & Detached Homes
January 2018- Jan 2021

Property Address	Sale Date	Sale Price	Type	# Bath	# Bed	SF	Lot SF	Lot Acrea	Total AV	Year Built
Summary for all units sold since January 2018										
1988	units sold	$1,009,910	price	beds	2.6	1,597	7085	lot sf	yr built	1962
45	units built since 2017	$1,140,886	price		3.0	2,887	7,805	lot sf	yr built	2,018
Summary data for attached units										
486	units	$654,116	price	beds	2.0	1,219	1,716	lot sf	yr built	1984
10	units built since 2017	$744,210	price		2.0	1,895	1,111	lot sf	yr built	2018
Summary Data for SFR										
1502	units	$1,125,034	price	beds	2.8	1,720	8,822	lot sf	Yr built	1954
35	units built since 2017	$1,254,222	price	beds	3.3	3,170	9,717	lot sf	Yr Built	2018

Average Sq. Ft. Multi Fam Unit **695**
From Costar - Multi Family units/projects constructed since 2005

Source: KMA, 2021