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Staff Report

Date: November 29, 2016

To: City Council

From: Valerie J. Barone, City Manager

Reviewed by: Victoria Walker, Director of Community and Economic Development

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Subject: **Considering Introduction of Ordinance No. 16-3 Amending the Concord Municipal Code by Adopting a Text Amendment to the Development Code (PL160109-DC) to Sections 18.185.020 and 18.185.040 to Reduce the Minimum Applicable Project Size, subject to the Affordable Housing Ordinance, from Five Units to Two Units, adoption of Resolution No. 16-6042.4 Amending the City's Fees and Charges Resolution to Increase In-Lieu Fees for Ownership Units within the City's Inclusionary Housing Program, Effective on January 1, 2017, and adoption of Resolution No. 16-6042.5 amending the City's Fees and Charges Resolution to adopt Affordable Housing Impact Fees for Development of Rental Units within the City's Affordable Housing Program, Effective on July 1, 2018.**

Exempt from CEQA including pursuant to Public Resources Code Section 21166, CEQA Guidelines Sections 15061(b)(3), 15162, and 15378(b)(4).

Report in Brief

On September 27, 2016, the City Council reviewed the recommendations of the Planning Commission and the Housing and Economic Development Committee (HED Committee) to do the following: 1) Amend the City's Development Code of the Affordable Housing Ordinance to reduce the applicable project size from five units to two units; 2) Amend the City's fee schedule to increase Affordable Housing in-lieu fees for ownership projects to be phased in over the next five years; and 3) Amend the City's

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fee schedule to adopt Affordable Housing impact fees for rental projects with a modest fee to be phased in incrementally over the next six years. During the City Council meeting, Councilmembers had further questions and the City Council voted 3-2 to return the item to Committee for further review of the questions raised.

On October 27, 2016, the HED Committee reviewed the recommendations presented at Council and staff's responses to the specific questions raised during the September 27, 2016 Council meeting. Minor modifications were made, based on the questions raised. The modifications made as a result of the September 27, 2016 meeting include the following additional recommendations of the HED Committee which were incorporated into the Resolutions referenced above:

- Place a cap of \$36,000 on the ownership housing unit fee.
- Extend the date from July 1, 2017 to July 1, 2018, upon which rental projects must be deemed complete, after which date the projects will be subject to the affordable housing impact fee.
- Allow rental projects of less than 10 units in size to pay 50% of the impact fees charged to the larger rental projects of 10 or more units.

The Committee's input and recommendation is that the City Council approve a change to the minimum applicable project size, a proposed increase to the Inclusionary Housing In-Lieu Fee for ownership projects, and adopt a new Affordable Housing Impact Fee for rental unit developments.

Recommended Action

Alternative 1: As discussed in further detail below, the HED Committee recommends Council take the following actions:

- 1) Introduce Ordinance No. 16-3 (Attachment 1) amending the Concord Municipal Code by adopting a text amendment to the Development Code (PL160109-DC) to Sections 18.185.020 and 18.185.040 to reduce the minimum applicable project size, subject to the Affordable Housing Ordinance, from five units to two units by reading of the title only and waiving further reading;
- 2) Adopt Resolution No. 16-6042.4 (Attachment 2) amending the City's Fees and Charges resolution to increase In-Lieu fees for ownership units within the City's Inclusionary Housing Program, effective on January 1, 2017; and
- 3) Adopt Resolution No. 16-6042.5 (Attachment 3) amending the City's Fees and Charges resolution to adopt Affordable Housing impact fees for development of rental units within the City's Affordable Housing Program, effective on July 1, 2018.

Alternative 2: Provide direction to staff and continue the item to a subsequent meeting.

Background

The City's Inclusionary Housing Ordinance was adopted in 2004 to facilitate the development of housing that is affordable to low and moderate income households within the City. The Ordinance directs that all new residential ownership projects shall either: (1) include the minimum number of inclusionary housing units required (summarized later in the "Discussion" section of this report) or (2) if eligible, pay the in-lieu affordable housing fee determined pursuant to Section 18.185.040(D) of the Inclusionary Housing Ordinance. In 2004, the in-lieu affordable housing fee was initially set at \$17,660 per unit. The Ordinance also directed that new rental projects provide the minimum number of inclusionary units required; or if eligible, pay the in-lieu affordable housing fee. However, in the City's 2012 Development Code Update, a revision was made to the Code eliminating the requirement for inclusionary housing for rental projects, based on new case law (*Palmer/Sixth Street Properties LP vs. City of Los Angeles* (2009)), as discussed later in the Background and the Analysis sections of this report.

On September 28, 2010, given the significant downturn of the housing market during the economic recession, the City Council re-examined the in-lieu fee for ownership projects. The Council reduced the inclusionary fee at that time to \$5,043 per unit for ownership projects. The total fees generated since the initiation of the program in 2004 is approximately \$1.55 million.

The State of California requires cities to produce a Housing Element, which makes adequate provisions for the existing and projected housing needs of all economic segments of the community and to determine how the City will meet its "fair share" of regional housing needs. On January 5, 2015, the Housing Element Update 2014-2022 (Update) was adopted by the City Council. The Update included a number of new policies to remove barriers and encourage development of more affordable housing. Since the loss of Redevelopment in 2012, the creation of new affordable housing units has been more difficult to achieve for local jurisdictions.

Program H-1.5.8 within the Update identified an implementation program for 2015 to "prepare an update to the Nexus Study for the City's Housing In-Lieu Fee and adopt a new fee rate based on the updated study." The City engaged Keyser Marston Associates, Inc. in August 2015 to prepare an updated residential nexus analysis and financial feasibility analysis (Nexus Analysis), as attached (Attachment 4). Staff shared the findings of the Nexus Analysis with the HED Committee at two meetings in November 2015 and March 2016 and requested the Committee's input prior to consideration by the City Council.

The Nexus Analysis determined that the Inclusionary Housing In-Lieu Fee that is charged against ownership projects should be updated to more accurately reflect the cost that the City will incur in providing the additional units required under the City's Affordable Housing Ordinance. The Nexus Analysis additionally determined that the

market rate residential rental development creates a need for additional affordable housing within the City, and therefore the City would be justified in adopting a fee to be levied against market rate rental developments, to offset that impact.

The environment for new residential development has been improving, with sales and rental rates increasing with the improving economy. The need for affordable housing has steadily increased as rents have increased by 24% from 2014 to 2016¹ in Concord, while maintaining occupancy rates of 96.8 to 97.9%. Higher rents in other cities have resulted in increasing housing demand pressure within Concord. This led to higher Concord rents, which in turn can lead to displacement of lower income residents. In addition, there has been no significant increase in housing construction to increase supply; the last major multi-family residential project completed in the downtown (Renaissance project) was in 2006. This combination of increased demand and no substantial increase in supply means the housing available and affordable to very low, low, and moderate income residents has become much more limited.

HED Committee Review

At the November 30, 2015 HED Committee meeting, staff shared the early findings of the Nexus Analysis. The Committee and members of the public provided comments and staff received further direction and a request for additional information from the Committee. On March 28, 2016, the HED Committee discussed a staff proposal to encourage the creation of affordable housing by updating the City's requirements within the City's Affordable Housing Ordinance. The Committee's recommendations were brought to the City Council for consideration on September 27, 2016. At that time the Council had a number of further questions and voted to return the item back to the HED Committee for additional discussion and clarification.

Analysis

As discussed at the September 27, 2016 Council meeting, the recommendations for the City Council are drawn from the findings within the Nexus Analysis and have been formulated to be sustainable in Concord. The analysis provides a reasonable evidentiary basis for the proposed changes and in the opinion of Keyser Marston will not alter or negatively affect development from proceeding in Concord, based on the moderate phase-in schedule. The Nexus Analysis determined the reasonable fee that could be fairly charged in Concord, based on the need for affordable housing that is created by new ownership or rental housing development.

On October 27, 2016, the HED Committee discussed specific questions raised during the earlier September 27, 2016 Council meeting, which included the following questions. Responses are provided in the section below.

¹ Real Facts Online comparison of apartment rents, Quarter 2 2014 to Quarter 2 2016

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- What will the actual fee be for Ownership projects? Provide a chart showing the fees, based on size and the phase-in schedule.
- What will the actual fee be for Rental Projects? Provide a chart with unit sizes and the graduated fees.
- Make a recommendation for a cap on housing fees, per unit.
- What will the actual fee be for Infill Projects of 10 units or less? Provide an example of some typical unit sizes and proposed fees.
- What are the typical development fees for a single family and multi-family unit, as compared to the proposed housing fees?
- How many units are currently in the Residential Development Pipeline?
- What is the difference between Inclusionary Housing In-Lieu fees vs. Affordable Housing Impact Fees?
- What other cities have commercial linkage fees? We may want to reconsider.
- What can the City do to speed up the review process of multi-family developments?

Proposed Fees for Ownership Projects of 10 or More Units

Based on the Nexus Analysis, the Committee recommended a graduated implementation schedule that would ease into the \$10 per square foot fee for ownership projects over the next five years. The fee would start at \$8/sq. ft. in January 2017, increase to \$9/sq. ft. in January 2019, and to \$10/sq. ft. in January 2021. To demonstrate the range of fees for different sized homes, Table 1 shows the typical fees for a range of dwelling unit sizes based on the implementation schedule.

Table 1

Proposed Fees for Ownership and Rental Projects per Implementation Schedule

(Projects of 10 units or more in size)

Schedule	Fee/sq. ft.					
	Ownership	1,600 sq. ft.	2,000 sq. ft.	2,400 sq. ft.	2,800 sq. ft.	3,200 sq. ft.
Jan. 1, 2017	\$8/sq. ft.	\$12,800	\$16,000	\$19,200	\$22,400	\$25,600
Jan. 1, 2019	\$9/sq. ft.	\$14,400	\$18,000	\$21,600	\$25,200	\$28,800
Jan. 1, 2021	\$10/sq. ft.	\$16,000	\$20,000	\$24,000	\$28,000	\$32,000
	Rental	600 sq. ft.	750 sq. ft.	900 sq. ft.	1150 sq. ft.	1,300 sq. ft.
July 1, 2018	\$3/sq. ft.	\$1,800	\$2,250	\$2,700	\$3,450	\$3,900
July 1, 2020	\$4/sq. ft.	\$2,400	\$3,000	\$3,600	\$4,600	\$5,200
July 1, 2022	\$5/sq. ft.	\$3,000	\$3,750	\$4,500	\$5,750	\$6,500

Potential In-Lieu Fee Cap

The Council raised the issue of a potential cap on the payment of fees for any one unit. Keyser Marston was consulted on this question, and while some cities have

implemented caps, there appears to be no rule of thumb on how the cap was determined. The Committee recommended establishing a cap at \$36,000 for an ownership unit, which would reflect the proposed fee for a 3,600 sq. ft. home. It would be unusual for a home larger than 3,600 sq., ft. to be constructed within the City.

Proposed Fees for Small Projects

Based on the Nexus Analysis, the Committee recommended a reduced fee for small infill projects of less than 10 units based on the feedback previously heard from developers that margins are often much smaller on those type of projects. The proposed fees for smaller scaled ownership projects are based on an incremental scale tied to project size, as shown in Table 2 below. Small housing projects of 2-3 units pay the lowest fees (\$2/sq. ft.), projects of 4-5 units are somewhat higher at \$4/ sq. ft., projects of 6-7 units increase to \$6/sq. ft., and projects of 8-9 units are still below the standard at \$8/sq. ft. Table 2 provides examples of how the graduated fee scale would be applied for small size ownership projects.

Table 2
Proposed Fees per Unit ¹

(Small Ownership Projects of Less than 10 units in Size)

Project Size	Fee/sq. ft.					
		Ownership	1,600sq. ft.	2,000 sq. ft.	2,400 sq. ft.	2,800 sq. ft.
2 units	\$2/sq. ft.	\$3,200	\$4,000	\$4,800	\$5,600	\$6,400
4 units	\$4/sq. ft.	\$6,400	\$8,000	\$9,600	\$11,200	\$12,800
6 units	\$6/sq. ft.	\$9,600	\$12,000	\$14,400	\$16,800	\$19,200
8 units	\$8/sq. ft.	\$12,800	\$16,000	\$19,200	\$22,400	\$25,600

1. Fee as of Jan. 1, 2017. Fees proposed to remain the same during the implementation period of 2017-2021.

Rental projects of fewer than 10 units in size are not common in the City and it is proposed that those smaller projects would pay 50% of the standard rental housing fee for 10 or more units. This is a new revision that was reviewed at the recent October 27th HED Committee.

Development Fees

During the September 27th Council meeting, the question was raised as to the typical impact fees paid for residential developments within Concord. Impact fees represent a small percentage of the development costs a developer faces. As shown in Attachment 4, the Nexus Analysis (Appendix III, Table 2), the total development costs for a project typically include not only fees and permits, but direct costs, other indirect costs, and financing, which can range from 70 to 75 percent of the sales price for single family homes. In the two single family residential prototype examples shown, the proposed affordable housing fee would increase total development costs 2.0 to 2.9 percent on those shown in the Nexus Analysis.

Table 3 demonstrates the typical impact fees for the different type of housing units built, and how those fees are calculated. For example, fees may be calculated based on the number of units, the amount of square footage, or the number of bedrooms.

**Table 3
Typical Building and Impact Fees
For Range of Housing Units (per unit)**

Type of Fee	Calculation	Ownership ²	Rental
		assumes 2,000 sq. ft. unit	assumes 950 sq. ft. unit
Building Permit	valuation	\$10,746	\$2,392
Impact Fees			
Drainage	Per acre	\$785	\$12
OSIP/Traffic	Per unit	\$3,251	\$2,624
Parkland	Per unit	\$16,691	\$9,914
Sewer	Per bedroom	\$5,043	\$3,731
City Subtotal		\$36,516	\$18,673
Special District			
Water district	Per unit	\$25,526	\$3,841 ¹
School district	\$3.48/sf	\$6,960	\$3,306
Fire district	Per unit	\$1,276	\$240 ¹
Total		\$70,278	\$26,060
Proposed affordable housing fee	Ownership: \$8/sf; Rental: \$3/sf	\$16,000	\$2,850

1. Approximate, based on Renaissance Phase 2, however each project site is unique, based on credits for existing meters and or fixtures.

2. For a development project in the initial 2 years (\$8/sq. ft. – January 1, 2017 to Dec. 31, 2018).

Residential Projects in Development Pipeline

On September 27, 2016, staff recommended that the City Council consider an initial affordable housing impact fee for rental properties that would be phased in over the next six years, starting with \$3/square foot of living area by July 2018, and increasing to \$4/square foot in July 2020 and to \$5/square foot in July 2022. To encourage the construction of rental units in the near term, no fee would be assessed on new multi-family rental units until building permits for 600 new multi-family rental units have been issued. Given the proposed delay in implementation of the fee, Councilmembers were interested in the status of upcoming projects, which are shown in the following table.

Table 4
Current Development Pipeline

Under Construction		
<i>Renaissance Phase 2</i>	<i>180 units</i>	<i>rental</i>
Entitled		
Autumn Grove Subdivision	8 units	ownership
Lynwood Drive-Minor Subdivision	3 units	ownership
Poetry Gardens Townhomes (Detroit Av)	28 units	ownership
<i>Pine Street Townhouses</i>	<i>8 units</i>	<i>ownership</i>
Enclave Townhomes (Willow Pass Rd.)	26 units	ownership
In the Entitlement Process		
<i>Concord Village</i>	<i>230 units</i>	<i>rental</i>
<i>Argent Concord</i>	<i>171 units</i>	<i>rental</i>
Potential Future Projects		
Casa Modernista (Pre-Application)	8 units	ownership
Four Corners Residential (Pre-App)	239 units	ownership
<i>Grant St. Residential (at Concord Blvd.)</i>	<i>140-190 units</i>	<i>rental</i>
<i>City Successor Agency Site (3 acres)</i>	<i>to be determined</i>	<i>tbd</i>
<i>City Successor Agency Site (5 acres)</i>	<i>to be determined</i>	<i>tbd</i>
Total Potential Units ¹	861-911 units¹	

Note: Those in italics are downtown projects

1. Not including Renaissance Phase 2, currently under construction.

Based on the existing development pipeline, the delay of fees until the threshold of 600 rental units are built would cover those rental projects currently going through the City's planning process (401 units), and assumes those move forward to construction. Other potential residential project concepts that have been discussed with staff may also move forward for entitlement in the future, representing another 140-190 rental units.

One of the primary reasons the City had not seen new multifamily development in the downtown was that the market rents were too low to justify the cost of construction and land values for new developments. Based on planning applications and inquiries, this is beginning to turn the corner as Concord rents have increased 34% since 2012, justifying developer interest in new residential rental construction, particularly in the BART proximate areas.

Inclusionary Housing In-Lieu fees vs. Affordable Housing Impact fees

The Nexus Analysis determined the highest level of affordable housing fee that could be fairly charged in Concord, based on the need for affordable housing that is created by new ownership or rental housing development. The Nexus Analysis also determined what level of affordable housing fee could be assessed on new housing and still ensure the developer would receive reasonable profitability.

- Inclusionary Housing In-Lieu (Ownership) fees - The City's Inclusionary Ordinance requires residential developers of single family or multifamily ownership projects to sell a specified number of new housing units at a price that is affordable for low or moderate income households. The Ordinance requires either: (a) 10 percent of all housing units be sold at a price that is affordable for moderate income households; or (b) 6 percent of all units be sold at a price that is affordable for low-income households. In the event a developer does not want to build the units, as an option, they may pay a fee in-lieu of building the units. As part of the Nexus Analysis, Keyser Marston also reviewed the Affordable Housing In-Lieu fee that is required for ownership development, to determine whether it appropriately reflects the cost of providing inclusionary units in the City.

The Nexus Analysis concluded that, for ownership units, the City could : (1) increase its in-lieu fee to the prior fee level (\$17,660); or (2) establish a \$10 per square foot fee; or (3) require on-site units (at affordable prices, per the City's ordinance), without significantly impacting the pace of development. Staff, in consultation with Keyser Marston, recommended a more modest \$8/sq. ft. fee with a phase-in over the next five years to \$10/sq. ft.

- Affordable Housing Impact (Rental) fees – Due to the Palmer case (*Palmer/Sixth Street Properties LP vs. City of Los Angeles-2009*) cities can no longer require construction of on-site affordable units for rental housing developments. Since *Palmer*, many cities have undertaken nexus studies, designed to quantify the linkage between new market rate units and the demand for affordable housing, to provide the basis for establishing an affordable housing impact fee for rental housing development. Accordingly, City staff worked with Keyser Marston to prepare the Nexus Analysis to establish the necessary basis for a new housing impact fee for rental housing development. Findings showed that the multi-family market is stronger in Concord now than in prior years, and recommended a modest \$3/sq. ft. fee with a phase-in over the next six years to \$5/sq. ft.

Streamlining Processing of Multi-Family Developments

The City is committed to moving expeditiously in processing multi-family projects in order to increase housing opportunities. For example, both the Concord Village and Argent development projects have been expedited since the time the applications were deemed complete. In addition, the Todos Santos (Early California Architecture) Design Guidelines are anticipated to move forward to the Planning Commission and City Council for review and adoption in December and January 2017, respectively. Adoption of the document should streamline the design review of future downtown projects within the Todos Santos boundary.

Commercial Linkage Fee

The HED Committee further discussed the potential for a commercial linkage fee at their meeting on October 27, 2016 and agreed they would not be recommending further study at this time, but it may be something to be considered in the future.

Recommendations

As a result of the Nexus Analysis, and based on the feedback heard during the October 27th HED Committee meeting, the following recommendations are being made.

1) ***Ownership Projects – Inclusionary Housing In-Lieu fee***

The Nexus Analysis determined that there is significant gap between the current fee level of \$5,043 per unit and the financially feasible fee level. Single family development can support an increased fee that is comparable to the pre-2010 levels. The HED Committee's goal for ownership projects is to use an incremental approach with the concept that "everybody shares in the obligation." Specifically:

- Modify the in-lieu fee from a flat, per unit fee to a scalable fee based on the size of the unit, (for instance in dollars per square foot), to provide more equality among project sizes.
- Lower the threshold from five (5) to two (2) units in order to collect fees from those projects that are 2-5 units in size to support the concept that "everyone pays, but at an appropriate level." In addition, reduce the fee for those smaller projects to coordinate with a sliding scale tied to project size; for example 2 units at \$2/sq. ft.; 4 unit projects at \$4/sq. ft., etc.
- Implement a phase-in schedule, such that planning applications for projects that have not been deemed complete by January 1, 2017, would be subject to new fees, based on the following increases over the next five years.
 - January 2017 - \$8/sq. ft.
 - January 2019 - \$9/sq. ft.
 - January 2021 - \$10/sq. ft.
- In an effort to encourage high density, for-sale (ownership) condominium units, require such units to pay the lower level Affordable Housing Impact Fee that is normally charged to rental units, rather than the Inclusionary Housing In-Lieu fee.
- **Placing a cap of \$36,000 on (ownership), inclusionary housing in-lieu fees.** (bold denotes new since 9/27/16 Council meeting.)

2) ***Rental Projects – Affordable Housing Impact fee***

The Nexus Analysis recommended and HED Committee supported the implementation of a modest Affordable Housing Impact fee for multi-family development, to be implemented after a significant number of new rental units

are constructed. Specifically, the HED Committee recommends the following approach:

- Fee would apply to 2-unit buildings or greater.
- Planning applications for multi-family rental projects that have not been deemed complete by July 1, 2018, would be subject to the fee.
- Rental In-Lieu fee would start out very small on July 1, 2018 with incremental increases, as shown below, but the initiation of the fee would be postponed if at least 600 rental units were not yet under construction by April 2018.
- Phase-in for Rental Project In-Lieu fees would be based on the following incremental increases over the next six years. Staff would return to Council prior to incorporating into the fee schedule in May 2018.
 - Currently - \$0
 - July 1, 2018 - \$3/sq. ft.
 - July 1, 2020 - \$4/sq. ft.
 - July 1, 2022 - \$5/sq. ft.
- **Extending the date upon which rental projects must be deemed complete or be subject to the affordable housing impact fee from July 1, 2017 to July 1, 2018.** (bold denotes new since 9/27/16 Council meeting)
- **Allowing rental projects of less than 10 units in size to pay 50% of the rental fee charged for standard project sizes (for 10 or more units).**

3) **Development Code Amendment**

To fully implement the HED Committee recommendations, the Planning Commission considered and adopted Resolution No. 16-05 PC recommending the City Council pass an Ordinance approving the Development Code Amendment (PL160109-DC) to Sections 18.185.020 and 18.185.949 to reduce the minimum applicable project size from five (5) to two (2) units (Attachment 1). Red line changes to the ordinance are shown in Exhibit A to Attachment 1.

Financial Impact

The adoption of the proposed resolutions will, over time, increase the amount of funding available to the City to support affordable housing. Affordable Housing funds are often requested to be used as matching funds where the layering of funds from a comprehensive range of agencies and/or housing non-profit organizations is necessary. The adoption of the proposed resolutions will assist in the creation of new affordable housing, and in the rehabilitation of older multifamily housing stock. It will also provide more affordable homes for sale to low and moderate income households.

Environmental Determination/CEQA²

On January 6, 2015, the City Council approved Resolution No. 15-2, adopting a Negative Declaration for the Housing Element 2014-2022 General Plan Amendment to the Housing Element as Volume V of the *Concord 2030 General Plan* (“Approved Project”). The proposed Development Code changes are minor in nature and the codification of existing policy within the City’s Housing Element, which is the result of State legislative action, does not make substantial changes to the Approved Project or substantial changes with respect to the circumstances under which the Approved Project would be undertaken which would require revisions to the Negative Declaration due to new significant environmental effects or a substantial increase in the severity of previously identified significant effects.

Moreover, there is no new information that would require preparation of a subsequent or supplemental EIR or negative declaration under Public Resources Code Section 21166 or CEQA Guidelines Section 15162, and none of the elements requiring a subsequent or supplemental negative declaration under Public Resources Code Section 21166 or CEQA Guidelines Section 15162 are met. Pursuant to the provisions of the California Environmental Quality Act (CEQA) of 1970, as amended, the project is classified as Exempt pursuant to 14 Cal. Code of Regulations Section 15061(b)(3), falling within the “common sense” exemption. Section 15061(b)(3) excludes projects where “it can be seen with certainty that there is no possibility that the activity in question may have a significant effect on the environment” and no further environmental review is required.

With regard to the proposed new fees, these fees are not designated for any specific project, and any future affordable housing development paid for with the Affordable Housing Impact or In-Lieu fees will be subject to future CEQA review. 14 Cal. Code of Regulations Section 15378(b)(4) provides that the creation of government funding mechanisms or other government fiscal activities that do not involve a commitment to any specific project does not constitute a “project” for CEQA. Therefore no CEQA review or document is required for the proposed new fees.

Public Contact

Affordable housing advocates, and other stakeholders such as current and potential future developers of residential housing development, were invited to the November and March HED Committee meetings and the most recent October HED Committee meeting. In addition, both were also invited to outreach meetings during the preparation of the City’s Housing Element, adopted in January 2015, which includes Program H-1.5.8 to prepare a Nexus Analysis to update the City’s Affordable Housing Fees. Notification was published in the East Bay Times, as required by the Concord Municipal Code. All appropriate public notices of this agenda item have been posted and stakeholders have been notified.

² California Environmental Quality Act (CEQA) of 1970, Public Resources Code § 21000, et seq., and implementing State CEQA Guidelines, Title 14, Chapter 3 of the California Code of Regulations, all as amended from time to time.

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and adoption of Resolution No. 16-6042.5

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Attachments

1. Ordinance No.16-3 with Exhibit A (redline of revisions for Sections 18.185.020 and 18.185.040)
2. Resolution No. 16-6042.4
3. Resolution No. 16-6042.5
4. Keyser Marston Draft Nexus Analysis, dated January 2016

ORDINANCE NO. 16-3

AN ORDINANCE AMENDING THE CONCORD MUNICIPAL CODE AS FOLLOWS: A TEXT AMENDMENT TO THE DEVELOPMENT CODE (PL160109-DC), SECTIONS 18.185.020 AND 18.185.040, TO REDUCE THE MINIMUM APPLICABLE PROJECT SIZE, SUBJECT TO THE AFFORDABLE HOUSING ORDINANCE, FROM FIVE UNITS TO TWO UNITS

WHEREAS, the City of Concord adopted the 2030 Urban Area General Plan on October 2, 2007 (“General Plan); and

WHEREAS, the City of Concord concurrently certified the Final Environmental Impact Report for the 2030 Urban Area General Plan on October 2, 2007 (“General Plan FEIR”); and

WHEREAS, the City of Concord amended the General Plan on January 24, 2012 to incorporate an Area Plan for the Concord Reuse Project; and

WHEREAS, the City of Concord certified a Final Environmental Impact for the Concord Reuse Project Plan in February 2010 and an Addendum to that FEIR which covered the Area Plan and related General Plan Amendment on January 24, 2012 (“Reuse Plan FEIR/Addendum”); and

WHEREAS, the General Plan FEIR and Reuse Plan FEIR/Addendum together constitute a comprehensive evaluation of the environmental impacts of the Concord General Plan; and

WHEREAS, on July 10, 2012, the City Council certified the Concord Development Code Final Supplemental Environmental Impact Report and Mitigation Monitoring and Reporting Program, and adopted the Findings of Fact and Statement of Overriding Considerations (collectively, the “2012 SEIR”); and

WHEREAS, the 2012 SEIR was prepared and circulated in accordance with the California Environmental Quality Act of 1970, Public Resources Code §21000, et seq., as amended and implementing State CEQA Guidelines, Title 14, Chapter 3 of the California Code of Regulations (collectively, “CEQA”); and

WHEREAS, on July 24, 2012, the City Council adopted Chapter 122 of the Concord Municipal Code (“Development Code”), to ensure consistency with General Plan policies, and an update of its zoning maps to ensure consistency with the adopted General Plan Map; and

WHEREAS, Government Code section 65800 *et seq.* provides for the amendment of any and

1 all adopted City of Concord (“City”) zoning laws, ordinances, rules and regulations; and

2 **WHEREAS**, the City has complied with the requirements of the Local Planning Law
3 (Government Code section 65100 *et seq.*), and the City’s applicable ordinances and resolutions with
4 respect to approval of amendments to Chapter 122 of the Concord Municipal Code (“Development
5 Code”); and

6 **WHEREAS**, on October 9, 2012, the City Council adopted Ordinance No. 12-5 amending the
7 Development Code to correct minor technical errors and omissions and to provide clarification of
8 terms and procedures; and

9 **WHEREAS**, on September 24, 2013, the City Council adopted Ordinance No. 13-71 further
10 amending the Development Code to correct minor technical errors and omissions and to provide
11 clarification of terms and procedures; and

12 **WHEREAS**, on June 24, 2014, the City Council adopted Resolution No. 14-4823.1,
13 approving the Addendum to the Final Supplemental Environmental Impact Report (SEIR) to the 2030
14 Concord General Plan EIR for the Concord Development Code Project and adopting the Downtown
15 Concord Specific Plan General Plan Amendment (PL14160-GP) as Volume IV to the Concord 2030
16 General Plan (“2014 Addendum”); and

17 **WHEREAS**, on June 24, 2014, the City Council adopted Ordinance No. 14-6 further
18 amending the Development Code to provide clarification of terms and procedures; and

19 **WHEREAS**, on January 6, 2015, the City Council adopted Resolution No. 15-2 adopting a
20 Negative Declaration for the Housing Element Update 2014-2022 General Plan Amendment (PL14-
21 339 GP) to the Housing Element as Volume V of the Concord 2030 General Plan, and adopted
22 Resolution No. 15-4823.1 adopting the Housing Element Update 2014-2022 General Plan
23 Amendment to the Housing Element (“Approved Project”); and

24 **WHEREAS**, the City has initiated a subsequent Development Code text amendment to reduce
25 the applicable project size from five units to two units within Sections 18.185.020 and 18.185.040 of
26 the Affordable Housing Ordinance within the Development Code; and

27 **WHEREAS**, such text amendment is in the form of the proposed Development Code
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1 Amendment PL160109-DC (“Amendment”) attached as Exhibit A to Ordinance 16-3 and
2 incorporated by reference, in order to implement Policy H-1.5, and Program H-1.5.8 of the City’s
3 Housing Element Update 2014-2022; and

4 **WHEREAS**, the proposed Development Code changes are minor in nature and the
5 codification of existing policy within the City’s Housing Element, which is the result of State
6 legislative action, do not make substantial changes to the Approved Project or substantial changes
7 with respect to the circumstances under which the Approved Project would be undertaken which
8 would require revisions to the Negative Declaration due to new significant environmental effects or a
9 substantial increase in the severity of previously identified significant effects, there is no new
10 information that would require preparation of a subsequent or supplemental EIR or negative
11 declaration under Public Resources Code Section 21166 or CEQA Guidelines Section 15162, none of
12 the elements requiring a subsequent or supplemental negative declaration under Public Resources
13 Code Section 21166 or CEQA Guidelines Section 15162 are met. Pursuant to the provisions of the
14 California Environmental Quality Act (CEQA) of 1970, as amended, the project is classified as
15 exempt pursuant to 15061(b)(3), and no further environmental review is required. Moreover, future
16 projects would undergo individual CEQA review; and further, staff believes the Amendment falls
17 within the “common sense” exemption set forth in 14 Cal. Code Regs. Section 15061(b)(3), excluding
18 projects where “it can be seen with certainty that there is no possibility that the activity in question
19 may have a significant effect on the environment...”; and

20 **WHEREAS**, the proposed new fees are not designated for any specific project, and any future
21 affordable housing development paid for with the Affordable Housing Impact or In-Lieu fees will be
22 subject to future CEQA review. 14 Cal. Code of Regulations Section 15378(b)(4) provides that the
23 creation of government funding mechanisms or other government fiscal activities that do not involve a
24 commitment to any specific project does not constitute a “project” for CEQA; and

25 **WHEREAS**, the Planning Commission, after giving all public notices required by State Law
26 and the Concord Municipal Code, held a duly noticed public hearing on June 15, 2016, on the
27 Amendment; and

1 **WHEREAS**, at such public hearing, the Planning Commission considered all oral and written
2 information, testimony, and comments received during the public review process, including
3 information received at the public hearing, the oral report from City staff, the written report from City
4 staff dated June 15, 2016, materials, exhibits presented, pertinent maps, plans, reports, studies,
5 memoranda, the Amendment, the General Plan, the General Plan FEIR, the Reuse Plan
6 FEIR/Addendum, the 2012 SEIR, the 2014 Addendum, the City of Concord Municipal Code, the
7 Development Code, applicable City laws and regulations, and all associated approved and certified
8 environmental documents, and all other information that constitutes the record of proceedings on
9 which the Planning Commission has based its decision are maintained at the offices of the City of
10 Concord Planning Division (collectively, “PC Project Information”); and

11 **WHEREAS**, at such public hearing, the Planning Commission considered the 2012 SEIR and
12 Negative Declaration for the Housing Element Update 2014-2022 in accordance with the requirements
13 of CEQA; and

14 **WHEREAS**, on June 15, 2016, the Planning Commission, after consideration of all pertinent
15 plans, documents, and testimony, adopted Planning Commission Resolution No. 16-15 PC
16 recommending the City Council pass an Ordinance approving the Development Code Amendment
17 (PL160109-DC) to Sections 18.185.020 and 18.185.040 to reduce the minimum applicable project
18 size, subject to the affordable housing ordinance from five units to two units; and

19 **WHEREAS**, the City Council, after giving all public notices required by State Law and the
20 Concord Municipal Code, held a duly noticed public hearing on September 27, 2016, on the
21 Amendment; and

22 **WHEREAS**, at such public hearing, the City Council considered all oral and written
23 information, testimony, and comments received during the public review process, including
24 information received at the public hearing, the oral report from City staff, the written report from City
25 staff dated September 27, 2016, materials, exhibits presented, pertinent maps, plans, reports, studies,
26 memoranda, the Amendment, the General Plan, the General Plan FEIR, the Reuse Plan
27 FEIR/Addendum, the 2012 SEIR, the 2014 Addendum, the PC Project Information, the City of
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1 Concord Municipal Code, the Development Code, applicable City laws and regulations, and all
2 associated approved and certified environmental documents, and all other information that constitutes
3 the record of proceedings on which the City Council has based its decision are maintained at the
4 offices of the City of Concord Planning Division (collectively, “September 2016 Project
5 Information”); and

6 **WHEREAS**, at such public hearing, the City Council considered the 2012 SEIR and Negative
7 Declaration for the Housing Element Update 2014-2022 in accordance with the requirements of
8 CEQA; and

9 **WHEREAS**, on September 27, 2016, the City Council, after consideration of all pertinent
10 plans, documents, and testimony, voted 3-2 to return the item back to the Housing and Economic
11 Development Committee for further discussion; and

12 **WHEREAS**, , the City, after giving all public notices required on October 27, 2016, held a
13 duly noticed Housing and Economic Development Committee meeting and, after consideration of all
14 pertinent plans, documents, and testimony, the Committee voted to recommend the City Council pass
15 an Ordinance approving the Development Code Amendment (PL160109-DC) to Sections 18.185.020
16 and 18.185.040 to reduce the minimum applicable project size, subject to the affordable housing
17 ordinance from five units to two units along with related fee recommendations; and

18 **WHEREAS**, the City Council, after giving all public notices required by State Law and the
19 Concord Municipal Code, held a duly noticed public hearing on November 29, 2016, on the
20 Amendment; and

21 **WHEREAS**, at such public hearing, the City Council considered all oral and written
22 information, testimony, and comments received during the public review process, including
23 information received at the public hearing, the oral report from City staff, the written report from City
24 staff dated November 29, 2016, materials, exhibits presented, pertinent maps, plans, reports, studies,
25 memoranda, the Addendum, the Amendment, the General Plan, the General Plan FEIR, the Reuse
26 Plan FEIR/Addendum, the 2012 SEIR, the 2014 Addendum, the September 2016 Project Information,
27 the City of Concord Municipal Code, the Development Code, applicable City laws and regulations,
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1 and all associated approved and certified environmental documents, and all other information that
2 constitutes the record of proceedings on which the City Council has based its decision are maintained
3 at the offices of the City of Concord Planning Division and City Clerk (collectively, “Project
4 Information”); and

5 **WHEREAS**, at such public hearing, the City Council considered the 2012 SEIR and Negative
6 Declaration for the Housing Element Update 2014-2022 in accordance with the requirements of
7 CEQA; and

8 **WHEREAS**, on November 29, 2016, the City Council, after consideration of all pertinent
9 plans, documents, and testimony, declared their intent to adopt the Amendment.

10 **THE CITY COUNCIL OF THE CITY OF CONCORD DOES ORDAIN AS FOLLOWS:**

11 **Section 1.** The City Council finds that the above recitals (which are hereby incorporated
12 by reference) are accurate and constitute findings in this matter and, together with the Project
13 Information, serve as an adequate and appropriate evidentiary basis for the findings and actions set
14 forth in this ordinance, and further makes the following findings:

15
16 **Section 2.** The Development Code Amendment is not subject to the California
17 Environmental Quality Act of 19790, Public Resources Code Section 21000, et seq., as amended and
18 implementing State CEQA Guidelines, Title 14, Chapter 3 of the California Code of Regulations
19 (collectively, “CEQA”), in that on January 6, 2015, the City Council approved Resolution No. 15-2,
20 adopting a Negative Declaration for the Housing Element 2014-2022 General Plan Amendment to the
21 Housing Element as Volume V of the *Concord 2030 General Plan* (“Approved Project”). The
22 proposed Development Code changes are minor in nature and the codification of existing policy
23 within the City’s Housing Element, which is the result of State legislative action, does not make
24 substantial changes to the Approved Project or substantial changes with respect to the circumstances
25 under which the Approved Project would be undertaken which would require revisions to the
26 Negative Declaration due to new significant environmental effects or a substantial increase in the
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1 severity of previously identified significant effects.

2 Moreover, there is no new information that would require preparation of a subsequent or
3 supplemental EIR or negative declaration under Public Resources Code Section 21166 or CEQA
4 Guidelines Section 15162, and none of the elements requiring a subsequent or supplemental negative
5 declaration under Public Resources Code Section 21166 or CEQA Guidelines Section 15162 are met.
6 Pursuant to the provisions of the California Environmental Quality Act (CEQA) of 1970, as amended,
7 the project is classified as Exempt pursuant to 14 Cal. Code of Regulations Section 15061(b)(3),
8 falling within the “common sense” exemption. Section 15061(b)(3) excludes projects where “it can be
9 seen with certainty that there is no possibility that the activity in question may have a significant effect
10 on the environment” and no further environmental review is required.
11

12 With regard to the proposed new fees, these fees are not designated for any specific project,
13 and any future affordable housing development paid for with the Affordable Housing Impact or In-
14 Lieu fees will be subject to future CEQA review. 14 Cal. Code of Regulations Section 15378(b)(4)
15 provides that the creation of government funding mechanisms or other government fiscal activities
16 that do not involve a commitment to any specific project does not constitute a “project” for CEQA.
17 Therefore no CEQA review or document is required for the proposed new fees.
18

19 **Section 3.** The City Council hereby finds that: (a) the recitals above are true and correct and
20 are incorporated herein by reference; (b) the Amendment is consistent with the goals, objectives, and
21 policies of the Concord General Plan and the Housing Element in that it encourages affordable
22 housing and provides for a tool to increase the amount of affordable housing, as identified in the
23 Housing Goal 1 “Promote a balanced supply of housing types, densities and prices to meet the needs
24 of all income groups residing or who wish to reside in Concord.”; (c) The Amendment will not be
25 detrimental to the public interest, health, safety, convenience, or welfare of the City.
26

27 **Section 4.** The Concord Municipal Code shall be Amended to include language within the
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1 Development Code, Sections 18.185.020 and 18.185.040, Affordable Housing Ordinance to modify
2 language to increase the number of projects subject to the Affordable Housing Ordinance, as reflected
3 in Exhibit A, by lowering the minimum applicable project size from five units to two units.

4 **Section 5.** This ordinance shall become effective thirty (30) days following passage and
5 adoption and shall be published once within fifteen (15) days upon passage and adoption in the Contra
6 Costa Times, a newspaper of general circulation printed and published in the City of Concord.
7

8
9 ATTEST:

10 Laura M. Hoffmeister
Mayor

11 By: _____
12 Joelle Fockler, MMC
City Clerk

13 //
14 //
(Seal)
15 //
16 //
17 //

18 Ordinance No. 16-3 was duly and regularly introduced at a regular meeting of the City Council
19 held on November 29, 2016, and was thereafter duly and regularly passed and adopted at a regular
20 meeting of the City Council held on December 13, 2016, by the following vote:

21 **AYES:**

22 **NOES:**

23 **ABSTAIN:**

24 **ABSENT:**

25 **I HEREBY CERTIFY** that the foregoing is a true and correct copy of an ordinance duly and
26 regularly introduced, passed, and adopted by the City Council of the City of Concord, California.

27 //
28 //

//
//

By: _____
Joelle Fockler, MMC
City Clerk

Enclosure: Exhibit A Redline of revisions to Section 18.185.020 and 18.185.040 Affordable
Housing Ordinance

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AFFORDABLE HOUSING

Sections:

- 18.185.010 Purpose.
- 18.185.020 Applicability.
- 18.185.030 Review authority.
- 18.185.040 Inclusionary housing requirements.
- 18.185.050 Density bonus program.
- 18.185.060 Affordable housing incentive program.
- 18.185.070 Affordable housing agreements.
- 18.185.080 Application requirements and review.
- 18.185.090 Duration of affordability.
- 18.185.100 Compliance monitoring fees.

18.185.010 Purpose.

A. The purpose of this chapter is to facilitate and encourage the development of housing affordable to a broad range of households with varying income levels within the city. It is intended to implement the city's general plan housing element policies and programs pertaining to the need for housing affordable to persons of very low, low and moderate income. In addition, this chapter is intended to ensure that at least a minimum percentage of units affordable to very low, low, and/or moderate income individuals is included within new residential developments and that appropriate incentives are established to encourage the inclusion of affordable units beyond the stated minimum. This chapter is further intended to allow for density bonuses and related incentives consistent with state density bonus law.

B. Terms referenced in this section are defined in CDC 18.20.030 under the subheading "Affordable Housing Definitions."

18.185.020 Applicability.

A. The provisions of this chapter apply to all development containing **five two** or more residential units. More specific applicability provisions are noted below:

1. CDC 18.185.040 (Inclusionary housing requirements) requires the inclusion of a minimum percentage of affordable housing units in all projects with **five two** units or more. Its intent is to

integrate affordable housing throughout areas of the city where housing is permitted. An option for payment of in-lieu fees is provided in the event that development of inclusionary units as part of the project is not feasible. The requirements of CDC 18.185.040 apply in all districts where residential uses are permitted.

2. CDC 18.185.050 (Density bonus program) allows increased housing densities with a corresponding increase in affordable housing units consistent with state of California density bonus requirements. It applies in all districts where residential uses are permitted.

3. CDC 18.185.060 (Affordable housing incentive program) includes additional incentives for projects incorporating affordable units and permits density bonuses above those provided under CDC 18.185.050, in accordance with the Concord housing element. CDC 18.185.060 is only applicable in specified districts where high density multifamily housing and residential mixed-use development is permitted. The provisions of CDC 18.185.060 are intended as an alternative to those in CDC 18.185.050 for qualifying projects, and are not cumulative. Projects using the density bonus provisions of CDC 18.185.060 are not eligible for additional bonuses under CDC 18.185.050.

B. Affordable housing units are units which are specifically designated for very low, low income, or moderate income households. They may be developed in all districts that allow residential uses. Affordable housing developments may consist of owner-occupied units or rental units.

C. The standards in this chapter are supplemental to, and supersede when in conflict with, the standards in the applicable districts in Division II of this title (Zoning Districts – Uses and Standards) and in other divisions of the development code, except that the provisions of Chapter 18.530 CDC (Nonconforming Uses, Structures, and Parcels) and Chapter 18.535 CDC (Nonconforming Physical Improvements/Property Upgrades) shall apply in all cases. [Ord. 12-4. DC 2012 § 122-577].

18.185.030 Review authority.

A. The community and economic development department shall be the review authority for new affordable housing developments. All applications for density bonuses, concessions, incentives, and waivers shall be reviewed by the community and economic development director.

B. Design and site development review, as described in Chapter 18.415 CDC, is required for all new affordable housing developments in all districts. This includes projects in which only a portion of the units are designated as affordable as well as those that are 100 percent affordable.

C. Projects containing affordable housing units are subject to all permit requirements and permitting procedures established by Division VII of this title (Permits and Permit Procedures). All predevelopment and public notice provisions established by that division shall apply.

D. The review authority for density bonuses and for the modifications to development standards identified in CDC 18.185.060 shall be the city of Concord community and economic development department. Staff may deny a density bonus by making certain findings as described in CDC 18.185.050(I)(2). Such denials are appealable to the city council. As indicated by Division VII of this title (Permits and Permit Procedures), planning commission and/or city council approval shall only be required where a use permit or major subdivision approval is required, where a decision is being appealed, or where actions related to financial incentives or agreements are included.

18.185.040 Inclusionary housing requirements.

A. Applicability. The following requirements shall apply to all residential projects of **five two** or more units. No application for a general plan amendment, rezoning, tentative subdivision map, parcel map, use permit, design and site development review, hillside development plan, or building permit for a residential project shall be approved, nor shall any such residential project be constructed or occupied, without compliance with this chapter, except as noted in subsection (B) of this section (Exemptions).

1. All residential ownership projects shall either include the minimum number of inclusionary units required under subsection (C) of this section (Required Number of Inclusionary Units), or if eligible, pay the in-lieu fee determined pursuant to subsection (D) of this section (In-Lieu Fees).

2. Residential rental projects shall either include the minimum number of inclusionary units required under subsection (C) of this section (Required Number of Inclusionary Units), or if eligible, pay the in-lieu fee determined pursuant to subsection (D) of this section (In-Lieu Fees), only in the event that the project:

a. Receives a direct financial contribution from the city or any other form of assistance specified in Chapter 4.3 (commencing with Section 65915) of Division 1 of Title 7 of the Government Code; or

b. Is subject to a development agreement.

3. An affordable housing agreement governing the number, size, and location of affordable units, and terms of their use, shall be required pursuant to CDC 18.185.070.

4. If affordable rental housing units are required, the city shall require as a condition of city assistance that the affordable housing agreement include the applicant's agreement to any limitation on rents in consideration for the city assistance to ensure compliance with the Costa-Hawkins Act (Chapter 2.7 of Title 5 of Part 4 of Division 3 of the Civil Code).

B. Exemptions. This chapter shall not apply to the following:

1. A residential project consisting solely of the construction of one ~~to four~~ single-family dwelling units; or

2. The reconstruction of any dwelling units that were destroyed by a fire, flood, earthquake, or other act of nature; or

3. Residential rental projects that are not either: (a) receiving a direct financial contribution or any other form of assistance specified in Chapter 4.3 (commencing with Section 65915) of Division 1 of Title 7 of the Government Code; or (b) subject to a development agreement.

C. Required Number of Inclusionary Units.

1. Basic Requirement. The required number of inclusionary units to be provided shall vary depending upon the total number of dwelling units in the project and the income category for the inclusionary units being provided. Within the parameters set forth in Table 18.185.040, the applicant may choose which income category of inclusionary units to provide.

**Table 18.185.040
Required Percentage of Inclusionary Units**

Project Size and Type	Inclusionary Requirement
Residential Ownership Projects	Either 10 percent at moderate income, or six percent at low income
Residential Rental Projects (not otherwise	Either 10 percent at low income, or six percent at very low

exempt)	income
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2. Fractional Units. When the application of the percentages set forth above results in a number that includes a fractional unit, the fraction shall be rounded up to the next whole number if the fraction is one-half or more. If the result includes a fraction below one-half, the applicant shall have the option of either rounding up to the next whole number and providing an additional inclusionary unit, or paying an in-lieu fee as provided in subsection (D) of this section (In-Lieu Fees).

3. Blended Income Levels for Inclusionary Units. A developer may request that the development project include inclusionary units affordable to a mix of income levels (very low, low and moderate) instead of a single income level. Authority to approve a particular mix of income levels shall rest with the final city review authority for the underlying application.

4. Projects of **five Two** to Nine Units. The developer of a residential project containing from **five two** to nine units, inclusive, shall have the option of either providing one inclusionary unit or paying an in-lieu fee as provided in subsection (D) of this section (In-Lieu Fees).

5. Rental Alternative. As an alternative to providing ownership inclusionary units on site in residential ownership projects as required by subsection (A) of this section, and pursuant to Government Code Section 65589.8, the applicant for a residential ownership project may provide rental inclusionary units. In such cases, the number of rental units provided shall be such that at least 10 percent of the total number of units in the project (including the ownership and rental units) are affordable to low income households or at least six percent of the total number of units in the project (including the ownership and rental units) are affordable to very low income households. To ensure compliance with the Costa-Hawkins Act (Civil Code Sections 1954.51 through 1954.535), the city may only approve such a proposal if the applicant agrees in a rent regulatory agreement with the city to limit rents in consideration for a direct financial contribution or other form of assistance specified in Chapter 4.3 (commencing with Section 65915) of Division 1 of Title 7 of the Government Code.

D. In-Lieu Fees.

1. Amount. A fee may be paid in lieu of providing inclusionary units for a residential project as provided in subsections (C)(2) (Fractional Units) and (4) (Projects of **Five Two** to Nine Units) of this section and for a residential project which contains less than 20 acres in gross land area.

The fee shall be set by resolution of the city council and shall be an amount sufficient to pay the proportionate cost of providing inclusionary units elsewhere in the city. The fee may be periodically reviewed and updated by the city.

2. Use. All fee revenues shall be deposited in a restricted fund earmarked for housing developments affordable to very low, low, and/or moderate income households. Fees may also be used for administration of city affordable housing programs and to administer fair housing requirements for affordable units.

3. Timing of Payment. In-lieu fees shall be paid prior to issuance of a certificate of occupancy or prior to building permit issuance, for projects for which a certificate of occupancy is not issued; or as otherwise provided in the conditions of approval.

4. Purpose of In-Lieu Fees. Nothing in this title shall deem or be used to deem the in-lieu fee authorized in this section as an ad hoc exaction, as a mandated fee required as a condition to developing property, or as a fee subject to the analysis in *Building Industry Association of Central California v. City of Patterson*, 171 Cal.App.4th 886 (2009). Any in-lieu fee adopted by the city council is a menu option that may serve as an alternative to the provision of on-site inclusionary units as otherwise required by subsection (C) of this section.

5. The planning division or review authority may permit a developer to pay in-lieu fees rather than fulfilling the requirements of an executed inclusionary housing agreement requiring the construction of below market rate units if the reduced market price of the proposed units falls to within 15 percent of the "affordable price" for a moderate income four-person household.

E. Duration of Affordability. The duration of designated affordable inclusionary units shall conform to CDC 18.185.090.

F. Design Standards. The following design standards shall apply to all inclusionary units constructed pursuant to this chapter:

1. Inclusionary units shall be dispersed throughout the residential project and shall have access to all on-site amenities that are available to market rate units.

2. The construction quality and exterior design of inclusionary units shall be comparable to the market rate units. However, inclusionary units may be smaller in size, developed on smaller lots, and/or have alternative interior finishes.

3. The average number of bedrooms for all inclusionary units must be equivalent to the average number of bedrooms for market rate units within the same residential project.

G. Timing of Construction and Occupancy. All inclusionary units must be constructed and occupied prior to or concurrently with the market rate units within the same residential project. For phased residential projects, the inclusionary units may be constructed and occupied in proportion to the number of dwelling units in each phase of the project.

H. Development Incentives.

1. The city may grant one or more of the following affordable housing development incentives in order to mitigate the financial impact of this chapter's requirements on a particular residential project:

a. Provision of housing set-aside funds, tax exempt financing, or other financial assistance, as approved by the city council.

b. A density bonus, incentive, concession, or waiver authorized pursuant to CDC 18.185.050 (Density bonus program).

c. Modification of zoning or development standards as described in CDC 18.185.060 (Affordable housing incentive program) for projects seeking a density bonus above and beyond the inclusionary housing requirements, as negotiated with and approved by the city. Authority to act on a request for these development incentives shall rest with the final review authority regarding the underlying application.

d. Expedited processing of a development application and/or deferral of development fees, as authorized by the city manager or designee. The terms and payment schedule for any deferred development fees shall be subject to the approval of the city manager or designee. Fees shall not be deferred any later than occupancy of the first dwelling unit in the residential project.

2. No development incentive shall be provided by the city pursuant to this section unless the applicant enters into an affordable housing agreement consistent with CDC 18.185.070.

I. Off-Site Alternatives.

1. As a complete or partial alternative to the provision of on-site inclusionary units pursuant to this chapter, an applicant for a residential project may propose a plan for providing affordable housing units at an off-site location within the city of Concord, as follows:

a. Acquire existing unrestricted multifamily units located elsewhere within the city and rehabilitate those dwelling units. At least two rehabilitated dwelling units shall be provided for each inclusionary unit required pursuant to this chapter.

b. Construct new affordable residential dwelling units. At least two new dwelling units shall be provided for each inclusionary unit required pursuant to this chapter.

2. Any new or rehabilitated dwelling units shall be regulated pursuant to an affordable housing agreement, as applicable, between the developer and the city pursuant to CDC 18.185.070 (Affordable housing agreements).

3. All off-site inclusionary units must be rehabilitated or constructed and occupied prior to or concurrently with the market rate units for the related residential project. For phased residential projects, the inclusionary units may be constructed and occupied in proportion to the number of dwelling units in each phase of the project.

4. The applicant may partner with a nonprofit affordable housing provider in order to meet its inclusionary housing obligations through one of the alternatives set forth in this section.

5. Authority to act on off-site alternative proposals shall rest with the final city review authority regarding the underlying application.

J. Waivers or Adjustments. The city council may approve a reduction or waiver of the requirements of this chapter for residential projects which: (1) are the subject of a disposition and development agreement, owner participation agreement, acquisition agreement, or other arrangement with the city of Concord; and (2) are receiving assistance from the city of Concord, such as relocation of occupants, acquisitions and disposition of land for site assemblage, use of eminent domain, write-down of land costs, fee waivers, or other forms of direct city assistance. The city may also adjust or waive the requirements of this chapter if the applicant demonstrates

that its strict application would affect a taking of private property without just compensation or otherwise constitute a violation of the United States Constitution, California Constitution or other applicable federal or state laws. Any applicant requesting a reduction or waiver must submit a pro forma and such other financial analysis sufficient to support a determination that the reduction or waiver is necessary to ensure the economic feasibility of the project. Consistent with its responsibilities under the Public Records Act, the city shall take reasonable steps to protect the confidentiality of any proprietary financial information submitted by the applicant.

K. Allocation Priority. In the event that there exists a greater number of qualified persons than the number of available inclusionary units for any residential project subject to this chapter, then first priority for allocating available inclusionary units shall be given to qualified purchasers or renters who live or work within the city of Concord.

**BEFORE THE CITY COUNCIL OF THE CITY OF CONCORD
COUNTY OF CONTRA COSTA, STATE OF CALIFORNIA**

A Resolution to Amend Exhibit A to Resolution No. 78-6042 Establishing Fees and Charges for Various Municipal Services in the City of Concord to Increase In-Lieu Fees for Ownership Units within the City’s Inclusionary Housing Program Effective on January 1, 2017

Resolution No. 16-6042.4

WHEREAS, the City of Concord adopted the 2030 Urban Area General Plan on October 2, 2007 (“General Plan”); and

WHEREAS, the City of Concord concurrently certified the Final Environmental Impact Report for the 2030 Urban Area General Plan on October 2, 2007 (“General Plan FEIR”); and

WHEREAS, the City of Concord amended the General Plan on January 24, 2012 to incorporate an Area Plan for the Concord Reuse Project; and

WHEREAS, the City of Concord certified a Final Environmental Impact for the Concord Reuse Project Plan in February 2010 and an Addendum to that FEIR which covered the Area Plan and related General Plan Amendment on January 24, 2012 (“Reuse Plan FEIR/Addendum”); and

WHEREAS, the General Plan FEIR and Reuse Plan FEIR/Addendum together constitute a comprehensive evaluation of the environmental impacts of the Concord General Plan; and

WHEREAS, on July 10, 2012, the City Council certified the Concord Development Code Final Supplemental Environmental Impact Report and Mitigation Monitoring and Reporting Program, and adopted the Findings of Fact and Statement of Overriding Considerations (collectively, the “2012 SEIR”); and

WHEREAS, the 2012 SEIR was prepared and circulated in accordance with the California Environmental Quality Act of 1970, Public Resources Code §21000, et seq., as amended and implementing State CEQA Guidelines, Title 14, Chapter 3 of the California Code of Regulations (collectively, “CEQA”); and

WHEREAS, on July 24, 2012, the City Council adopted Chapter 122 of the Concord Municipal Code (“Development Code”), to ensure consistency with General Plan policies, and an

1 update of its zoning maps to ensure consistency with the adopted General Plan Map; and

2 **WHEREAS**, on June 24, 2014, the City Council adopted Resolution No. 14-4823.1,
3 approving the Addendum to the Final Supplemental Environmental Impact Report (SEIR) to the 2030
4 Concord General Plan EIR for the Concord Development Code Project and adopting the Downtown
5 Concord Specific Plan General Plan Amendment (PL14160-GP) as Volume IV to the Concord 2030
6 General Plan (“2014 Addendum”); and

7 **WHEREAS**, the Concord Municipal Code includes Chapter 18.185, the purpose of which is
8 to facilitate and encourage the development of housing affordable to a broad range of households with
9 varying income levels within the City; and

10 **WHEREAS**, in furtherance of that purpose, Chapter 18.185 requires that all residential
11 ownership development projects either construct a certain number of residential units that are
12 affordable to households of low or moderate income (“inclusionary units”), subject to certain
13 exceptions; and

14 **WHEREAS**, Section 18.185.040(D) of the Concord Municipal Code further provides that for
15 certain residential projects, a fee may be paid in lieu of constructing the inclusionary units (the “In-
16 Lieu Fee”), which fee shall be in an amount sufficient to pay the proportionate cost of providing
17 inclusionary units elsewhere in the City, and which may be periodically reviewed and updated by the
18 City; and

19 **WHEREAS**, in 2004 the City of Concord established the In-Lieu Fee at \$17,660 per unit.
20 However, on September 28, 2010, in response to the significant downturn in the housing market
21 during the recession, the City Council reduced the fee to \$5,043 per unit for residential ownership
22 projects, and suspended the fee for residential rental projects; and

23 **WHEREAS**, as the housing market has begun to improve, the City Council desired to review
24 the In-Lieu Fee to determine if an update to the fee is merited; and

25 **WHEREAS**, Keyser Marston Associates, Inc., a consulting firm commissioned by the City
26 prepared a Nexus Analysis and Financial Feasibility Study in January 2016 (the “Nexus Analysis”)
27 evaluating the burden that market rate housing development has on the City’s need for affordable
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1 housing and determining the affordable housing fee that could be fairly charged by the City; and

2 **WHEREAS**, in conjunction with the Nexus Analysis, Keyser Marston Associates, Inc.
3 reviewed the City’s current In-Lieu Fee to determine whether the fee should be updated to ensure that
4 the fee is sufficient to pay the proportionate cost of providing inclusionary units elsewhere in the City;
5 and

6 **WHEREAS**, Keyser Marston determined, based on the evidence set forth in the Nexus Study
7 related to the development of ownership residential units that an increase to the In-Lieu Fee as set
8 forth in this resolution is appropriate to reflect the proportionate cost of providing inclusionary units
9 elsewhere in the City, and the increase is financially feasible for market rate ownership housing
10 developers; and

11 **WHEREAS**, the City Council adopted Resolution No. 78-6042 on October 9, 1978,
12 establishing a master resolution within which various municipal fees and charges would be located;
13 and

14 **WHEREAS**, amendments to Exhibit A to said resolution are necessary to update the In-Lieu
15 Fee of the CITY in furtherance of the City’s Affordable Housing program; and

16 **WHEREAS**, the City Council Committee on Housing and Economic Development at its
17 meeting of March 28, 2016 received a report from the City Manager identifying the need for said
18 increase; and

19 **WHEREAS**, the City Council, after giving all public notices required by State Law and the
20 Concord Municipal Code, held a duly noticed public hearing on September 27, 2016, on the revisions
21 to the Master Fees Schedule to increase in-lieu affordable housing fees for ownership units; and

22 **WHEREAS**, at such public hearing, the City Council considered all oral and written
23 information, testimony, and comments received during the public review process, including
24 information received at the public hearing, the oral report from City staff, the written report from City
25 staff dated September 27, 2016, materials, exhibits presented, pertinent maps, plans, reports, studies,
26 memoranda, the General Plan, the General Plan FEIR, the Reuse Plan FEIR/Addendum, the 2012
27 SEIR, the 2014 Addendum, the City of Concord Municipal Code, the Development Code, applicable
28

1 City laws and regulations, and all associated approved and certified environmental documents, and all
2 other information that constitutes the record of proceedings on which the City Council has based its
3 decision are maintained at the City of Concord City Clerk’s office (collectively, “September 2016
4 Project Information”); and

5 **WHEREAS**, on September 27, 2016, the City Council, after consideration of all pertinent
6 plans, documents, and testimony, voted 3-2 to return the item back to the Council Committee for
7 Housing and Economic Development to further discuss questions raised about the item during the
8 Council meeting as related to fee increases for ownership units; and

9 **WHEREAS**, the Council Committee on Housing and Economic Development at its meeting
10 of October 27, 2016 received a report from the City Manager identifying the need for said increase
11 and responding to questions highlighted by the City Council during its September 27, 2016 meeting;
12 and

13 **WHEREAS**, the City Council, after giving all public notices required by State Law and the
14 Concord Municipal Code, held a duly noticed public hearing on November 29, 2016, on the revisions
15 to the Master Fees Schedule to increase in-lieu affordable housing fees for ownership units; and

16 **WHEREAS**, on at such public hearing, the City Council considered all oral and written
17 information, testimony, and comments received during the public review process, including
18 information received at the public hearing, the oral report from City staff, the written report from City
19 Staff dated November 29, 2016, materials, exhibits presented, pertinent maps, plans, reports, studies,
20 memoranda, the General Plan, the September 2016 Project Information, the City of Concord
21 Municipal Code, the Development Code, applicable City laws and regulations, and all associated
22 approved and certified environmental documents, and all other information that constitutes the record
23 of proceedings on which the City Council has based its decision are maintained at the offices of the
24 City of Concord Planning Division and the City of Concord City Clerk’s office (collectively, “Project
25 Information”); and

26 **WHEREAS**, on November 29, 2016, the City Council, after consideration of all pertinent
27 plans, documents, and testimony, declared its intent to adopt the revisions to the Master Fees Schedule
28

1 to increase affordable housing fees for ownership units; and

2 **WHEREAS**, the City will not expend funds from the increased In-Lieu Fee on any specific
3 development prior to the completion of environmental review for such specific development; and
4 therefore the adoption of this resolution is not a project under the California Environmental Quality
5 Act guidelines found in Title 14 of the California Code of Regulations Section 15378(b)(4).

6 **NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF CONCORD DOES**
7 **RESOLVE AS FOLLOWS:**

8 **Section 1.** The City Council finds that the above recitals (which are hereby incorporated by
9 reference) are accurate and constitute findings in this matter and, together with the Project
10 Information, serve as an adequate and appropriate evidentiary basis for the findings and actions set
11 forth in this resolution, and further makes the following findings:

12 **Section 2. CEQA.**

13 **a.** The proposed changes to the inclusionary housing fees are minor in nature and the
14 codification of existing policy within the City’s Housing Element, which is the result of State
15 legislative action, do not make substantial changes to the Approved Project or substantial changes
16 with respect to the circumstances under which the Approved Project would be undertaken which
17 would require revisions to the Negative Declaration due to new significant environmental effects or a
18 substantial increase in the severity of previously identified significant effects, there is no new
19 information that would require preparation of a subsequent or supplemental EIR or negative
20 declaration under Public Resources Code Section 21166 or CEQA Guidelines Section 15162, none of
21 the elements requiring a subsequent or supplemental negative declaration under Public Resources
22 Code Section 21166 or CEQA Guidelines Section 15162 are met. Pursuant to the provisions of the
23 California Environmental Quality Act (CEQA) of 1970, as amended, the project is classified as
24 exempt pursuant to 15061(b)(3), and no further environmental review is required. Moreover, future
25 projects would undergo individual CEQA review; and further, staff believes the amendment to the
26 inclusionary housing fees falls within the “common sense” exemption set forth in 14 Cal. Code Regs.
27 Section 15061(b)(3), excluding projects where “it can be seen with certainty that there is no possibility
28

1 that the activity in question may have a significant effect on the environment...”

2 b. The proposed new fees are not designated for any specific project, and any future
3 affordable housing development paid for with the Affordable Housing Impact or In-Lieu fees will be
4 subject to future CEQA review. 14 Cal. Code of Regulations Section 15378(b)(4) provides that the
5 creation of government funding mechanisms or other government fiscal activities that do not involve a
6 commitment to any specific project does not constitute a “project” for CEQA.

7 **Section 3.** The City Council has reviewed, considered, and evaluated all of the Project
8 Information prior to acting upon this Resolution.

9 **Section 4.** The documents and other materials that constitute the record of proceedings upon
10 which the City Council has based its recommendation are located in and may be obtained from the
11 City of Concord City Clerk, 1950 Parkside Drive, Concord, CA 94519.

12 **Section 5.** Fees.

13 a. That Section D (Permit Center Fees) of Exhibit A to Resolution No. 78-6042 be
14 amended to read as follows:

15 D. Permit Center Fees

16 **Table 3a - Building Division Fee Schedule**

17 **S. Inclusionary Housing**

18 S.1a In-Lieu Fee per market rate housing unit (project sizes 10 units or greater)^{1,2}

19 Rental (per unit) = \$0

20 Ownership (per unit) = ~~\$5,043.00~~ \$8 per square foot as of January 1, 2017*

21 \$9 per square foot as of January 1, 2019

22 \$10 per square foot as of January 1, 2021

23 *For projects not deemed complete by January 1, 2017. For those projects deemed complete prior to
24 January 1, 2017, the previous fee of \$5,043 per unit will be applied.

25 ¹ Not to exceed a cap of \$36,000 on ownership fees.

26 ² For sale condominium units shall be assessed the rental fee and not the in-lieu fee charged to for-sale units.

27 S.1b In lieu Fee per market rate housing unit (project sizes 2-9 units)^{1,2}

28 Ownership, as of January 1, 2017*

2-3 units: \$2 per square foot

4-5 units: \$4 per square foot

6-7 units: \$6 per square foot

8-9 units: \$8 per square foot

*For projects not deemed completed by January 1, 2017, otherwise previous fee of \$5,043 per unit will be implemented.

¹ Not to exceed a cap of \$36,000 on ownership fees.

² Note: For sale condominium units shall be assessed the rental fee.

b. Future increases for projects of 10 units or greater are to follow the following schedule: January 1, 2019: \$9 per square foot; and January 1, 2021: \$10 per square foot, as described in Section 4, as will be incorporated into the Master Fees and Charges schedule.

Section 6. The changes in fees established by this resolution shall become effective on January 1, 2017.

Section 7. This resolution shall become effective immediately upon its passage and adoption.

PASSED AND ADOPTED by the City Council of the City of Concord on November 29, 2016, by the following vote:

AYES: Councilmembers -

NOES: Councilmembers -

ABSTAIN: Councilmembers -

ABSENT: Councilmembers -

I HEREBY CERTIFY that the foregoing Resolution No. 16-6042.4 was duly and regularly adopted at a regular meeting of the City Council of the City of Concord on November 29, 2016.

Joelle Fockler, MMC
City Clerk

APPROVED AS TO FORM:

Susanne Meyer Brown
City Attorney

**BEFORE THE CITY COUNCIL OF THE CITY OF CONCORD
COUNTY OF CONTRA COSTA, STATE OF CALIFORNIA**

A Resolution to Amend Exhibit A to Resolution No. 78-6042 Establishing Fees and Charges for Various Municipal Services in the City of Concord to Adopt Affordable Housing Impact Fees for Development of Rental Units within the City’s Affordable Housing Program, Effective on July 1, 2018.

Resolution No. 16-6042.5

WHEREAS, the City of Concord adopted the 2030 Urban Area General Plan on October 2, 2007 (“General Plan”); and

WHEREAS, the City of Concord concurrently certified the Final Environmental Impact Report for the 2030 Urban Area General Plan on October 2, 2007 (“General Plan FEIR”); and

WHEREAS, the City of Concord amended the General Plan on January 24, 2012 to incorporate an Area Plan for the Concord Reuse Project; and

WHEREAS, the City of Concord certified a Final Environmental Impact for the Concord Reuse Project Plan in February 2010 and an Addendum to that FEIR which covered the Area Plan and related General Plan Amendment on January 24, 2012 (“Reuse Plan FEIR/Addendum”); and

WHEREAS, the General Plan FEIR and Reuse Plan FEIR/Addendum together constitute a comprehensive evaluation of the environmental impacts of the Concord General Plan; and

WHEREAS, on July 10, 2012, the City Council certified the Concord Development Code Final Supplemental Environmental Impact Report and Mitigation Monitoring and Reporting Program, and adopted the Findings of Fact and Statement of Overriding Considerations (collectively, the “2012 SEIR”); and

WHEREAS, the 2012 SEIR was prepared and circulated in accordance with the California Environmental Quality Act of 1970, Public Resources Code §21000, et seq., as amended and implementing State CEQA Guidelines, Title 14, Chapter 3 of the California Code of Regulations (collectively, “CEQA”); and

WHEREAS, on July 24, 2012, the City Council adopted Chapter 122 of the Concord Municipal Code (“Development Code”), to ensure consistency with General Plan policies, and an update of its zoning maps to ensure consistency with the adopted General Plan Map; and

1 **WHEREAS**, on June 24, 2014, the City Council adopted Resolution No. 14-4823.1,
2 approving the Addendum to the Final Supplemental Environmental Impact Report (SEIR) to the 2030
3 Concord General Plan EIR for the Concord Development Code Project and adopting the Downtown
4 Concord Specific Plan General Plan Amendment (PL14160-GP) as Volume IV to the Concord 2030
5 General Plan (“2014 Addendum”); and

6 **WHEREAS**, the Concord Municipal Code includes Chapter 18.185, the purpose of which is
7 to facilitate and encourage the development of housing affordable to a broad range of households with
8 varying income levels within the City; and

9 **WHEREAS**, the City of Concord has a long standing goal of providing a balanced supply of
10 housing types, densities and prices to meet the needs of all income groups residing or who wish to
11 reside in Concord, which goal has been incorporated into the City’s Housing Element; and

12 **WHEREAS**, in furtherance of that goal, the City Council desires to adopt a fee to help address
13 the increased need for affordable housing connected with the development of new market rate
14 residential rental units; and

15 **WHEREAS**, Keyser Marston Associates, Inc., a consulting firm commissioned by the City
16 prepared a Nexus Analysis and Financial Feasibility Analysis in January 2016 (the “Nexus Analysis”)
17 evaluating the burden that market rate housing development has on the City’s need for affordable
18 housing and determine the affordable housing fee that could be fairly charged by the City, based on
19 the need for affordable housing that is created by new rental housing development, and determining
20 how high the affordable housing fee or inclusionary requirement could be, and still provide developers
21 with a reasonable profit (the “Rental Housing Impact Fee”); and

22 **WHEREAS**, the Nexus Analysis, which is on file with the City Clerk and is incorporated into
23 this Resolution by this reference, establishes that there is a reasonable relationship between new
24 market rate rental residential development and the need for affordable housing units in the City of
25 Concord, because new market rate rental residential development leads to a net increase in new
26 residents, and the increase in goods and services required by these new residents lead to an increase in
27 job creation in the City including jobs in the service and retail sectors with wages that will not allow
28 these workers to obtain market rate housing. This results in an increase in the need for new housing

1 affordable to extremely low, very low, low and moderate income households, which the Rental
2 Housing Impact Fee will be used to help provide; and

3 **WHEREAS**, the adoption of such a fee is an authorized exercise of the City’s police powers
4 under Section 7, Article XI of the California Constitution in furtherance of the public welfare of the
5 City of Concord; and

6 **WHEREAS**, the City Council adopted Resolution No. 78-6042 on October 9, 1978,
7 establishing a master resolution within which various municipal fees and charges would be located;
8 and

9 **WHEREAS**, amendments to Exhibit A to said Resolution are necessary to establish a vehicle
10 pursuant to which the City can implement the proposed Rental Housing Impact Fee consistent with
11 the City’s other various municipal fees and charges; and

12 **WHEREAS**, on March 28, 2016, the Housing and Economic Development Committee, after
13 consideration of all pertinent documents and testimony, recommended support for a gradual
14 implementation of a rental housing impact fee, but only after at least 600 rental housing units were
15 under construction in the City’s downtown, and further supported modifications to the existing in-lieu
16 affordable housing fee for ownership projects after making minor modifications to the proposal; and

17 **WHEREAS**, on June 15, 2016, the Planning Commission, after consideration of all pertinent
18 plans, documents, and testimony, adopted Planning Commission Resolution No. 16-15 PC
19 recommending the City Council pass an Ordinance approving the Development Code Amendment
20 (PL160109-DC) to Sections 18.185.020 and 18.185.040 to reduce the minimum applicable project
21 size, subject to the affordable housing ordinance from five units to two units; and

22 **WHEREAS**, the City Council, after giving all public notices required by State Law and the
23 Concord Municipal Code, held a duly noticed public hearing on September 27, 2016, on the Text
24 Amendment, the adoption of the Rental Housing Impact Fee, proposed increases to the in-lieu fee for
25 ownership residential development, and revisions to the Master Fees Schedule to incorporate the
26 proposed Rental Housing Impact Fee and amendments to the in-lieu affordable housing fees; and

27 **WHEREAS**, at such public hearing, the City Council considered all oral and written
28 information, testimony, and comments received during the public review process, including

1 information received at the public hearing, the oral report from City staff, the written report from City
2 staff dated September 27, 2016, materials, exhibits presented, pertinent reports, studies, memoranda,
3 including but not limited to the Nexus Analysis, the General Plan, the General Plan FEIR, the Reuse
4 Plan FEIR/Addendum, the 2012 SEIR, the 2014 Addendum, the City of Concord Municipal Code, the
5 Development Code, applicable City laws and regulations, and all associated approved and certified
6 environmental documents, and all other information that constitutes the record of proceedings on
7 which the City Council has based its decision are maintained at the offices of the City of Concord City
8 Clerk's Office (collectively, "September 2016 Project Information"); and
9

10 **WHEREAS**, on September 27, 2016, the City Council, after consideration of all pertinent
11 plans, documents, and testimony, voted 3-2 to return the item back to the Council Committee for
12 Housing and Economic Development for further discussion and review; and

13 **WHEREAS**, on October 27, 2016, the Housing and Economic Development Committee, after
14 consideration of all pertinent documents and testimony, heard a presentation by staff responding to the
15 questions raised during the earlier September 27, 2016 Council meeting, and then the Committee
16 recommended support for a gradual implementation of a rental housing impact fee, but only after at
17 least 600 rental housing units were under construction in the City, and further supported modifications
18 to the rental housing impact fee including extending out the date upon which projects would be
19 subject to the new rental fees changing the deemed complete date to July 1, 2018; and

20 **WHEREAS**, the City Council, after giving all public notices required by State Law and the
21 Concord Municipal Code, held a duly noticed public hearing on November 29, 2016, on the Text
22 Amendment, the adoption of the Rental Housing Impact Fee, proposed increases to the in-lieu fee for
23 ownership residential development, and revisions to the Master Fees Schedule to incorporate the
24 proposed Rental Housing Impact Fee and amendments to the in-lieu affordable housing fees; and

25 **WHEREAS**, at such public hearing, the City Council considered all oral and written
26 information, testimony, and comments received during the public review process, including
27 information received at the public hearing, the oral report from City staff, the written report from City
28 staff dated November 29, 2016, materials, exhibits presented, pertinent reports, studies, memoranda,
including but not limited to the Nexus Analysis, the General Plan, the General Plan FEIR, the Reuse

1 Plan FEIR/Addendum, the 2012 SEIR, the 2014 Addendum, the City of Concord Municipal Code, the
2 Development Code, applicable City laws and regulations, and all associated approved and certified
3 environmental documents, and all other information that constitutes the record of proceedings on
4 which the City Council has based its decision are maintained at the offices of the City of Concord City
5 Clerk's office (collectively, "November 2016 Project Information"); and

6 **WHEREAS**, on November 29, 2016, the City Council, after consideration of all pertinent
7 plans, documents, and testimony, declared their intent to adopt the Rental Housing Impact Fee and
8 make the required revisions to the Master Fees Schedule to implement such fees; and

9 **WHEREAS**, the City will not expend funds from the Rental Housing Impact Fee on any
10 specific development prior to the completion of environmental review for such specific development,
11 and therefore the adoption of this Resolution is not a project under the California Environmental
12 Quality Act guidelines found in Title 14 of the California Code of Regulations Section 15378(b)(4).

13 **NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF CONCORD DOES**
14 **RESOLVE AS FOLLOWS:**

15 **Section 1.** The City Council finds that the above recitals (which are hereby incorporated by
16 reference) are accurate and constitute findings in this matter and, together with the Project
17 Information, serve as an adequate and appropriate evidentiary basis for the findings and actions set
18 forth in this Resolution, and further makes the following findings:

19 **Section 2. CEQA**

20 The proposed adoption of proposed new fees is minor in nature and the codification of existing
21 policy within the City's Housing Element, which is the result of State legislative action, do not make
22 substantial changes to the Approved Project or substantial changes with respect to the circumstances
23 under which the Approved Project would be undertaken which would require revisions to the
24 Negative Declaration due to new significant environmental effects or a substantial increase in the
25 severity of previously identified significant effects, there is no new information that would require
26 preparation of a subsequent or supplemental EIR or negative declaration under Public Resources Code
27 Section 21166 or CEQA Guidelines Section 15162, none of the elements requiring a subsequent or
28 supplemental negative declaration under Public Resources Code Section 21166 or CEQA Guidelines

1 Section 15162 are met. Pursuant to the provisions of the California Environmental Quality Act
2 (CEQA) of 1970, as amended, the project is classified as exempt pursuant to 15061(b)(3), and no
3 further environmental review is required. Moreover, future projects would undergo individual CEQA
4 review; and further, staff believes adoption of the proposed new fees falls within the “common sense”
5 exemption set forth in 14 Cal. Code Regs. Section 15061(b)(3), excluding projects where “it can be
6 seen with certainty that there is no possibility that the activity in question may have a significant effect
7 on the environment...”

8
9 b. The proposed new fees are not designated for any specific project, and any future
10 affordable housing development paid for with the Affordable Housing Impact or In-Lieu fees will be
11 subject to future CEQA review. 14 Cal. Code of Regulations Section 15378(b)(4) provides that the
12 creation of government funding mechanisms or other government fiscal activities that do not involve a
13 commitment to any specific project does not constitute a “project” for CEQA.

14
15 **Section 3.** The City Council has reviewed, considered, and evaluated all of the Project
16 Information prior to acting upon this Resolution. The documents and other materials that constitute
17 the record of proceedings upon which the City Council has based its recommendation are located in
18 and may be obtained from the City of Concord City Clerk, 1950 Parkside Drive, Concord, CA 94519.

19 **Section 4.** The City Council hereby finds that the Rental Housing Impact fee is consistent
20 with the adopted goals and policies contained in the City’s Housing Element, including the following
21 goals, policies and programs: Goal H-1, Policy H-1.5, Program H-1.5.1, H-1.5.8 and H-1.5.10.

22 **Section 5.** In an effort to increase Affordable Housing consistent with the Housing Element
23 goals policies and programs set forth above, the City hereby adopts the Rental Housing Impact Fee for
24 to be charged in the manner set forth in Sections 6 and 7 of this Resolution, and further finds and
25 determines that the Rental Housing Impact Fee is reasonably related to the impacts of the
26 development of residential rental housing, and shall be financially viable to developers of market rate
27 rental housing, as more particularly described within the Nexus Analysis prepared for the City, dated
28 January 2016.

Section 6. Section D (Permit Center Fees) of Exhibit A to Resolution No. 78-6042 is hereby amended to read as follows, subject to Section 7 of this Resolution:

D. Permit Center Fees

Table 3a – Building Division Fee Schedule

S. Inclusionary Housing

S.2	Rental (per unit) Housing Impact Fee per market rate housing unit (projects of 10 units or greater) ^{1,2}
	\$0 — <u>\$3 per square foot as of July 1, 2018*</u>
	<u>\$4 per square foot as of July 1, 2020</u>
	<u>\$5 per square foot as of July 1, 2022</u>

*For projects not deemed complete by July 1, 2018. For those projects deemed complete prior to July 1, 2018, the previous fee of \$0 will be applied.

¹. Rental projects of 2-9 units in size will pay 50% of the rental fee charged for standard projects (10 or more units).

². For sale condominium units shall be assessed the rental fee and not the in-lieu fee charged to for-sale units.

Section 7. The increases established by this Resolution are subject to postponement if the City has not issued building permits for at least 600 residential rental units within the City between January 1, 2017 and April 1, 2018. The Council will review the number of building permits issued during that period, prior to incorporation of the fees into the fee schedule, as set forth in Section 5 above, for incorporation into the Master Fees and Charges schedule.

Section 7. The changes in fees established by this Resolution shall become effective on July 1, 2018, pending confirmation of issuance of building permits for 600 rental units.

Section 8. This resolution shall become effective immediately upon its passage and adoption.

PASSED AND ADOPTED by the City Council of the City of Concord on November 29, 2016, by the following vote:

AYES: Councilmembers -

NOES: Councilmembers -

ABSTAIN: Councilmembers -

ABSENT: Councilmembers –

//

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I HEREBY CERTIFY that the foregoing Resolution No. 16-6042.5 was duly and regularly adopted at a regular meeting of the City Council of the City of Concord on November 29, 2016.

Joelle Fockler, MMC
City Clerk

APPROVED AS TO FORM:

Susanne Meyer Brown
City Attorney

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KEYSER MARSTON ASSOCIATES

DRAFT

**RESIDENTIAL NEXUS ANALYSIS
Inclusionary Housing Program Update
Concord, California**

Prepared for:
City of Concord

Prepared by:
Keyser Marston Associates, Inc.

January 2016

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SUMMARY AND RECOMMENDATIONS

This Summary and Recommendations report provides an overview of the analyses and a summary of the findings and recommendations for updating Concord's Inclusionary Housing Ordinance as it relates to the development of new residential units in the City of Concord. The materials have been prepared by Keyser Marston Associates (KMA) for the City pursuant to a contractual agreement.

The analysis addresses market rate residential projects in Concord and the various types of units that are subject to the City's Inclusionary Housing Ordinance at this time and potentially in the future. The nexus analysis quantifies the linkages between new market rate units and the demand for affordable housing in Concord. Other materials included in the update work program have been prepared to assist in recommending fee levels and other adjustments to the Inclusionary Housing Ordinance overall.

The City of Concord adopted an Inclusionary Housing Ordinance in 2004 that required all ownership projects of five or more units to provide a share of units at affordable prices or rent levels, consistent with the City's Housing Element. The developer could choose to provide 10% of units at prices affordable to Moderate Income households or 6% to Low Income households. The program allowed for payment of an in-lieu fee as an alternative to the on-site requirement for projects of less than 20 acres. During the recession all projects were allowed to pay an in lieu fee of \$5,043 per market rate unit (reduced from initial \$17,660), which continues to be the requirement today.

In addition to the adjustment to the program to address the recession, the legal environment also was altered with the *Palmer* decision (*Palmer/Sixth Street Properties L.P. v. City of Los Angeles* [2009] 175 Cal. App. 4th 1396). The *Palmer* ruling precluded California cities from requiring long term rent restrictions or inclusionary requirements on rental units. The City responded by reducing the fee on rental projects to \$0 in late 2010. Since the *Palmer* ruling, many California cities have adopted affordable housing impact fees on rental projects, but Concord has not proceeded to pursue impact fees on rentals until now.

With the Concord real estate market now recovering from the recession, the City has embarked on an update program. The nexus analysis provided herein will enable the City to proceed with an impact fee on rentals and also will provide the City with support for the inclusionary program in light of the evolving legal environment. In addition to the changed legal situation, the end of Redevelopment in California and cutbacks in housing funds at the State and Federal level have motivated Concord and many other California cities to update and reevaluate their affordable housing requirements and funding options.

The Nexus Concept

At its most simplified level, the underlying nexus concept is that newly constructed units represent new households in Concord. These households represent new income in Concord that will be used to consume goods and services, either through purchases of goods and services or by “consuming” governmental services. New consumption translates to new jobs; a portion of the jobs are at lower compensation levels, low compensation jobs translate to lower income households that cannot afford market rate units in Concord, and therefore need affordable housing.

Impact Methodology and Models Used

The analysis is performed using two models. The IMPLAN model is an industry accepted, commercially available model developed over 30 years ago to quantify the impacts of changes in a local economy, including the employment impacts or changes in personal income. The IMPLAN model is “inputted” with net new personal income in Concord associated with new residential units and new households in Concord. The analysis ultimately produces a quantification of net new jobs generated by industry. The KMA jobs housing nexus model is used to determine the household income of new employee households, identifying how many are at lower income and housing affordability levels.

Organization of this Document

This Summary and Recommendations Report summarizes the key findings of the analyses and provides our recommendations for changes to the Inclusionary Housing Ordinance. The Appendices provide full documentation of data sources, assumptions and methodology. The Summary and Recommendations Report is not intended as a stand-alone document and should not be printed or distributed without the appendices.

Appendix I contains the full Residential Nexus Analysis Report and all the tables that are a part of the analysis.

Appendix II: Residential Values – Market and Affordable. This is a background section that establishes the market values of various types of attached and detached residential units or “projects” based on surveys of new units selling in Concord. This appendix also contains a discussion of affordable sales prices and rent levels at various affordability levels, per the current Area Median Income (AMI), and contains a calculation of affordability gaps.

Appendix III: Financial Feasibility Analysis. In this section, KMA provides additional background information and support tables for the Financial Feasibility Analysis, including a documentation of data sources and conclusions.

This report has been prepared using the best and most recent data available. Local data and sources were used wherever possible. See Appendices for more information on data sources.

Nexus Analysis Summary

The Prototypes

Five residential prototypes were identified for Concord based on market surveys, approved projects in the City's pipeline, KMA's prior work in Concord, and consultation with City staff. The prototypes are summarized below:

- A single family detached unit, a 2,800 square foot home with four bedrooms, selling for \$850,000, or about \$300 per square foot on average.
- A single family unit on a smaller lot with a density in the range of 10 units per acre, 1,800 square feet with a mix of three and four bedrooms, selling for \$600,000 or \$333 per square foot. This unit could also be part of a townhome configuration.
- A condominium unit, built at an average of 55 units per acre, a mix of one, two and three bedrooms, 1,100 square feet, selling for approximately \$450,000, or a little over \$400 per square foot. This product is not being built by developers at this time due to weak pricing of condominiums (relative to development costs) but the market is anticipated to return in the not too distant future. This higher density product is envisioned mostly in the downtown area.
- A high density rental apartment unit in a project with an average density of 100 units per acre, located the downtown area. These units average 800 square feet, are predominantly one bedroom units, and rent for an average of \$2,400 per month. They have structured or partially below grade parking. Projects of this description are being actively pursued at this time.
- A medium density rental apartment unit in a project with an average density of 30 units per acre, a garden-style building located outside of the downtown. These units average 950 square feet, are a mix of one, two and three bedroom units, and rent for \$2,375 on average. It is noted that there are no projects of this description in the development pipeline at this time, but they are anticipated in the years ahead, mostly outside the downtown area.

These prototypes are used throughout the analyses in this work program. The sales prices or rent levels of the units are the starting point of the nexus analysis. These units are also examined in a financial feasibility analysis to inform current feasibility conditions and how various new fee levels affect feasibility.

Household Income

From the sales price or rent level of the five prototypes, the household income of the purchaser or renter is readily estimated using state and local housing policy and lending standards. Home purchasers are assumed to spend 35% of their household income on total housing expenses and renters 30%. Using somewhat conservative lending terms, household income for each prototype unit is estimated as follows:

Prototypes					
	<i>Prototype 1: Single Family Detached</i>	<i>Prototype 2: Small Lot SFD / Townhome</i>	<i>Prototype 3: Condo</i>	<i>Prototype 4: High Density Apartments</i>	<i>Prototype 5: Medium Density Apartments</i>
Sale Price/ Monthly Rent	\$850,000	\$600,000	\$450,000	\$2,400	\$2,375
Average Unit Size	2,800 SF	1,800 SF	1,100 SF	800 SF	950 SF
Per Square Foot	\$300/SF	\$333/SF	\$409/SF	\$3.00/SF	\$2.50/SF
Household Income	\$165,000	\$121,000	\$95,000	\$96,000	\$95,000

As would be expected, the higher priced units translate to higher household income, with rental units and condominiums being affordable to households at a lesser income level than single family detached units and townhomes.

Jobs Generated

The next step in the nexus analysis is an adjustment from gross income to income available for expenditures, or income after taxes, Social Security and personal savings. The remaining steps to estimate job generation are conducted within the IMPLAN model.

To simplify the presentation of results, the analysis is run for building modules of 100 housing units. This avoids awkward fractions, especially at the detailed level of jobs by industry. The IMPLAN model output provides jobs by industry; the total numbers of jobs generated are shown in the table following. The geographic area of job generation is Contra Costa County.

Jobs Generated per 100 Units					
	<i>Prototype 1: Single Family Detached</i>	<i>Prototype 2: Small Lot SFD/ Townhome</i>	<i>Prototype 3: Condo</i>	<i>Prototype 4: High Density Apartments</i>	<i>Prototype 5: Medium Density Apartments</i>
Total Jobs Generated, 100 units	81.2	58.8	47.4	44.9	44.4

The IMPLAN model quantifies jobs generated at establishments that serve new residents directly (i.e. supermarkets, banks or schools), jobs generated by increased demand at firms which service or supply these establishments (wholesalers, janitorial contractors, accounting firms, or any jobs down the service/supply chain from direct jobs), and jobs generated when the new employees spend their wages in the local economy and generate additional jobs.

In the full nexus report, jobs generated by the larger industry categories are indicated in the tables. Jobs in Eating and Drinking establishments represent the single greatest concentration. However, if all retail categories were aggregated, even without the eating and drinking, retail would be the single largest group of jobs. Medical related services represent another major job category.

Compensation Levels of Jobs and Household Income

The output of the IMPLAN model – the numbers of jobs by industry – are then “input” into the Keyser Marston Associates jobs housing nexus analysis model to quantify the compensation level of new jobs and the income of the worker households. The KMA model sorts the jobs by industry into jobs by occupation, based on national data, and then attaches wage distribution data to the occupations, using recent Contra Costa County data from the California Employment Development Department (EDD). The KMA model also converts the number of employees to the number of employee households, recognizing that there is, on average, more than one worker per household, and thus the number of housing units in demand for new workers is reduced.

The output of the model is the number of new worker households by income level (expressed in relation to the Area Median Income, or AMI) attributable to the new residential units and new households in Concord.

New Worker Households by Income Level per 100 Market Rate Units					
	<i>Prototype 1: Single Family Detached</i>	<i>Prototype 2: Small Lot SFD/ Townhome</i>	<i>Prototype 3: Condo</i>	<i>Prototype 4: High Density Apartments</i>	<i>Prototype 5: Medium Density Apartments</i>
Under 30% AMI	5.3	3.9	3.1	2.9	2.9
30% to 50% AMI	9.9	7.1	5.7	5.4	5.3
80% to 120% AMI	10.0	7.2	5.7	5.4	5.4
80% to 120% AMI	7.9	5.7	4.6	4.3	4.3
Total, Less than 120% AMI	33.1	23.8	19.1	18.1	17.9
Greater than 120% AMI	8.6	6.4	5.2	4.9	4.9
Total, New Households	41.7	30.2	24.3	23.0	22.8

Comparison of Nexus Analysis Results to Inclusionary Percentages

The analysis findings identify how many very low, low and moderate income households are generated for every 100 market rate units. These findings are adjusted to percentages for purposes of comparison to current on-site inclusionary requirements. The percentages are calculated including both market rate and affordable units (for example, 25 affordable units per 100 market rate units translates to 125 units; 25 affordable units out of 125 units equals 20%).

Each tier is cumulative, or inclusive of the tiers above it.

Cumulative Inclusionary Percentage Supported by Nexus Analysis			
	<i>Prototype 1: Single Family Detached</i>	<i>Prototype 2: Small Lot SFD/ Townhome</i>	<i>Prototype 3: Condo</i>
30% of Median Income	5%	4%	3%
50% of Median Income	13%	10%	8%
80% of Median Income	20%	15%	13%
120% of Median Income	25%	19%	16%

The conclusion of the analysis is that the three market rate ownership units analyzed support percentages up through Moderate Income (120% AMI) in the range of 16% to 25%, all of which are higher than the City’s current 10% at Moderate requirement.

The onsite percentages are calculated for ownership units only. It is recalled that the *Palmer* decision precludes jurisdictions from requiring affordable on-site units that limit on-going rent levels. Instead cities may require an impact fee.

Impact Fee Levels Supported by the Nexus Analysis

The last step in the analysis puts a dollar amount on the cost of mitigating the affordable housing impacts. The conclusions of the nexus analysis, expressed as the number of worker households by income affordability category, are linked to the cost of delivering housing to the households in need.

Each income, or affordability, tier is associated with a subsidy needed to produce and deliver a unit at the specified affordability level. These subsidies are referred to as ‘affordability gaps,’ or the difference between the cost of development and the sales price or unit value supported by the rent that can be paid by a household at the specified income level. Since the underlying concept is that fee revenues will be used to assist projects delivering affordable units, the cost of developing 100% affordable projects is used, drawing from recent affordable projects built or in the planning stages in Contra Costa and Alameda Counties.

The affordability gaps used in the analysis incorporate a policy to match households at various income levels with types of residential units. Specifically, it is assumed that households under 50% Area Median Income (AMI) and in the 50% to 80% AMI range will be housed in rental apartments with an average of two bedrooms per unit. Projects at these lower income levels are assumed to be partially funded using federal and state tax credit programs. The moderate income households, or those in the 80% to 120% tier, are assumed to be housed in modest two-bedroom ownership units, on average.

When the affordability gap conclusions for each income tier, indicated in the inset table, are linked to the number of affordable units required as a result of market rate development (as indicated in the inset table on the previous page) and divided by 100 units, the result is a Total Nexus Cost per new market rate residential unit. The results per unit are:

Total Nexus Cost Per Market Rate Unit						
<i>Income Category</i>	<i>Affordability Gap</i>	<i>Prototype 1: Single Family Detached</i>	<i>Prototype 2: Small Lot SFD/ Townhome</i>	<i>Prototype 3: Condo</i>	<i>Prototype 4: High Density Apartments</i>	<i>Prototype 5: Medium Density Apartments</i>
Under 30% AMI	\$286,000	\$15,100	\$11,000	\$8,900	\$8,400	\$8,300
30% to 50% AMI	\$236,000	\$23,400	\$16,800	\$13,500	\$12,800	\$12,600
80% to 120% AMI	\$211,000	\$11,100	\$8,200	\$6,500	\$6,200	\$6,100
80% to 120% AMI	\$79,000	\$7,800	\$5,600	\$4,500	\$4,300	\$4,200
Total Supported Fee/ Nexus Costs		\$57,400	\$41,600	\$33,400	\$31,700	\$31,200

For ownership units, the Residential Nexus Analysis supports maximum fee levels of at least \$33,400 per market rate unit. The per unit costs indicated above result in a predictable higher nexus cost per unit associated with the more expensive housing units and the higher income (and expenditures) of those households.

For rental units, the supported nexus fee level is \$31,200 per market rate unit.

The Total Nexus Costs, or Mitigation Costs, indicated above, may also be expressed on a per square foot level. The square foot areas of the prototype units used throughout the analysis become the basis for the calculation. The results per square foot are as follows:

Total Nexus Cost Per Sq. Ft.					
<i>Income Category</i>	<i>Prototype 1: Single Family Detached</i>	<i>Prototype 2: Small Lot SFD/ Townhome</i>	<i>Prototype 3: Condo</i>	<i>Prototype 4: High Density Apartments</i>	<i>Prototype 5: Medium Density Apartments</i>
<i>Prototype Size (Sq Ft)</i>	2,800 SF	1,800 SF	1,100 SF	800 SF	950 SF
Under 30% AMI	\$5.40	\$6.10	\$8.10	\$10.50	\$8.70
30% to 50% AMI	\$8.40	\$9.30	\$12.30	\$16.00	\$13.30
80% to 120% AMI	\$4.00	\$4.60	\$5.90	\$7.80	\$6.40
80% to 120% AMI	\$2.80	\$3.10	\$4.10	\$5.40	\$4.40
Total Nexus Costs	\$20.60	\$23.10	\$30.40	\$39.70	\$32.80

The calculated fee levels indicated above, per unit or per square foot, are maximum fees supported by the nexus analysis. They are not recommended fee levels.

This analysis has been prepared solely to demonstrate support for inclusionary measures and impact fees from the nexus perspective.

This is the conclusion of the nexus analysis. The remaining analyses and materials are provided to assist the City in the selection of fee levels and other program modifications.

Financial Feasibility Testing

A key analysis in the work program is financial feasibility testing of the five prototype units or project development and how project feasibility is affected by alternative impact fee and inclusionary requirements. The methodology used was to build in an acceptable project return and determine the residual land value supported. When projects are feasible, the residual values should be comparable to the cost of land in Concord.

To conduct the financial feasibility analysis, KMA assembled total development costs for each prototype. In addition to hard construction costs, fees and permits, financing, sales expense and all other indirect costs were included in the analysis. These costs were assembled based on interviews with developers active in Concord, information from the City, and KMA experience with similar development projects in the Bay Area.

With the sales and rent levels used in the prototypes (which were based on market surveys and developer interviews), a base case financial feasibility was established, assuming the current inclusionary fee of \$5,043 per market rate unit applied to the three for sale prototypes. The large single family detached, and smaller lot or townhome unit were found to be feasible in the current Concord market but the condominium was not, due to more expensive construction and weaker market conditions in that sector.

In addition to the base case, three alternatives were tested on the ownership units:

- A return to the 2010 fee level of \$17,660 per market rate unit
- An on-site requirement of 10% of the units at Moderate Income (110% AMI)
- An impact fee set at \$10 per square foot

Table 1 contains a summary of the analysis. The financial feasibility testing found all three options resulted in feasible or sustainable results on the two single-family prototypes.

The base case high-density rental project produced a negative return at today's rents. However, there is interest from several developers in pursuing such projects. Developers who already own land in the downtown, or those willing to accept more investment risk, would be expected to pursue projects first; the City has seen interest from these developers, although no project has broken ground. The current level of interest suggests that developers expect continued escalations in the rental market. High-density rental projects in the downtown are currently viewed as approaching feasibility, or marginally worthy of the investment risk. As to be expected, any additional fee burden on these rental units reduces the already marginal returns to less feasible levels.

The lower density apartment with estimated rents for new units outside the downtown area did not produce a positive return under any set of conditions. The City has not seen any recent interest from developers pursuing lower density apartment projects.

In summary, the results of the financial feasibility testing may be summarized:

- For the single family units – larger or smaller – there is sufficient feasibility to sustain a return to the prior fee level of \$17,660 per market rate unit or the alternative \$10 per square foot, or the 10% at Moderate Income on-site requirement.
- The condominium product is not feasible under any set of conditions at this time.
- The higher density downtown rentals are marginally feasible at this time. With anticipated increases in rents for new units, particularly those with access to transit, some developers are cautiously willing to proceed. In our view, this market is still too fragile to sustain an additional burden for affordable housing at this time, but with continued market improvement could sustain small fees introduced within the next two years. Monitoring of market activity in Concord would be advisable before any new fee is implemented, but fee implementation could be planned to proceed to put the development community on advance notice.

On-Site Requirement Comparison

The analysis summarized on Table 1 also allows the City to understand how the current onsite program compares to alternative fee amounts. The lower the residual land value, the more burdensome a requirement is for the project. The current fee level, at \$5,043, was the least burdensome option analyzed. A higher fee level (\$17,600) lowers the residual land value. The City's current on-site program, which was adopted in 2004, requires 10% of all units at Moderate Income or 6% at Low Income. KMA modeled a 10% at Moderate requirement; the resulting residual land value indicates that the onsite requirement is more burdensome on the large single family unit than the current fee level and the pre-recession fee level. The onsite requirement is roughly equivalent to an impact fee of \$10 per square foot for the single family detached units. For the smaller condominium project, the onsite requirement as modeled is less burdensome than the \$10 per square foot impact fee, although it is important to note that sales prices for this product would need to increase to achieve feasibility and higher market sales prices would increase the cost of onsite compliance.

In summary, the current fee level is significantly less burdensome than providing affordable units within a project. Restoring the fee to its pre-recession level, or adopting a fee in the range of \$10 per square foot, would be roughly comparable to the current onsite obligation.

Affordable Housing Requirements in Neighboring Jurisdictions

Many other cities in Central Contra Costa County and elsewhere have adopted affordable housing requirements applied to new residential construction. These programs are usually some combination of inclusionary requirements and impact fees and there is considerable variation among them.

KMA, in coordination with staff, selected five other jurisdictions of interest for comparison with Concord's existing program. The selected jurisdictions are: Pleasant Hill, Walnut Creek, Martinez, Contra Costa County, and Dublin. It should be noted that many cities are in the process of reevaluating their programs and will likely enact changes in the near future. Table 2 summarizes the six programs, inclusive of Concord.

These programs all have thresholds for the size of the project (a minimum number of units) for which requirements apply. For example, Walnut Creek's program applies to all projects with two or more units, while Dublin's does not apply until a project has 20 units or more.

All of the jurisdictions have an on-site requirement on their books but most adjusted their programs during the recession to allow fees at all times. Fee levels vary widely and are expressed differently depending on the jurisdiction. An overview of the three primary ways to express affordable housing fees is provided below:

- Fee per affordable unit owed, such as Pleasant Hill and Dublin. These fee levels are in excess of \$100,000 per affordable unit. The developer pays for the requisite number of affordable units 'owed', including fractions, depending on the required inclusionary percentage.
- Fee per market rate unit, such as Concord's at \$5,043 or the County's at \$3,875 for ownership units. These fees apply to all units in the project.
- Fee per square foot, such as Walnut Creek. This fee is assessed on the square footage of the units built. With this format, larger units pay higher fees than smaller units.

To better understand how the programs compare, we have taken two of the five Concord prototypes and shown what the fee would be were the units located in each of the other jurisdictions. Fees are estimated for the small single family detached unit and the higher density rental unit located in the downtown area. For each of the six cities, KMA estimated the fee payment on a *per market rate unit* basis to facilitate comparison across jurisdictions. It is important to note when fee payment is allowed in a particular jurisdiction. For the purposes of this exercise, KMA has assumed that the project is eligible to pay a fee, and that the project pays the full fee amount and not a reduced fee based on a sliding scale (Walnut Creek). The City of Dublin allows only partial fee payment; in addition to a fee, a developer must also provide 7.5% of units affordable onsite. KMA estimated the lost revenue to the developer, using the market value of the Concord prototypes. Table 3 summarizes the comparison.

For the small single family detached unit, which is 1,800 square feet, the City's fee of \$5,043 is lower than the fees in Pleasant Hill (\$27,135), Walnut Creek (\$27,000), and Dublin (\$27,000). Martinez (\$0, although some developers have paid \$5,000) and Contra Costa County (\$3,875) have lower fees than Concord.

For the high density rental unit, which is 800 square feet, Concord, Pleasant Hill, and Contra Costa County have all suspended their programs in response to the *Palmer* decision. Martinez does not have a fee program in place. Dublin continues to require rental projects to both pay a fee (\$6,353 per market rate unit) and provide units onsite for a total burden equal to \$20,000 per unit. Walnut Creek's impact fee is equivalent to \$12,000 for the 800 square foot unit.

In summary, at the current time, Concord's affordable housing requirements are less than those in Pleasant Hill, Dublin and Walnut Creek. Martinez does not have an inclusionary program in place and the County has lower requirements than Concord.

Recommendations

The recommendations for Concord are drawn from the findings of the analyses summarized in the previous pages. Because of both the legal situation and the financial feasibility findings, we differentiate the recommendations between ownership and rental projects. All recommendations are formulated to be sustainable in Concord at the current time and, in KMA's opinion, will not alter or negatively affect developer decisions about proceeding in Concord or not.

Ownership Units

KMA and staff jointly recommend the following:

- An increase in the fee over the current level of \$5,043.
- Consider assessing the fee on a per square foot basis as an equitable way of charging larger units more than smaller ones. This is consistent with both nexus analysis results and how the cost of on-site compliance increases with unit sizes. The \$10 per square foot fee tested in the financial feasibility analysis is sustainable in the current market, where total development costs are in the \$300 to \$400 per square foot range. This would return the fee to the prerecession level for projects with small size units; the fee would be higher for larger units.
- Consider lowering the ten-unit threshold. As an impact mitigation fee, the fee may be levied on one unit projects although this practice is not yet typical or widely adopted. For Concord, we suggest charging projects of 2 to 10 units, going with the concept that "everyone pays."
- Consider a sliding scale under the ten-unit threshold, charging full fee for ten units, 90% of the fee for nine unit projects, etc. With a sliding scale, small infill projects, where costs can be higher, would benefit from the reduced fee.
- Consider a modest phase in schedule, such as effective starting fiscal year 2017 or even January 2017. This avoids adding costs to projects where land purchase agreements are in place and other aspects of project planning and financing are being finalized at this

time. The effective trigger dates could be tied to the status project "Application Deemed Complete."

- Consider phasing-in the fee level, such as the first year the fee is in effect, starting at \$8 per square foot, followed the next year by \$9 per square foot, and year three \$10 per square foot.
- For high density condominiums, the City has a policy choice. If it is a policy objective to encourage high density units of all kinds, condominium projects over a specified density (say 40 units per acre) could be treated like rental projects with similar fee levels.

Rental Projects

The financial feasibility analysis determined that high density projects in the downtown area are approaching feasibility at this time. With continued increases in rents, as are occurring throughout the Bay Area, Concord will likely attract more projects in the next few years. In light of these conditions, we recommend the following:

- The City maintain a zero fee level for at least the next year or year and a half.
- The City adopt a very small fee, such as something in the \$2 to \$5 per square foot range, to go into effect at a date certain, such as July 1, 2017 or 2018. Effective date could apply to Application Deemed Complete as opposed to when the building permit is pulled.
- The City adopt further minor increases for each fiscal year for five years, subject to review, per below.
- The City should direct City staff to monitor the pipeline of submittals for rental projects and report to Council prior to any fee or fee increases going into effect. If projects have not proceeded and permits have not been issued for at least 500 units, then the Council could determine that it would be best to postpone the scheduled fee increase. The staff should also report on annual rent increases citywide and vacancy levels, lease up experience in the newer projects (in the context of when the projects were completed) and other market indicators.

KMA believes these recommendations meet the fair and reasonable tests. With these fee levels, Concord will continue to have lesser requirements than its neighbors to the south. Like all programs of this nature, the affordable housing requirements should be reevaluated as markets change and local conditions are influenced by other occurrences such as the development of the Naval Weapons property, changes in transportation systems, and other factors affecting the local real estate market.

**SUMMARY AND RECOMMENDATIONS TABLE 1
SUMMARY OF FEASIBILITY ANALYSIS FINANCIAL
FEASIBILITY ANALYSIS CITY OF CONCORD, CA**

DRAFT FOR CITY REVIEW

	Single Family, Large Lots		Single Family Small Lots		Condominium		High Density Apartments		Medium Density Apartments		
Product Description	Large Lot SFD		Small Lot SFD		4 story over podium		5 Story wrap, separate garage		2-4 story wood; surface parking		
Density	8,500 sf lots		10 du/acre		55 du/acre		100 du/acre		30 du/acre		
Average Unit Size	2,800 sf		1,800 sf		1,100 sf		800 sf		950 sf		
Average Number of Bedrooms	4.0		3.5		2.0		1.0		2.0		
Market Sales Price / Rent Level	\$850,000		\$600,000		\$450,000		\$3.00 /sf		\$2.50 /sf		
Residual Land Value Analysis											
	Per SF Land		Per SF Land		Per SF Land		Per SF Land		Per SF Land		
	Per Unit	Per Unit	Per Unit	Per Unit	Per Unit	Per Unit	Per Unit	Per Unit	Per Unit	Per Unit	
1. Base Case - Current Fee Level (\$5,043 on ownership units; \$0 on rental units)	\$18	\$151,000	\$17	\$73,000	(\$69)	(\$55,000)	(\$18)	(\$8,000)	(\$3)	(\$4,000)	
2. 2010 Fee Level (\$17,660 on ownership units)	\$16	\$138,000	\$14	\$60,000	(\$86)	(\$68,000)	n/a		n/a		
3. 10% of Units Onsite @ 110% AMI	\$14	\$122,000	\$14	\$63,000	(\$71)	(\$56,000)	n/a		n/a		
4. Impact Fee: \$10 psf Ownership / \$5 psf Rental	\$15	\$128,000	\$14	\$60,000	(\$77)	(\$61,000)	(\$28)	(\$12,000)	(\$6)	(\$9,000)	
5. Rents Increased to 'Feasible' Levels¹							Rent Levels Per SF:				
Percent Increase from Current Rents							5%		\$2.70 8%		
Residual Land Value at Feasible Rents							\$28		\$12,000		
6. Prevailing Wages, With Increased Rents from Scenario 5²							(\$48)		(\$21,000)		

1. Rents increased until land value are in the range of current land values in Concord. High density apartments assume a downtown location.
2. Using rent levels from Scenario 5, this Scenario models the impact of a 10% increase in direct construction costs.

**SUMMARY AND RECOMMENDATIONS TABLE 2
COMPARISON OF INCLUSIONARY HOUSING REQUIREMENTS
SUMMARY & RECOMMENDATIONS
CONCORD, CA AND NEIGHBORING JURISDICTIONS**

DRAFT FOR REVIEW BY CITY STAFF

	Concord	Pleasant Hill	Dublin	Martinez	Contra Costa County	Walnut Creek
Year Adopted / Updated	Est. 2004 Rev. 2010	Est. 1996 Rev. 2004 & 2005	Est. 1996 Rev. 2003	No program. City will consider in 2016.	Est. 2006	Est. 2004 Rev. 2010 and 2013
Minimum Project Size						
For In-lieu/Impact Fee	5 units	5 units	20 units		5 units	2 units
For Build Requirement	20 Ac	10 units	20 units (partial) ²		126 units	none
Onsite Requirement						
Percent of Total Units	FS: 10% Mod OR 6% Low R: Suspended	FS: 10% Low OR 5% VL OR 20% w/secondary units OR 25% senior R: Suspended	12.5% ²		FS: 15% R: Suspended	<u>2-9 du</u> : 1 unit Mod <u>10+ du</u> : 10% Mod OR 7% Low OR 6% VL
Income Level (% AMI) for Qualification ¹	HCD income limits	HCD income limits	FS: 40% Low, 60% Mod R: 30% VL, 20% Low, 50% Mod (HCD income limits)		FS: 80% Mod, 20% Low R: 80% Low, 20% VL (HCD income limits)	HCD income limits
Impact / In-Lieu Fee Levels						
	R: Suspended FS: \$5,043 / unit	R: Suspended FS: \$271,350/ aff unit owed	\$127,061 / aff. unit (up to 40% of units owed)	Some developers have paid \$5,000 per unit as an 'in-lieu' fee.	R: Suspended FS: \$3,874.89 / unit OR \$129,163 / Low unit owed ⁴	<u>10+ du (FS/R)</u> : \$15/ sq ft <u>2-9 du</u> ³ : FS: \$3-\$9/ sq ft R: \$1.60-\$7.20/sq ft sliding scale
Term of Affordability	45 years FS 55 years R	45 years FS 55 years R	55 years		FS: must occupy for 3 yrs. After, shared equity. R: 55 year	45 years FS 55 years R

Note: This chart presents an overview and terms have been simplified. Consult code and City staff for more information. Research conducted October 2015.

Abbreviations: R = Rental FS = For Sale sq ft = Square Feet
du = Dwelling Unit Ac = Acre AMI =Area Median Income

- 1.HCD income limits are up to 50% AMI for Very Low, 80% AMI for Low, and 120% AMI for Moderate. Income levels for calculation sales prices may differ (e.g., 110% AMI for Moderate).
2. The base requirement is 12.5% onsite; however, up to 40% of the onsite requirement can be covered through fee payment with the remaining 7.5% of units provided onsite.
3. For projects from 2 to 9 units, the fee ranges based on the total number of units in the project. The fee increases approximately \$1/sq ft for each unit added (up to 9 units).
4. Developer can pay in-lieu fee for all units at \$3,874.89 per unit OR provide Moderate units onsite and pay in-lieu fee for the number of Low Income units owed.

**SUMMARY AND RECOMMENDATIONS TABLE 3
 IN-LIEU FEES IN NEIGHBORING JURISDICTIONS APPLIED TO CONCORD PROTOTYPES
 SUMMARY & RECOMMENDATIONS
 CITY OF CONCORD, CA**

DRAFT FOR REVIEW BY CITY STAFF

	Concord	Pleasant Hill	Dublin	Martinez	Contra Costa County	Walnut Creek
Minimum Project Size						
For In-lieu/Impact Fee	5 units	5 units	20 units		5 units	2 units
For Build Requirement ¹	20 Ac	10 units	20 units (partial)		126 units	none
Estimated Fee Per Market Rate Unit^{2,3}						
Small Single Family (1,800 sf)	\$5,043	\$27,135	\$27,000 (4)	No program	\$3,875	\$27,000
High Density Rental (800 sf)	\$0	\$0	\$20,000 (4)	No program	\$0	\$12,000

Notes

For more information on Inclusionary Programs in these cities, see Table 2.

1. Projects of this size or larger are not eligible to pay fee and must provide units onsite.
2. Assumes project is eligible for fee payment. It is important to note when fee payment is an option in the various jurisdictions (see Minimum Project Size information above).
3. Fees expressed as 'per affordable unit owed' are translated to 'per market rate unit' by multiplying the inclusionary percentage times the fee (e.g., in Pleasant Hill, the fee is \$271,350 per affordable unit owed with a 10% onsite requirement. Therefore, the fee *per market rate unit* is 10%*\$271,350 = \$27,135.)
4. For illustrative comparison purposes. Dublin allows developers to pay a portion of obligation as a fee, but also requires 7.5% of units onsite. KMA estimated the lost revenue associated with the City's requirement and translated it into an equivalent in-lieu fee. Estimate based on Concord's market prices and Contra Costa County median income, but City of Dublin's pricing/rent methodologies.

APPENDIX I: RESIDENTIAL NEXUS ANALYSIS

INTRODUCTION AND OVERVIEW

The following report is a Residential Nexus Analysis, an analysis of the linkages between the development of new residential units and the need for additional affordable housing the city of Concord. The report has been prepared by Keyser Marston Associates (KMA) pursuant to a contract with the City of Concord to assist the City with an update of its Inclusionary Housing Ordinance and affordable housing program.

Background, Context and Uses of the Analysis

The analysis addresses market rate residential projects in Concord and the various types of units that are subject to the City's Inclusionary Housing Ordinance at this time and potentially in the future. The nexus analysis quantifies the linkages between new market rate units and the demand for affordable housing in Concord. Other materials included in the update work program have been prepared to assist in recommending fee levels and other adjustments to the Inclusionary Housing Ordinance overall.

The City of Concord adopted an Inclusionary Housing Ordinance in 2004 that required all ownership projects of five or more units to provide a share of units at affordable prices or rent levels. The developer could choose to provide 10% of units at prices affordable to Moderate Income households or 6% to Low Income households. The program allowed for payment of an in-lieu fee as an alternative to the on-site requirement for projects of less than 20 acres. During the recession all projects were allowed to pay an in lieu fee of \$5,043 per unit, which continues to be the requirement today.

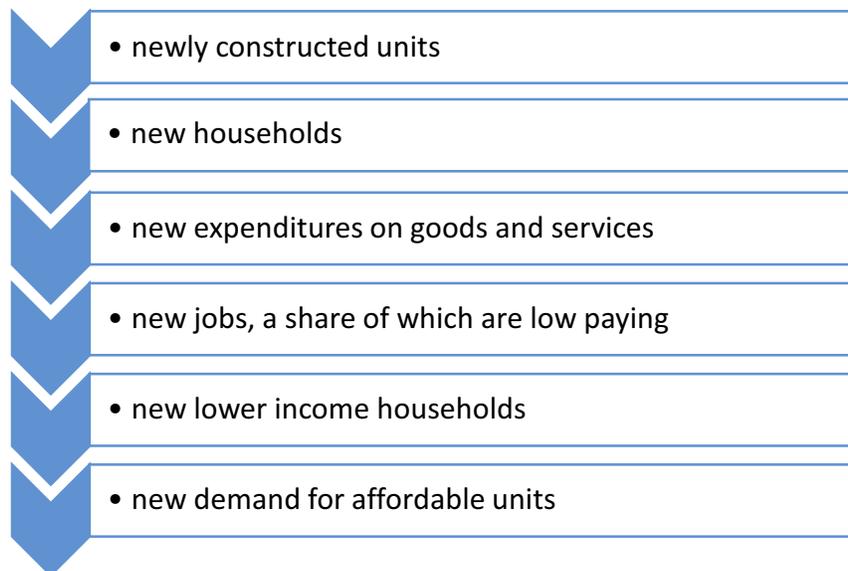
In addition to the adjustment to the program to address the recession, the legal environment also was altered with the *Palmer* decision (*Palmer/Sixth Street Properties L.P. v. City of Los Angeles* [2009] 175 Cal. App. 4th 1396). The *Palmer* ruling precluded California cities from requiring long term rent restrictions or inclusionary requirements on rental units. The City responded by reducing the fee on rental projects to \$0 in late 2010. Since the *Palmer* ruling, many California cities have adopted affordable housing impact fees on rental projects, but Concord has not proceeded to pursue impact fees on rentals until this update work program.

With the Concord real estate market now recovering from the recession, the City has embarked on an update program. The nexus analysis provided herein will enable the City to proceed with an impact fee on rentals and also will provide the City with support for the inclusionary program in light of the evolving legal environment. In addition to the changed legal situation, the end of Redevelopment in California and cutbacks at the State and Federal level have motivated Concord and many other California cities to update and reevaluate their affordable housing requirements and funding options.

The Nexus Concept

A residential nexus analysis demonstrates and quantifies the impact of new market rate housing development on the demand for affordable housing. The underlying nexus concept is that the newly constructed market rate units represent net new households in Concord. These households represent new income in Concord that will consume goods and services, either through purchases of goods and services or 'consumption' of government services. New consumption translates to jobs; a portion of the jobs are at lower compensation levels; low compensation jobs relate to lower income households that cannot afford market rate units in Concord and therefore need affordable housing.

Nexus Analysis Concept



Methodology and Models Used

The methodology or analysis procedure for this nexus analysis starts with the sales price or rental rate of a new market rate residential unit, and moves through a series of linkages to the gross income of the household that purchased or rented the unit, the income available for expenditures on goods and services, the jobs associated with the purchases and delivery of those services, the income of the workers doing those jobs, the household income of the workers and, ultimately, the affordability level of the housing needed by the worker households. The steps of the analysis from household income available for expenditures to jobs generated were performed using the IMPLAN model, a model widely used for the past 35 years to quantify the impacts of changes in a local economy, including employment impacts from changes in personal income. From job generation by industry, KMA used its own jobs housing nexus model to quantify the income of worker households by affordability level.

To illustrate the linkages by looking at a simplified example, we can take an average household that buys a house at a certain price. From that price, we estimate the gross income of the household (from mortgage rates and lending practices) and the portion of income available for expenditures. Households will “purchase” or consume a range of goods and services, such as purchases at the supermarket or services at the bank. Purchases in the local economy in turn generate employment. The jobs generated are at different compensation levels. Some of the jobs are low paying and as a result, even when there is more than one worker in the household, there are some lower and middle-income households who cannot afford market rate housing in Concord.

The IMPLAN model quantifies jobs generated at establishments that serve new residents directly (e.g., supermarkets, banks or schools), jobs generated by increased demand at firms which service or supply these establishments, and jobs generated when the new employees spend their wages in the local economy and generate additional jobs. The IMPLAN model estimates the total impact combined.

Net New Underlying Assumption

An underlying assumption of the analysis is that households that purchase or rent new units represent net new households in Concord. If purchasers or renters have relocated from elsewhere in the city, vacancies have been created that will be filled. An adjustment to new construction of units would be warranted if Concord were experiencing demolitions or loss of existing housing inventory. However, the rate of housing unit removal is so low as to not warrant an adjustment or offset.

On an individual project basis, if existing units are removed to redevelop a site to higher density, then there could be a need for recognition of the existing households in that all new units might not represent net new households, depending on the program design and number of units removed relative to new units.

Since the analysis addresses net new households in Concord and the impacts generated by their consumption expenditures, it quantifies net new demands for affordable units to accommodate new worker households. As such, the impact results do not address nor in any way include existing deficiencies in the supply of affordable housing.

Geographic Area of Impact

The analysis quantifies impacts occurring within Contra Costa and Alameda Counties. While much of the impact will occur within Concord some impacts will be experienced elsewhere in the county and beyond. The IMPLAN model computes the jobs generated within the two counties and sorts out those that occur beyond the two county boundaries. The KMA Jobs Housing Nexus Model analyzes the income structure of jobs and their worker households, without assumptions as to where the worker households live.

In summary, the KMA nexus analysis quantifies all the job impacts occurring within Contra Costa and Alameda County and related worker households. Job impacts, like most types of impacts, occur irrespective of political boundaries. And like other types of impact analyses, such as traffic, impacts beyond city boundaries are experienced, are relevant, and are important. See the Addendum: Additional Background and Notes on Specific Assumptions at the end of this report for further discussion.

Market Rate Residential Project Types

Five prototypical residential project types were selected by the City and KMA for analysis in this nexus study. The prototypes were intended to represent the range of product types currently being built in Concord or which are expected in the future including:

- Single Family Detached
- Smaller Single Family unit, detached or townhomes
- Condominium
- High Density Apartment – downtown area
- Medium Density Apartment – outside of downtown area

Not all of these prototypes are active at the time of report preparation but all are expected to be active at some time during the time period affected by the update program, or say the next ten years.

Affordability Tiers

The nexus analysis addresses the following four income or affordability tiers:

- Extremely Low Income (under 30% of Area Median Income or AMI)
- Very Low Income (30% to 50% AMI)
- Low Income (50% to 80% AMI)
- Moderate Income (80% to 120% AMI)

Report Organization

The report is organized into four sections as follows:

- Section A. presents information regarding the prototypical new market rate residential units and the estimated household income of purchases or renters of those units.
- Section B. describes the IMPLAN model, which is used in the nexus analysis to translate household income into the estimated number of jobs in retail, restaurants, healthcare, and other sectors serving new residents.

- Section C. presents the linkage between employment growth associated with residential development and the need for new lower income housing units required in each of four income categories.
- Section D. quantifies the nexus or mitigation cost based on the cost of delivering affordable units to new worker households in each of the four lower income categories.

Disclaimers

This report has been prepared using the best and most recent data available at the time of the analysis. Local data and sources were used wherever possible. Major sources include the U.S. Census Bureau's American Community Survey, California Employment Development Department (EDD) and the IMPLAN model. While we believe all sources utilized are sufficiently sound and accurate for the purposes of this analysis, we cannot guarantee their accuracy. Keyser Marston Associates, Inc. assumes no liability for information from these and other sources.

NEXUS ANALYSIS

A. Market Rate Units and Household Income

This section describes the prototypical market rate residential units and the income of the purchaser and renter households. Market rate prototypes are representative of new residential units currently being built in Concord or that are likely to be built in Concord over the next five to ten years. Household income is estimated based on the amount necessary for the mortgage or rent payments associated with the prototypical new market rate units and becomes the basis for the input to the IMPLAN model. These are the starting points of the chain of linkages that connect new market rate units to additional demand for affordable residential units.

This section provides a summary of the prototypes and household income. Additional supporting tables are provided in Section E at the end of this appendix.

Recent Housing Market Activity and Prototypical Units

KMA with City staff identified five residential prototypes (Appendix I Table A-1) representative of the types of development that the City of Concord expects to see over the coming years. They are based on projects recently built or in the development pipeline plus others not active at this time. KMA then undertook a market survey of residential projects to confirm the City's pricing and rent levels. More details on the market survey can be found in Appendix II.

Several new single family detached projects were built recently or were in the planning stages at the time of the market survey (2015). Both large unit large lot homes and smaller higher density detached homes are currently active at this time. The only condominiums that have been built in recent years have been marketed as rentals and no condominium projects are proposed at this time.

As another indicator of market values, KMA obtained data on sales of existing but newer homes in Concord, focusing on units built since 2005.

The five residential prototypes are summarized in the table on the following page; more detail can be found in Appendix I Table A-1 at the end of this section. The main objective of the survey was to review current market sales prices or rents, per unit and per square foot, for the various residential project types in Concord. The results of the market survey are included in Appendix II.

It is important to note that the residential prototypes analysis is intended to reflect average or typical residential projects in the local market rather than any specific project. It would be expected that specific projects would vary to some degree from the residential prototypes analyzed.

In summary, the residential prototypes analyzed in the nexus analysis are as follows:

Prototypical Residential Units					
	<i>Prototype 1: Single Family Detached</i>	<i>Prototype 2: Small Lot SFD / Townhome</i>	<i>Prototype 3: Condo</i>	<i>Prototype 4: High Density Apartments</i>	<i>Prototype 5: Medium Density Apartments</i>
Average Unit Size	2,800 SF	1,800 SF	1,100 SF	800 SF	950 SF
Avg. No. of Bedrooms	4.0	3.5	2.0	1.0	2.0
Avg. Sale Price/ Monthly Rent	\$850,000	\$600,000	\$450,000	\$2,400	\$2,375

Source: KMA market study; see Appendix II.

Income of Housing Unit Purchaser or Renter

After the prototypes are established, the next step in the analysis is to determine the income of the purchasing or renting households in the prototypical units.

Ownership Units

To make the determination for ownership units, terms for the purchase of residential units used in the analysis are slightly less favorable than what can be achieved at the current time since current terms are not likely to endure. The selected terms for the analysis are: a down-payment of 25% for the highest priced large lot single family unit and 20% for the others, based on mortgage data for recently sold homes in Concord. Mortgage terms are 30 year fixed rate at 5.03% interest rate (5.28% for the highest priced large lot single family detached). The interest rate at 5.28% for conforming loans reflects an estimate of the longer term average based on the average rate for the most recent ten-year period from 2005 to 2014.¹ For the large lot single family detached unit, an additional 0.25% interest rate is assumed because the loan is larger than the conforming loan limit (\$625,000 in Contra Costa County). Appendix I Tables A-2 through A-6 at the end of this section provide the details.

All ownership product types include an estimate of homeowners' insurance, homeowner association dues, and property taxes. These are included along with the mortgage payment as part of housing expenses for purposes of determining mortgage eligibility.² The analysis estimates gross household income based on the assumption that these housing costs represent, on average, approximately 35% of gross income. The assumption that housing expenses represent

¹ Based on Freddie Mac Primary Mortgage Market Survey weekly average rates for 30 year fixed rate mortgages during the period from 2005 through 2014.

² Housing expenses are combined with other debt payments such as credit cards and auto loans to compute a Debt To Income (DTI) ratio which is a key criteria used for determining mortgage eligibility.

35% of gross income is reflective of the average for new purchase loans originated in Contra Costa County³ and is consistent with criteria used by lenders to determine mortgage eligibility.⁴

Apartment Units

Household income for renter households is estimated based on the assumption that housing costs, including rent and utilities, represents on average 30% of gross household income. The 30% factor was selected for consistency with the California Health and Safety Code standard for relating income to affordable rent levels.⁵ The resulting relationship is that annual household income is 3.3 to 3.4 times annual rent.

The estimated gross household incomes of the purchasers or renters of the prototype units are calculated in Tables A-2 through A-6, and summarized below.

Gross Household Income					
	<i>Prototype 1: Single Family Detached</i>	<i>Prototype 2: Small Lot SFD / Townhome</i>	<i>Prototype 3: Condo</i>	<i>Prototype 4: High Density Apartments</i>	<i>Prototype 5: Medium Density Apartments</i>
Gross Household Income	\$165,000	\$121,000	\$95,000	\$96,000	\$95,000

Income Available for Expenditures

The input into the IMPLAN model used in this analysis is the net income available for expenditures. To arrive at income available for expenditures, gross income must be adjusted for Federal and State income taxes, contributions to Social Security and Medicare, savings, and payments on household debt. Per KMA correspondence with the producers of the IMPLAN model (IMPLAN Group LLC), other taxes including sales tax, gas tax, and property tax are handled internally within the model as part of the analysis of expenditures. Housing costs are addressed separately, as described below, and so are not deducted as part of this adjustment step. Appendix I Table A-7 at the end of this section shows the calculation of income available for expenditures.

³ New purchase loans in the local area have an average debt to income ratio of 35% based on data from Freddie Mac on its portfolio of mortgages within zip codes starting with 945 (includes Concord) and specific to principal residence purchase loans originated during the 4th quarter of 2012. Debt to income ratio includes other forms of debt such as student loans, credit cards, and auto loans, which suggests that a ratio including only housing expenses would be less than 35%. Applying a ratio below 35% in the analysis would have produced a higher estimate of gross household income and higher resulting nexus findings; therefore, application of a 35% ratio represents a conservative assumption for purposes of the nexus analysis.

⁴ Fannie Mae mortgage underwriting eligibility criteria establishes a debt to income threshold of 36% above which tighter credit standards apply. A debt to income ratio of up to 45% is permitted for borrowers meeting specified credit criteria; however, most households have other forms of debt such as credit cards, student loans, and auto loans that would be considered as part of this ratio.

⁵ Health and Safety Code Section 50052.5 defines affordable rent levels based on 30% of income.

Income available for expenditures is estimated at approximately 67% to 71% of gross income, depending on the market rate prototype. The estimates are based on a review of data from the Internal Revenue Service and California Franchise Tax Board tax tables. Per the Internal Revenue Service, households earning between \$100,000 and \$200,000 per year, or the residents of most of the prototypical ownership units, who itemize deductions on their tax returns will pay an average of 12.4% of gross income for federal taxes. Households in the condominium units are estimated to pay 8.9% of gross income for federal taxes, the average for households in the \$75,000 - \$100,00 range who itemize their deductions. Residents of the market rate rental units are estimated to pay an average of 10.1% of the income in federal income taxes, the average for households in the \$75,000 to \$100,000 income range not itemizing deductions on their taxes. State taxes are estimated to average 4% to 5% of gross income based on tax rates per the California Franchise Tax Board. The employee share of FICA payroll taxes for Social Security and Medicare is 7.65% of gross income (conservatively assumes all earners in the household are within the \$118,500 ceiling on income subject to Social Security taxes).

Savings and repayment of household debt represent another necessary adjustment to gross income. Savings includes various IRA and 401 K type programs as well as non-retirement household savings and investments. Debt repayment includes auto loans, credit cards, and all other non-mortgage debt. Savings and repayment of debt are estimated to represent a combined 8% of gross income based on the 20-year average derived from United States Bureau of Economic Analysis data.

The percentage of income available for expenditure for input into the IMPLAN model is prior to deducting housing costs. The reason is for consistency with the IMPLAN model which defines housing costs as expenditures. The IMPLAN model addresses the fact that expenditures on housing do not generate employment to the degree other expenditures such as retail or restaurants do, but there is some limited maintenance and property management employment generated.

After deducting income taxes, Social Security, Medicare, savings, and repayment of debt, for purchasers of one of the new ownership prototypes, the estimated income available for expenditures is 67% - 71%. These are the factors used to adjust from gross income to the income available for expenditures for input into the IMPLAN model. As indicated above, other forms of taxation such as property tax are handled internally within the IMPLAN model.

Another adjustment made to spending is to account for standard operational vacancy in rental units of 5%, a level of vacancy considered average for rental units in a healthy market.⁶ A comparable adjustment is not applied to the ownership units as newly built ownership units are anticipated to have only a nominal level of vacancy.

⁶ The rental vacancy rate in the City of Concord is 2.3% per RealFacts. Selection of a higher vacancy rate makes the analysis more conservative.

Estimates of household income available for expenditures are presented below:

Income Available for Expenditures					
	<i>Prototype 1: Single Family Detached</i>	<i>Prototype 2: Small Lot SFD / Townhome</i>	<i>Prototype 3: Condo</i>	<i>Prototype 4: High Density Apartments</i>	<i>Prototype 5: Medium Density Apartments</i>
Gross Household Income	\$165,000	\$121,000	\$95,000	\$96,000	\$95,000
Percent available for Expenditures (after taxes and savings)	67%	67%	71%	70%	70%
Income Available for Expenditures ⁽¹⁾	\$111,000	\$81,000	\$67,000	\$64,000	\$63,000

(1) Includes income spent on housing. The required input to the IMPLAN model is income after taxes but before deduction of housing costs. Housing costs are addressed separately as expenditures internally within the IMPLAN model. For apartment unit, an additional 5% rental vacancy adjustment is made before inputting into IMPLAN model.

The nexus analysis is conducted on 100-unit building modules for ease of presentation, and to avoid awkward fractions. Appendix I Tables A-8 and A-9 summarize the conclusions of this section and calculate the household income for the 100-unit building modules. This is the input into the IMPLAN model.

APPENDIX I TABLE A-1
 MARKET RATE RESIDENTIAL PROTOTYPES
 RESIDENTIAL VALUES - MARKET AND AFFORDABLE
 CITY OF CONCORD, CA

WORKING DRAFT FOR CITY REVIEW

	<u>Single Family Detached - Large Lot</u>	<u>Small Lot Single Family Detached / Townhomes</u>	<u>Condominium</u>	<u>High Density Rental</u>	<u>Medium Density Rental</u>
Example Projects	Laurel Ranch Copperleaf Court Crystyl Ranch Drive Skyler Ct Kings Crest (Peppermill Court)	Autumn Brook Willows Wisteria Rd Chalomar Pine Street Townhomes	Renaissance (rented out)	Concord Village Park Central	Highlands Point (San Ramon) Bloomfield Apartments
Density	7,000 - 10,000 sf lots	10 - 12 dua	55 dua	100 dua	30 dua
Building Type	One and Two-Story Homes	Two-story homes	Four stories over podium	Five stories	Two to four stories
Unit Mix	3, 4 and 5 BRs	3 and 4BR	20% 1 BR 60% 2 BR 20% 3 BR	20% Studio 60% 1BR 20% 2BR	25% 1 BR 50% 2BR 25% 3BR
Average Unit Size	2,800 sf	1,800 sf	1,100 sf	800 sf	950 sf
Average No. of Bedrooms	4.0 BR	3.0 BR	2.0 BR	1.0 BR	2.0 BR
Parking Type	Attached garage	Attached garage	Structured, partially below grade	Structured, partially below grade	Surface, garage
Average Parking Spaces	2-car garage	2-car garage	2 spaces per unit	1.5 spaces per unit	2.0 spaces per unit
Sales Price/Rent per square foot	\$850,000 \$304	\$600,000 \$333	\$450,000 \$409	\$2,400 \$3.00	\$2,375 \$2.50
Notes			No active condo projects.		No active projects.

**APPENDIX I TABLE A-2
 PROTOTYPE 1: SINGLE FAMILY DETACHED
 SALES PRICE TO INCOME RATIO
 RESIDENTIAL NEXUS ANALYSIS
 CITY OF CONCORD, CA**

WORKING DRAFT FOR CITY REVIEW

		Prototype 1 Single Family Detached
Sales Price	2,800 SF ¹	\$850,000 ¹
Mortgage Payment		
Downpayment @ 25%	25%	\$212,500
Loan Amount		\$637,500
Interest Rate		5.28% ²
Term of Mortgage		30 years
Annual Mortgage Payment	\$3,500 /month	\$42,400
Other Costs		
Property Taxes	1.40% of sales price ³	\$11,900
HOA Dues	\$190 per month ⁴	\$2,280
Homeowner Insurance	0.15% of sales price ⁵	\$1,300
Total Annual Housing Cost	\$4,800 /month	<hr style="width: 100%; border: 0.5px solid black;"/> \$57,880
% of Income Spent on Hsg		35%
Annual Household Income Required		\$165,000
Sales Price to Income Ratio		5.2

Notes

- (1) Based on input from City Staff and KMA Market Survey.
- (2) Average mortgage interest rate for prior 10 years derived from Freddie Mac Primary Mortgage Market Survey, West Region. Based on weekly average rates for 30 year fixed rate mortgages during the period from 1/2005 through 12/2014. Includes a 0.25% premium to reflect the non-conforming nature of the loan (jumbo loan).
- (3) Property tax rate is inclusive of ad valorem taxes, fixed charges and assessments.
- (4) Based on Market Survey.
- (5) Estimated from quotes obtained from Progressive Insurance.

**APPENDIX I TABLE A-3
 PROTOTYPE 2: SMALL LOT SFD / TOWNHOME
 SALES PRICE TO INCOME RATIO
 RESIDENTIAL NEXUS ANALYSIS
 CITY OF CONCORD, CA**

WORKING DRAFT FOR CITY REVIEW

		Prototype 2 Small Lot SFD / Townhome
Sales Price	1,800 SF ¹	\$600,000 ¹
Mortgage Payment		
Downpayment @ 20%	20%	\$120,000
Loan Amount		\$480,000
Interest Rate		5.03% ³
Term of Mortgage		30 years
Annual Mortgage Payment	\$2,600 /month	\$31,000
Other Costs		
Property Taxes	1.40% of sales price ³	\$8,400
HOA Dues	\$160 per month ⁴	\$1,920
Homeowner Insurance	0.15% of sales price ⁵	\$900
Total Annual Housing Cost	\$3,500 /month	\$42,220
% of Income Spent on Hsg		35%
Annual Household Income Required		\$121,000
Sales Price to Income Ratio		5.0

Notes

- (1) Based on input from City Staff and KMA Market Survey.
- (2) Average mortgage interest rate for prior 10 years derived from Freddie Mac Primary Mortgage Market Survey, West Region. Based on weekly average rates for 30 year fixed rate mortgages during the period from 1/2005 through 12/2014.
- (3) Property tax rate is inclusive of ad valorem taxes, fixed charges and assessments.
- (4) Based on Market Survey.
- (5) Estimated from quotes obtained from Progressive Insurance.

**APENDIX I TABLE A-4
 PROTOTYPE 3: CONDOMINIUM
 SALES PRICE TO INCOME RATIO
 RESIDENTIAL NEXUS ANALYSIS
 CITY OF CONCORD, CA**

WORKING DRAFT FOR CITY REVIEW

		Prototype 3 Condominium
Sales Price	1,100 SF ¹	\$450,000 ¹
Mortgage Payment		
Downpayment @ 20%	20%	\$90,000
Loan Amount		\$360,000
Interest Rate		5.03% ³
Term of Mortgage		30 years
Annual Mortgage Payment	\$1,900 /month	\$23,300
Other Costs		
Property Taxes	1.40% of sales price ³	\$6,300
HOA Dues	\$250 per month ⁴	\$3,000
Homeowner Insurance	0.15% of sales price ⁵	\$700
Total Annual Housing Cost	\$2,800 /month	\$33,300
% of Income Spent on Hsg		35%
Annual Household Income Required		\$95,000
Sales Price to Income Ratio		4.7

Notes

- (1) Based on input from City Staff and KMA Market Survey.
- (2) Average mortgage interest rate for prior 10 years derived from Freddie Mac Primary Mortgage Market Survey, West Region. Based on weekly average rates for 30 year fixed rate mortgages during the period from 1/2005 through 12/2014.
- (3) Property tax rate is inclusive of ad valorem taxes, fixed charges and assessments.
- (4) Based on Market Survey.
- (5) Estimated from quotes obtained from Progressive Insurance.

APPENDIX I TABLE A-5
 PROTOTYPE 4: HIGH DENSITY APARTMENT
 RENT TO INCOME RATIO
 RESIDENTIAL NEXUS ANALYSIS
 CITY OF CONCORD, CA

WORKING DRAFT FOR CITY REVIEW

Prototype 4
High Density Apartment

Market Rent	<u>Unit Size</u>	
Monthly	800 SF ¹	\$2,400 ¹
Annual		\$28,800
% of Income Spent on Rent (excludes utilities)		30% ²
Annual Household Income Required		\$96,000
Annual Rent to Income Ratio		3.3

Notes

(1) Based on the results of the market survey. Represents rent levels applicable to new units.

(2) While landlords may permit rental payments to represent a slightly higher share of total income, 30% represents an average.

**APPENDIX I TABLE A-6
 PROTOTYPE 5: MEDIUM DENSITY APARTMENT
 RENT TO INCOME RATIO
 RESIDENTIAL NEXUS ANALYSIS
 CITY OF CONCORD, CA**

WORKING DRAFT FOR CITY REVIEW

**Prototype 5
Medium Density Apartment**

Market Rent	<u>Unit Size</u>	
Monthly	950 SF ¹	\$2,375 ¹
Annual		\$28,500
% of Income Spent on Rent (excludes utilities)		30% ²
Annual Household Income Required		\$95,000
Annual Rent to Income Ratio		3.3

Notes

(1) Based on the results of the market survey. Represents rent levels applicable to new units.

(2) While landlords may permit rental payments to represent a slightly higher share of total income, 30% represents an average.

APPENDIX I TABLE A-7

INCOME AVAILABLE FOR EXPENDITURES¹
 RESIDENTIAL NEXUS ANALYSIS
 CITY OF CONCORD, CA

WORKING DRAFT FOR CITY REVIEW

	Prototype 1: Single Family Detached	Prototype 2: Small Lot SFD / Townhome	Prototype 3: Condominium	Prototype 4: High Density Apartment	Prototype 5: Medium Density Apartment
<u>Less:</u>					
Federal Income Taxes ²	12.4%	12.4%	8.9%	10.1%	10.1%
State Income Taxes ³	5%	5%	4%	4%	4%
FICA Tax Rate ⁴	7.65%	7.65%	7.65%	7.65%	7.65%
Savings & other deductions ⁵	8%	8%	8%	8%	8%
Percent of Income Available for Expenditures⁶ [Input to IMPLAN model]	67%	67%	71%	70%	70%

Notes:

- ¹ Gross income after deduction of taxes and savings. Income available for expenditures is the input to the IMPLAN model which is used to estimate the resulting employment impacts. Housing costs are not deducted as part of this adjustment step because they are addressed separately as expenditures within the IMPLAN model.
- ² Reflects average tax rates (as opposed to marginal) based on U.S. Internal Revenue Services, Tax Statistics, Tables 1.1 and 2.1. Figures are for the 2013 tax year, the most recent for which data is available. Homeowners are assumed to itemize deductions. Renter households are assumed to take the standard deduction.
- ³ Average tax rate estimated by KMA based on marginal rates per the California Franchise Tax Board and ratios of taxable income to gross income estimated based on U.S. Internal Revenue Service data. The higher average tax rates applicable to single or married filing separately tax filers is applied in the analysis so as to produce a conservative (likely understated) estimate.
- ⁴ For Social Security and Medicare. Conservatively assumes all income will be subject to Social Security taxes. The current ceiling on applicability of Social Security taxes is \$117,000 (ceiling applies per earner not per household).
- ⁵ Household savings including retirement accounts like 401k / IRA and other deductions such as interest costs on credit cards, auto loans, etc, necessary to determine the amount of income available for expenditures. The 8% rate used in the analysis is based on the average over the past 20 years computed from U.S. Bureau of Economic Analysis data, specifically the National Income and Product Accounts, Table 2.1 "Personal Income and Its Disposition."
- ⁶ Deductions from gross income to arrive at the income available for expenditures are consistent with the way the IMPLAN model and National Income and Product Accounts (NIPA) defines income available for personal consumption expenditures. Income taxes, contributions to Social Security and Medicare, and savings are deducted; however, property taxes and sales taxes are not. Housing costs are not deducted as part of the adjustment because they are addressed separately as expenditures within the IMPLAN model.

**APPENDIX I TABLE A-8
FOR SALE PROTOTYPES: SALES PRICE TO INCOME SUMMARY
RESIDENTIAL NEXUS ANALYSIS
CITY OF CONCORD, CA**

WORKING DRAFT FOR CITY REVIEW

	<u>Per Unit</u>	<u>Per Sq.Ft.</u>	<u>100 Unit Building Module</u>
PROTOTYPE 1: SINGLE FAMILY DETACHED			
Units			100 Units
Building Sq.Ft. (excludes garage)	2,800		280,000
Sales Price	\$850,000	\$0	\$85,000,000
Sales Price to Income Ratio	5.2		5.2
Gross Household Income	\$165,000		\$16,500,000
Income Available for Expenditure ¹ 67% of gross	\$111,000		\$11,060,000
PROTOTYPE 2: SMALL LOT SFD / TOWNHOME			
Units			100 Units
Building Sq.Ft. (excludes garage)	1,800		180,000
Sales Price	\$600,000	\$0	\$60,000,000
Sales Price to Income Ratio	5.0		5.0
Gross Household Income	\$121,000		\$12,100,000
Income Available for Expenditure ¹ 67% of gross	\$81,000		\$8,110,000
PROTOTYPE 3: CONDOMINIUM			
Units			100 Units
Building Sq.Ft. (excludes garage)	1,100		110,000
Sales Price	\$450,000	\$0	\$45,000,000
Sales Price to Income Ratio	4.7		4.7
Gross Household Income	\$95,000		\$9,500,000
Income Available for Expenditure ¹ 71% of gross	\$67,000		\$6,750,000

Notes:

(1) Represents net income available for expenditures after income tax, payroll taxes, and savings. See Table A-7 for derivation.

Source: See Tables A-2 through A-4.

**APPENDIX I TABLE A-9
 NEW MARKET RATE RESIDENTIAL HOUSEHOLD SUMMARY
 RESIDENTIAL NEXUS ANALYSIS
 CITY OF CONCORD, CA**

WORKING DRAFT FOR CITY REVIEW

	<u>Per Unit</u>	<u>100 Unit Building Module</u>
PROTOTYPE 4: HIGH DENSITY APARTMENT		
Units		100 Units
Building Sq.Ft. (gross)	800	80,000
Rent		
Monthly	\$2,400	\$240,000
Annual	\$28,800	\$2,880,000
Rent to Income Ratio	3.3	3.3
Gross Household Income	\$96,000	\$9,600,000
Income Available for Expenditure ¹ 70% of gross	\$67,000	\$6,720,000
Expenditures Adjusted for Vacancy 5% vacancy	\$64,000	\$6,384,000
PROTOTYPE 5: MEDIUM DENSITY APARTMENT		
Units		100 Units
Building Sq.Ft. (gross)	950	95,000
Rent		
Monthly	\$2,375	\$238,000
Annual	\$28,500	\$2,850,000
Rent to Income Ratio	3.3	3.3
Gross Household Income	\$95,000	\$9,500,000
Income Available for Expenditure ¹ 70% of gross	\$67,000	\$6,650,000
Expenditures Adjusted for Vacancy 5% vacancy	\$63,000	\$6,317,500

Notes:

(1) Represents net income available for expenditures after income tax, payroll taxes, and savings. See Table A-7 for derivation.

Source: Tables A-5 through A-7.

B. The IMPLAN Model

Consumer spending by residents of new housing units will create jobs, particularly in sectors such as restaurants, health care, and retail, which are closely connected to the expenditures of residents. The widely used economic analysis tool, IMPLAN (IMpact Analysis for PLANning), was used to quantify these new jobs by industry sector.

IMPLAN Model Description

The IMPLAN model is an economic analysis software package now commercially available through the IMPLAN Group, LLC. IMPLAN was originally developed by the U.S. Forest Service, the Federal Emergency Management Agency, and the U.S. Department of the Interior Bureau of Land Management and has been in use since 1979 and refined over time. It has become a widely used tool for analyzing economic impacts for a broad range of applications from major construction projects to natural resource programs.

IMPLAN is based on an input-output accounting of commodity flows within an economy from producers to intermediate and final consumers. The model establishes a matrix of supply chain relationships between industries and also between households and the producers of household goods and services. Assumptions about the portion of inputs or supplies for a given industry likely to be met by local suppliers, and the portion supplied from outside the region or study area are derived internally within the model using data on the industrial structure of the region.

The output or result of the model is generated by tracking changes in purchases for final use (final demand) as they filter through the supply chain. Industries that produce goods and services for final demand or consumption must purchase inputs from other producers, which in turn, purchase goods and services. The model tracks these relationships through the economy to the point where leakages from the region stop the cycle. This allows the user to identify how a change in demand for one industry will affect a list of over 400 other industry sectors. The projected response of an economy to a change in final demand can be viewed in terms of economic output, employment, or income.

Data sets are available for each county and state, so the model can be tailored to the specific economic conditions of the region being analyzed. This analysis utilizes the data set for Contra Costa and Alameda Counties. As will be discussed, much of the employment impact is in local-serving sectors, such as retail, eating and drinking establishments, and medical services. A significant portion of these jobs will be located in Concord or nearby. In addition, the employment impacts will extend throughout the counties and beyond based on where jobs are located that serve Concord residents. In fact, Concord is part of the larger Bay Area economy and impacts will likewise extend throughout the region. However, consistent with the conservative approach taken in the nexus analysis, only the impacts that occur within Contra Costa and Alameda County are included in the analysis.

Application of the IMPLAN Model to Estimate Job Growth

The IMPLAN model was applied to link income to household expenditures to job growth. Employment generated by the household income of residents is analyzed in modules of 100 residential units to simplify communication of the results and avoid awkward fractions. The IMPLAN model distributes spending among various types of goods and services (industry sectors) based on data from the Consumer Expenditure Survey and the Bureau of Economic Analysis Benchmark input-output study, to estimate employment generated.

Job creation, driven by increased demand for products and services, was projected for each of the industries that will serve the new households. The employment generated by this new household spending is summarized below.

Jobs Generated Per 100 Units					
	<i>Prototype 1: Single Family Detached</i>	<i>Prototype 2: Small Lot SFD / Townhome</i>	<i>Prototype 3: Condo</i>	<i>Prototype 4: High Density Apartments</i>	<i>Prototype 5: Medium Density Apartments</i>
Annual Household Expenditures, 100 Units	\$11,060,000	\$8,110,000	\$6,750,000	\$6,384,000	\$6,317,000
Total Jobs Generated, 100 Units	81.2	58.8	47.4	44.9	44.4

Appendix I Table B-1 provides a detailed summary of employment generated by industry. The table shows industries sorted by projected employment. The Consumer Expenditure Survey published by the Bureau of Labor Statistics tracks expenditure patterns by income level. IMPLAN utilizes this data to reflect the pattern by income bracket. Estimated employment is shown for each IMPLAN industry sector representing 1% or more of total employment. The jobs that are generated are heavily retail jobs, jobs in restaurants and other eating establishments, and in services that are provided locally such as health care. The jobs counted in the IMPLAN model cover all jobs, full and part time, similar to the U.S. Census and all reporting agencies (unless otherwise indicated).

APPENDIX I TABLE B-1
 IMPLAN MODEL OUTPUT
 EMPLOYMENT GENERATED
 RESIDENTIAL NEXUS ANALYSIS
 CITY OF CONCORD, CA

WORKING DRAFT FOR CITY REVIEW

Per 100 Market Rate Units

	Prototype 1: Single Family Detached	Prototype 2: Small Lot SFD / Townhome	Prototype 3: Condominium	Prototype 4: High Density Apartment	Prototype 5: Medium Density Apartment	% of Jobs
Household Expenditures (100 Market Rate Units) ¹	\$11,060,000	\$8,110,000	\$6,750,000	\$6,384,000	\$6,317,500	
Jobs Generated by Industry ²						
Retail - Food and beverage stores	2.7	1.9	1.4	1.4	1.3	3%
Retail - General merchandise stores	2.2	1.5	1.2	1.1	1.1	2%
Retail - Building material and garden equipment and supp	1.2	0.8	0.6	0.6	0.6	1%
Retail - Miscellaneous store retailers	1.1	0.8	0.6	0.6	0.5	1%
Retail - Motor vehicle and parts dealers	0.9	0.7	0.5	0.5	0.5	1%
Retail - Clothing and clothing accessories stores	0.9	0.6	0.5	0.5	0.5	1%
Retail - Health and personal care stores	0.9	0.6	0.5	0.4	0.4	1%
Retail - Nonstore retailers	<u>0.8</u>	<u>0.6</u>	<u>0.5</u>	<u>0.4</u>	<u>0.4</u>	<u>1%</u>
Subtotal Retail	10.7	7.5	5.7	5.4	5.3	12%
Full-service restaurants	4.2	3.3	2.7	2.6	2.5	6%
Limited-service restaurants	3.6	2.8	2.3	2.2	2.2	5%
All other food and drinking places	<u>2.0</u>	<u>1.6</u>	<u>1.3</u>	<u>1.2</u>	<u>1.2</u>	<u>3%</u>
Subtotal Restaurant	9.9	7.7	6.3	6.0	5.9	13%
Hospitals	2.7	2.3	2.0	1.9	1.9	4%
Offices of physicians	2.2	1.8	1.6	1.5	1.5	3%
Nursing and community care facilities	1.8	1.5	1.3	1.3	1.2	3%
Offices of dentists	1.1	0.9	0.8	0.7	0.7	2%
Home health care services	<u>0.8</u>	<u>0.7</u>	<u>0.6</u>	<u>0.5</u>	<u>0.5</u>	<u>1%</u>
Subtotal Healthcare	8.6	7.3	6.3	6.0	5.9	13%
Individual and family services	3.8	2.7	2.0	1.9	1.9	4%
Real estate	3.3	2.6	2.6	2.4	2.4	5%
Wholesale trade	2.8	2.0	1.5	1.4	1.4	3%
Other educational services	1.8	0.9	0.6	0.6	0.6	1%
Personal care services	1.8	1.4	1.2	1.1	1.1	3%
Elementary and secondary schools	1.7	0.9	0.6	0.6	0.6	1%
Automotive repair and maintenance, except car washes	1.5	1.2	1.0	0.9	0.9	2%
Other financial investment activities	1.4	1.0	0.7	0.7	0.7	2%
Employment services	1.3	1.0	0.9	0.8	0.8	2%
Monetary authorities and depository credit intermediation	1.2	0.8	0.7	0.6	0.6	1%
Junior colleges, colleges, universities, and professional sc	1.2	0.6	0.4	0.3	0.3	1%
Labor and civic organizations	1.1	0.7	0.6	0.5	0.5	1%
Insurance carriers	1.0	0.7	0.6	0.5	0.5	1%
Child day care services	1.0	0.5	0.3	0.3	0.3	1%
Insurance agencies, brokerages, and related activities	0.9	0.6	0.5	0.4	0.4	1%
Grantmaking, giving, and social advocacy organizations	0.8	0.5	0.3	0.3	0.3	1%
Services to buildings	0.8	0.5	0.5	0.4	0.4	1%
All Other	24.9	17.7	14.2	13.5	13.3	30%
Total Number of Jobs Generated	81.2	58.8	47.4	44.9	44.4	100%

¹ Estimated employment generated by expenditures of households within 100 prototypical market rate units. Employment estimates are based on the IMPLAN Group's economic model, IMPLAN, for Contra Costa and Alameda Counties. Includes both full- and part-time jobs.

² For Industries representing more than 1% of total employment.

C. The KMA Jobs Housing Nexus Model

This section presents a summary of the analysis linking the employment growth associated with residential development, or the output of the IMPLAN model (see Section B), to the estimated number of lower income housing units required in each of four income categories, for each of the five residential prototype units.

Analysis Approach and Framework

The analysis approach is to examine the employment growth for industries related to consumer spending by residents in the 100-unit modules. Then, through a series of linkage steps, the number of employees is converted to households and housing units by affordability level. The findings are expressed in terms of numbers of affordable units per 100 market rate units.

The analysis addresses the affordable unit demand associated with single family detached, townhomes, condos, and rental units in Contra Costa and Alameda County. The table below shows the 2015 Contra Costa County/Alameda Area Median Income (AMI), as well as the income limits for the four categories that were evaluated: Extremely Low (30% of AMI), Very Low (50% of AMI), Low (80% of AMI), and Moderate (120% of AMI). The income definitions used in the analysis are those published by the California Department of Housing and Community Development (HCD).

	2015 Income Limits for Contra Costa and Alameda Counties					
	Household Size (Persons)					
	1	2	3	4	5	6 +
Extr. Low (Under 30% AMI)	\$19,650	\$22,450	\$25,250	\$28,050	\$30,300	\$32,570
Very Low (30%-50% AMI)	\$32,750	\$37,400	\$42,100	\$46,750	\$50,500	\$54,250
Low (50%-80% AMI)	\$50,150	\$57,300	\$64,450	\$71,600	\$77,350	\$83,100
Moderate (80%-120% AMI)	\$78,550	\$89,750	\$101,000	\$112,200	\$121,200	\$130,150
Median (100% of Median)	\$65,450	\$74,800	\$84,150	\$93,500	\$101,000	\$108,450

The analysis is conducted using a model that KMA developed and has applied to similar evaluations in many other jurisdictions. The model inputs are all local data to the extent possible, and are fully documented in the following description.

Analysis Steps

The tables at the end of this section present a summary of the nexus analysis steps for the prototype units. Following is a description of each step of the analysis.

Step 1 – Estimate of Total New Employees

Appendix I Table C-1 commences with the total number of employees associated with the new market rate units. The employees were estimated based on household expenditures of new residents using the IMPLAN model (see Section B).

Step 2 – Changing Industries Adjustment and Net New Jobs

The local economy, like that of the U.S. as a whole, is constantly evolving. In the Oakland, Fremont, Hayward Metropolitan Division (defined as Contra Costa and Alameda Counties), over the past twenty years, employment in certain sectors of the economy declined including manufacturing, State and Federal government, and telecommunications. Defense related employment has also declined from around 12,000 jobs twenty years ago to near zero today. Jobs lost in these declining sectors were replaced by job growth in other industry sectors.

Step 2 makes an adjustment to take ongoing changes in the economy into account recognizing that jobs added are not 100% net new in all cases. A 15% adjustment is utilized based on the long term shifts in employment that have occurred in some sectors of the local economy and the likelihood of continuing changes in the future. Long term declines in employment experienced in certain sectors of the economy mean that some of the new jobs are being filled by workers that have been displaced from another industry and who are presumed to already have housing locally. Existing workers downsized from declining industries are assumed to be available to fill a portion of the new retail, restaurant, health care, and other jobs associated with services to residents. This is a conservative assumption given some displaced workers may exit the workforce entirely by retiring rather than seek a new job in one of the industries serving new residents.

The 15% downward adjustment used for purposes of the analysis was derived from California Employment Development Department data on employment by industry in Alameda and Contra Costa County over the twenty-year period from 2014 to 1994. The two periods have similar unemployment rates, which reduces the impact of cyclical or short term declines. Over this period, approximately 34,000 jobs were lost in declining industry sectors. Over the same period, growing and stable industries added a total of 222,000 jobs. Figures are adjusted to exclude losses in department of defense employment given there are almost no defense jobs left in the area and so continuing declines in this sector is not expected to be a factor in the future. The figures are used to establish a ratio between jobs lost in declining industries to jobs gained in growing and stable industries at 15%⁷. The 15% factor is applied as an adjustment in the analysis, effectively assuming one in every six to seven new jobs is filled by a worker down-sized from a declining industry and who already lives locally.

⁷ The 15% ratio is calculated as 34,000 jobs lost in declining sectors excluding defense divided by 222,000 jobs gained in growing and stable sectors = 15.4% (rounded to 15%).

Step 3 – Adjustment from Employees to Employee Households

This step (Table C-1) converts the number of employees to the number of employee households, recognizing that there is, on average, more than one worker per household, and thus the number of housing units in demand for new workers is reduced. The workers-per-worker-household ratio eliminates from the equation all non-working households, such as retired persons, students, and those on public assistance. The County average of 1.66 workers per worker household (from the U. S. Census Bureau 2011-2013 American Community Survey) is used for this step in the analysis. The number of jobs is divided by 1.66 to determine the number of worker households. This ratio is distinguished from the overall number of workers per household in that the denominator includes only households with at least one worker. If the average number of workers in all households were used, it would have produced a greater demand for housing units. The 1.66 ratio covers all workers, full and part time.

Step 4 – Occupational Distribution of Employees

The occupational breakdown of employees is the first step to arrive at income level. The output from the IMPLAN model provides the number of employees by industry sector, shown in Appendix I Table B-1. The IMPLAN output is paired with data from the Department of Labor, Bureau of Labor Statistics May 2013 Occupational Employment Survey (OES) to estimate the occupational composition of employees for each industry sector.

Step 4a – Translation from IMPLAN Industry Codes to NAICS Industry Codes

The output of the IMPLAN model is jobs by industry sector using IMPLAN's own industry classification system which consists of 440 industry sectors. The OES occupation data uses the North American Industry Classification System (NAICS). Estimates of jobs by IMPLAN sector must be translated into estimates by NAICS code for consistency with the OES data.

The NAICS system is organized into industry codes ranging from two- to six-digits. Two-digit codes are the broadest industry categories and six-digit codes are the most specific. Within a two-digit NAICS code, there may be several three-digit codes and within each three-digit code, several four-digit codes, etc. A chart published by IMPLAN relates each IMPLAN industry sector with one or more NAICS codes, with matching NAICS codes ranging from the two-digit level to the five-digit level. For purposes of the nexus analysis, all employment estimates must be aggregated to the four digit NAICS code level to align with OES data which is organized by four-digit NAICS code. For some industry sectors, an allocation is necessary between more than one four-digit NAICS code. Where required, allocations are made proportionate to total employment at the national level from the OES.

The table below illustrates analysis Step 4a in which employment estimates by IMPLAN Code are translated to NAICS codes and then aggregated at the four digit NAICS code level. The

examples used are Child Day Care Centers and Food and Drinking Places. The process is applied to all the industry sectors.

Illustration of Model Step 4a.						
A. IMPLAN Output by IMPLAN Industry Sector		B. Link to Corresponding NAICS Code		C. Aggregate at 4-Digit NAICS Code Level		
<u>Jobs</u>	<u>IMPLAN Sector</u>	<u>Jobs</u>	<u>NAICS Code</u>	<u>Jobs</u>	<u>% Total Employment</u>	<u>4-Digit NAICS</u>
1.1	399 - Child day care services	1.1	6244 Child day care services	1.1	100%	6244 Child day care services
6.0	413 - Food and Drinking Places	6.	722 Food and Drinking Places	5.4	90.5%	7225 Restaurants and Other Eating Places
				0.4	6.0%	7223 Special Food Services
				0.2	3.5%	7224 Drinking Places (Alcoholic Beverages)

Step 4b – Apply OES Data to Estimate Occupational Distribution

Employment estimates by four-digit NAICS code from step 4a are paired with data on occupational composition within each industry from the OES to generate an estimate of employment by detailed occupational category. As shown on Appendix I Table C-1, new jobs will be distributed across a variety of occupational categories. The three largest occupational categories are office and administrative support (17%), sales (13%-14%), and food preparation and serving (13%-14%). Step 4 of Appendix I Table C-1 indicates the percentage and number of employee households by occupation associated with 100 market rate units.

Step 5 – Estimates of Employee Households Meeting the Lower Income Definitions

In this step, occupations are translated to employee incomes based on recent Contra Costa and Alameda County wage and salary information from the California Employment Development Department (EDD). The wage and salary information summarized in Appendix I Tables E-1, E-3 and E-5 provided the income inputs to the model.

For each occupational category shown in Appendix I Table C-1, the OES data provides a distribution of specific occupations within the category. For example, within the Food Preparation and Serving Category, there are Supervisors, Cooks, Bartenders, Waiters and Waitresses, Dishwashers, etc. In total there are over 100 detailed occupation categories included in the analysis as shown in Appendix I Tables E-2, 4 and 6. Each of these over 100 occupation categories has a different distribution of wages which was obtained from EDD and is specific to workers in Contra Costa and Alameda Counties as of 2014.

For each detailed occupational category, the model uses the distribution of wages to calculate the percent of worker households that would fall into each income category. The calculation is performed for each possible combination of household size and number of workers in the household. For households with more than one worker, individual *employee* income data was used to calculate the household income by assuming multiple earner households are, on average, formed of individuals with similar incomes.

At the end of Step 5, the nexus model has established a matrix indicating the percentages of households that would qualify in the affordable income tiers for every detailed occupational category and every potential combination of household size and number of workers in the household.

Step 6 – Distribution of Household Size and Number of Workers

In this step, we account for the distribution in household sizes and number of workers for Contra Costa County households using local data obtained from the U.S. Census. Census data is used to develop a set of percentage factors representing the distribution of household sizes and number of workers within working households in Contra Costa County. The percentage factors are specific to Contra Costa County and are derived from the 2011 – 2013 American Community Survey. Application of these percentage factors accounts for the following:

- Households have a range in size and a range in the number of workers.
- Large households generally have more workers than smaller households.

The result of Step 6 is a distribution of Contra Costa County working households by number of workers and household size.

Step 7 – Estimate of Number of Households that Meet Size and Income Criteria

Step 7 is the final step to calculate the number of worker households meeting the size and income criteria for the four affordability tiers. The calculation combines the matrix of results from Step 5 on percentage of worker households that would meet the income criteria at each potential household size / no. of workers combination, with Step 6, the percentage of worker household having a given household size / number of workers combination. The result is the percentage of households that fall into each affordability tier. The percentages are then multiplied by the number of households from Step 3 to arrive at number of households in each affordability tier.

Table C-2 shows the result after completing Steps 5, 6, and 7 for the Extremely Low Income Tier. These steps are performed for each of the four individual affordability tiers.

Summary Findings

Table C-3 indicates the results of the analysis for all of the affordability tiers. The table presents the number of households generated in each affordability category and the total number over 120% of Area Median Income.

The findings in Appendix I Table C-3 are presented below. The table shows the total demand for affordable housing units associated with 100 market rate units.

New Worker Households by Income Level per 100 Market Rate Units					
	<i>Prototype 1: Single Family Detached</i>	<i>Prototype 2: Small Lot SFD/ Townhome</i>	<i>Prototype 3: Condo</i>	<i>Prototype 4: High Density Apartments</i>	<i>Prototype 5: Medium Density Apartments</i>
Ext. Low (Under 30% AMI)	5.3	3.9	3.1	2.9	2.9
Very Low (30% to 50% AMI)	9.9	7.1	5.7	5.4	5.3
Low (80% to 120% AMI)	10.0	7.2	5.7	5.4	5.4
Moderate (80% to 120% AMI)	7.9	5.7	4.6	4.3	4.3
Total, Less than 120% AMI	33.1	23.8	19.1	18.1	17.9
Greater than 120% AMI	8.6	6.4	5.2	4.9	4.9
Total, New Households	41.7	30.2	24.3	23.0	22.8

Housing demand for new worker households earning less than 120% of AMI ranges from 33.1 units per 100 market rate units for larger single family detached units to 17.9 per 100 market rate units for the medium density apartments. Housing demand is distributed across the lower income tiers with the greatest numbers of households in the Very Low and Low tiers. The finding that the jobs associated with consumer spending tend to be low-paying jobs where the workers will require housing affordable at the lower income levels is not surprising. As noted above, direct consumer spending results in employment that is concentrated in lower paid occupations including food preparation, administrative, and retail sales.

Comparison of Nexus Analysis Results to Inclusionary Percentages

The analysis findings identify how many extremely low, very low, low and moderate income households are generated for every 100 market rate units. These findings are adjusted to percentages for purposes of comparison to current on-site inclusionary requirements. The percentages are calculated including both market rate and affordable units (for example, 25 affordable units per 100 market rate units translates to 125 units; 25 affordable units out of 125 units equals 20%).

Each tier is cumulative, or inclusive of the tiers above it.

Cumulative Inclusionary Percentage Supported by Nexus Analysis					
	<i>Prototype 1: Single Family Detached</i>	<i>Prototype 2: Small Lot SFD/ Townhome</i>	<i>Prototype 3: Condo</i>	<i>Prototype 4: High Density Apartments</i>	<i>Prototype 5: Medium Density Apartments</i>
Ext. Low (Under 30% AMI)	5%	4%	3%	3%	3%
Very Low (30% to 50% AMI)	13%	10%	8%	8%	8%
Low (80% to 120% AMI)	20%	15%	13%	12%	12%
Moderate (80% to 120% AMI)	25%	19%	16%	15%	15%

The conclusion of the analysis is that the three market rate ownership units analyzed support percentages up through Moderate Income (120% AMI) in the range of 16% to 25%, all of which are higher than the City's current 10% at Moderate requirement.

The onsite percentages are applicable mainly to the three ownership prototypes. It is recalled that the *Palmer* decision precludes jurisdictions from requiring affordable on-site units that limit on-going rent levels. Instead cities may require an impact fee. For reference, the percentages supported for rental units are also provided.

**APPENDIX I TABLE C-1
NET NEW HOUSEHOLDS AND OCCUPATION DISTRIBUTION
EMPLOYEE HOUSEHOLDS GENERATED
RESIDENTIAL NEXUS ANALYSIS
CITY OF CONCORD, CA**

WORKING DRAFT FOR CITY REVIEW

	Prototype 1: Single Family Detached	Prototype 2: Small Lot SFD / Townhome	Prototype 3: Condominium	Prototype 4: High Density Apartment	Prototype 5: Medium Density Apartment
Step 1 - Employees ¹	81.2	58.8	47.4	44.9	44.4
Step 2 - Adjustment for Changing Industries (15%)	69.1	50.0	40.3	38.1	37.7
Step 3 - Adjustment for Number of Households (1.66) ²	41.7	30.2	24.3	23.0	22.8
Step 4 - Occupation Distribution ³					
Management Occupations	4.6%	4.5%	4.6%	4.6%	4.6%
Business and Financial Operations	4.7%	4.6%	4.5%	4.5%	4.5%
Computer and Mathematical	1.6%	1.6%	1.7%	1.7%	1.7%
Architecture and Engineering	0.5%	0.5%	0.5%	0.5%	0.5%
Life, Physical, and Social Science	0.3%	0.3%	0.3%	0.3%	0.3%
Community and Social Services	2.2%	2.2%	2.1%	2.1%	2.1%
Legal	0.7%	0.6%	0.6%	0.6%	0.6%
Education, Training, and Library	4.3%	3.2%	2.7%	2.7%	2.7%
Arts, Design, Entertainment, Sports, and Media	1.6%	1.5%	1.4%	1.4%	1.4%
Healthcare Practitioners and Technical	6.3%	7.1%	7.5%	7.5%	7.5%
Healthcare Support	4.0%	4.4%	4.6%	4.6%	4.6%
Protective Service	1.5%	1.5%	1.5%	1.5%	1.5%
Food Preparation and Serving Related	13.2%	14.0%	14.2%	14.2%	14.2%
Building and Grounds Cleaning and Maint.	3.4%	3.4%	3.5%	3.5%	3.5%
Personal Care and Service	7.4%	7.3%	7.1%	7.1%	7.1%
Sales and Related	13.8%	13.6%	13.2%	13.2%	13.2%
Office and Administrative Support	16.8%	16.7%	16.7%	16.7%	16.7%
Farming, Fishing, and Forestry	0.1%	0.1%	0.1%	0.1%	0.1%
Construction and Extraction	1.0%	1.1%	1.1%	1.1%	1.1%
Installation, Maintenance, and Repair	4.0%	4.1%	4.4%	4.4%	4.4%
Production	2.1%	2.0%	2.0%	2.0%	2.0%
Transportation and Material Moving	<u>6.0%</u>	<u>5.8%</u>	<u>5.7%</u>	<u>5.7%</u>	<u>5.7%</u>
Totals	100.0%	100.0%	100.0%	100.0%	100.0%
Management Occupations	1.9	1.4	1.1	1.0	1.0
Business and Financial Operations	2.0	1.4	1.1	1.0	1.0
Computer and Mathematical	0.7	0.5	0.4	0.4	0.4
Architecture and Engineering	0.2	0.1	0.1	0.1	0.1
Life, Physical, and Social Science	0.1	0.1	0.1	0.1	0.1
Community and Social Services	0.9	0.7	0.5	0.5	0.5
Legal	0.3	0.2	0.2	0.1	0.1
Education, Training, and Library	1.8	1.0	0.7	0.6	0.6
Arts, Design, Entertainment, Sports, and Media	0.7	0.4	0.3	0.3	0.3
Healthcare Practitioners and Technical	2.6	2.1	1.8	1.7	1.7
Healthcare Support	1.6	1.3	1.1	1.1	1.1
Protective Service	0.6	0.4	0.4	0.3	0.3
Food Preparation and Serving Related	5.5	4.2	3.5	3.3	3.2
Building and Grounds Cleaning and Maint.	1.4	1.0	0.9	0.8	0.8
Personal Care and Service	3.1	2.2	1.7	1.6	1.6
Sales and Related	5.7	4.1	3.2	3.0	3.0
Office and Administrative Support	7.0	5.1	4.1	3.9	3.8
Farming, Fishing, and Forestry	0.0	0.0	0.0	0.0	0.0
Construction and Extraction	0.4	0.3	0.3	0.3	0.2
Installation, Maintenance, and Repair	1.7	1.2	1.1	1.0	1.0
Production	0.9	0.6	0.5	0.5	0.5
Transportation and Material Moving	<u>2.5</u>	<u>1.8</u>	<u>1.4</u>	<u>1.3</u>	<u>1.3</u>
Totals	41.7	30.2	24.3	23.0	22.8

Notes:
¹ Estimated employment generated by expenditures of households within 100 prototypical market rate units. Employment estimates based on economic model, IMPLAN.
² Adjustment from number of workers to households using average of 1.66 workers per worker household derived from the U.S. Census American Community Survey 2011 to 2013.
³ See Appendix B Tables 1 through 4 for additional information on Major Occupation Categories.

**APPENDIX I TABLE C-2
EXTREMELY LOW-INCOME EMPLOYEE HOUSEHOLDS¹ GENERATED
RESIDENTIAL NEXUS ANALYSIS
CITY OF CONCORD, CA**

WORKING DRAFT FOR CITY REVIEW

Per 100 Market Rate Units

	Prototype 1: Single Family Detached	Prototype 2: Small Lot SFD / Townhome	Prototype 3: Condominium	Prototype 4: High Density Apartment	Prototype 5: Medium Density Apartment
Step 5 & 6 - Extremely Low Income Households (under 30% AMI) within Major Occupation Categories ²					
Management	-	-	-	-	-
Business and Financial Operations	-	-	-	-	-
Computer and Mathematical	-	-	-	-	-
Architecture and Engineering	-	-	-	-	-
Life, Physical and Social Science	-	-	-	-	-
Community and Social Services	0.01	0.01	0.01	0.01	0.01
Legal	-	-	-	-	-
Education Training and Library	0.04	0.02	0.02	0.01	0.01
Arts, Design, Entertainment, Sports, & Media	-	-	-	-	-
Healthcare Practitioners and Technical	-	-	-	-	-
Healthcare Support	0.07	0.06	0.05	0.05	0.05
Protective Service	-	-	-	-	-
Food Preparation and Serving Related	2.07	1.59	1.30	1.23	1.22
Building Grounds and Maintenance	0.17	0.13	0.10	0.10	0.10
Personal Care and Service	0.75	0.53	0.42	0.40	0.39
Sales and Related	0.94	0.67	0.53	0.50	0.49
Office and Admin	0.24	0.18	0.14	0.13	0.13
Farm, Fishing, and Forestry	-	-	-	-	-
Construction and Extraction	-	-	-	-	-
Installation Maintenance and Repair	0.01	0.01	0.00	0.00	0.00
Production	0.11	-	-	-	-
Transportation and Material Moving	0.32	0.22	0.18	0.17	0.16
Extremely Low Income Households - Major Occupat	4.73	3.41	2.75	2.60	2.57
EL Households¹ - all other occupations	0.53	0.45	0.36	0.34	0.34
Total EL Households¹	5.26	3.86	3.10	2.94	2.90

¹ Includes households earning from zero through 30% of Contra Costa/Alameda County Area Median Income.

² See Appendix B Tables 1 and 3 for additional information on Major Occupation Categories. Note that the model places individual employees into households. Many households have multiple income sources and therefore household income is higher than the wages shown in Appendix B Tables 2 and 4. The distribution of the number of workers per worker household and the distribution of household size are based on American Community Survey data.

**APPENDIX I TABLE C-3
 IMPACT ANALYSIS SUMMARY
 EMPLOYEE HOUSEHOLDS GENERATED
 RESIDENTIAL NEXUS ANALYSIS
 CITY OF CONCORD, CA**

WORKING DRAFT FOR CITY REVIEW

**RESIDENTIAL UNIT DEMAND IMPACTS
 PER 100 MARKET RATE UNITS**

Number of New Households¹	Prototype 1: Single Family Detached	Prototype 2: Small Lot SFD / Townhome	Prototype 3: Condominium	Prototype 4: High Density Apartment	Prototype 5: Medium Density Apartment
Under 30% Area Median Income	5.3	3.9	3.1	2.9	2.9
30% to 50% Area Median Income	9.9	7.1	5.7	5.4	5.3
50% to 80% Area Median Income	10.0	7.2	5.7	5.4	5.4
80% to 120% Area Median Income	7.9	5.7	4.6	4.3	4.3
Subtotal through 120% of Median	33.1	23.8	19.1	18.1	17.9
Above 120% Area Median Income	8.6	6.4	5.2	4.9	4.9
Total Employee Households	41.7	30.2	24.3	23.0	22.8

Percent of New Households¹

Under 30% Area Median Income	13%	13%	13%	13%	13%
30% to 50% Area Median Income	24%	24%	23%	23%	23%
50% to 80% Area Median Income	24%	24%	24%	24%	24%
80% to 120% Area Median Income	19%	19%	19%	19%	19%
Subtotal through 120% of Median	79%	79%	79%	79%	79%
Above 120% Area Median Income	21%	21%	21%	21%	21%
Total Employee Households	100%	100%	100%	100%	100%

Notes

¹ Households of retail, education, healthcare and other workers that serve residents of new market rate units.

RESIDENTIAL UNIT DEMAND IMPACTS

PER MARKET RATE UNIT

Number of New Households ¹	PER MARKET RATE UNIT				
	Prototype 1: Single Family Detached	Prototype 2: Small Lot SFD / Townhome	Prototype 3: Condominium	Prototype 4: High Density Apartment	Prototype 5: Medium Density Apartment
Under 30% Area Median Income	0.05	0.04	0.03	0.03	0.03
30% to 50% Area Median Income	0.10	0.07	0.06	0.05	0.05
50% to 80% Area Median Income	0.10	0.07	0.06	0.05	0.05
80% to 120% Area Median Income	0.08	0.06	0.05	0.04	0.04
Subtotal through 120% of Median	0.33	0.24	0.19	0.18	0.18
Over 120% Area Median Income	0.09	0.06	0.05	0.05	0.05
Total Employee Households	0.42	0.30	0.24	0.23	0.23

Notes

¹ Households of retail, education, healthcare and other workers that serve residents of new market rate units.

	Prototype 1: Single Family Detached	Prototype 2: Small Lot SFD / Townhome	Prototype 3: Condominium	Prototype 4: High Density Apartment	Prototype 5: Medium Density Apartment
Supported Inclusionary Requirement					
<i>Per 100 Market Rate Units - Cumulative Through</i>					
30% OF MEDIAN INCOME	5.3 Units	3.9 Units	3.1 Units	2.9 Units	2.9 Units
50% OF MEDIAN INCOME	15.2 Units	11.0 Units	8.8 Units	8.3 Units	8.3 Units
80% OF MEDIAN INCOME	25.2 Units	18.1 Units	14.6 Units	13.8 Units	13.6 Units
120% OF MEDIAN INCOME	33.1 Units	23.8 Units	19.1 Units	18.1 Units	17.9 Units
Supported Inclusionary Percentage - Cumulative Through ¹					
30% OF MEDIAN INCOME	5%	4%	3%	3%	3%
50% OF MEDIAN INCOME	13%	10%	8%	8%	8%
80% OF MEDIAN INCOME	20%	15%	13%	12%	12%
120% OF MEDIAN INCOME	25%	19%	16%	15%	15%

Notes:

¹ Calculated by dividing the supported number of affordable units by the total number of units (supported affordable units + 100 market rate units).

D. Mitigation Costs

This section takes the conclusions of the previous section on the number of households in the lower income categories associated with the market rate units and identifies the total cost of assistance required to make housing affordable. This section puts a cost on the units for each income level to produce the “total nexus cost.” This is done for each of the prototype units.

A key component of the analysis is the size of the gap between what households can afford and the cost of producing new housing in Concord known as the ‘affordability gap.’ Affordability gaps are calculated for each of the four categories of area median income: Extremely Low (under 30% of median), Very Low (30% to 50%), Low (50% to 80%), and Moderate (80% to 120%). A complete discussion of the affordability gap methodology and assumptions can be found in Appendix II.

The affordability gaps used in the nexus analysis are as follows:

Affordability Gap Calculation			
	<i>Unit Value / Sales Price</i>	<i>Development Cost</i>	<i>Affordability Gap</i>
<i><u>Affordable Rental Units</u></i>			
Extremely Low (Under 30% AMI)	\$164,000	\$450,000	\$286,000
Very Low (30% to 50% AMI)	\$214,000	\$450,000	\$236,000
Low (50% to 80% AMI)	\$239,000	\$450,000	\$211,000
<i><u>Affordable Ownership Units</u></i>			
Moderate (80% to 120% AMI)	\$371,000	\$450,000	\$79,000

Appendix II presents the detailed affordability gap calculations.

Total Linkage Costs

The last step in the linkage fee analysis marries the findings on the numbers of households in each of the lower income ranges associated with the five prototypes to the affordability gaps, or the costs of delivering housing to them in Concord.

Appendix I Table D-1 summarizes the analysis. The Affordability Gaps are drawn from the prior discussion. The “Total Nexus Cost per Market Rate Unit” shows the results of the following calculation: the affordability gap times the number of affordable units demanded per market rate unit. (Demand for affordable units for each of the income ranges is drawn from Appendix I Table C-3 in the previous section and is adjusted to a per-unit basis from the 100 unit building module.)

The total nexus costs for each of the prototypes are as follows:

Total Nexus Cost Per Market Rate Unit						
<i>Income Category</i>	<i>Affordability Gap</i>	<i>Prototype 1: Single Family Detached</i>	<i>Prototype 2: Small Lot SFD/ Townhome</i>	<i>Prototype 3: Condo</i>	<i>Prototype 4: High Density Apartments</i>	<i>Prototype 5: Medium Density Apartments</i>
Under 30% AMI	\$286,000	\$15,100	\$11,000	\$8,900	\$8,400	\$8,300
30% to 50% AMI	\$236,000	\$23,400	\$16,800	\$13,500	\$12,800	\$12,600
80% to 120% AMI	\$211,000	\$11,100	\$8,200	\$6,500	\$6,200	\$6,100
80% to 120% AMI	\$79,000	\$7,800	\$5,600	\$4,500	\$4,300	\$4,200
Total Supported Fee/ Nexus Costs		\$57,400	\$41,600	\$33,400	\$31,700	\$31,200

The Total Nexus Costs, or Mitigation Costs, indicated above, may also be expressed on a per square foot level. The square foot area of the prototype unit used throughout the analysis becomes the basis for the calculation. Again, see Appendix II for more discussion of the prototypes. The results per square foot of building area are as follows:

Total Nexus Cost Per Sq. Ft.					
<i>Income Category</i>	<i>Prototype 1: Single Family Detached</i>	<i>Prototype 2: Small Lot SFD/ Townhome</i>	<i>Prototype 3: Condo</i>	<i>Prototype 4: High Density Apartments</i>	<i>Prototype 5: Medium Density Apartments</i>
<i>Prototype Size (Sq Ft)</i>	2,800 SF	1,800 SF	1,100 SF	800 SF	950 SF
Under 30% AMI	\$5.40	\$6.10	\$8.10	\$10.50	\$8.70
30% to 50% AMI	\$8.40	\$9.30	\$12.30	\$16.00	\$13.30
80% to 120% AMI	\$4.00	\$4.60	\$5.90	\$7.80	\$6.40
80% to 120% AMI	\$2.80	\$3.10	\$4.10	\$5.40	\$4.40
Total Nexus Costs	\$20.60	\$23.10	\$30.40	\$39.70	\$32.80

These costs express the total linkage or nexus costs for the five prototype developments in the City of Concord. These total nexus costs represent the ceiling for any requirement placed on market rate development. **The totals are not recommended levels for fees; they represent only the maximums established by this analysis, below which fees or other requirements may be set.**

TOTAL NEXUS COST PER MARKET RATE UNIT

	Affordability Gap Per Unit ¹	Nexus Cost Per Market Rate Unit ³				
		Prototype 1: Single Family Detached	Prototype 2: Small Lot SFD / Townhome	Prototype 3: Condominium	Prototype 4: High Density Apartment	Prototype 5: Medium Density Apartment
Household Income Level						
Under 30% Area Median Income	\$286,000 ¹	\$15,100	\$11,000	\$8,900	\$8,400	\$8,300
30% to 50% Area Median Income	\$236,000 ¹	\$23,400	\$16,800	\$13,500	\$12,800	\$12,600
50% to 80% Area Median Income	\$211,000 ¹	\$11,100	\$8,200	\$6,500	\$6,200	\$6,100
80% to 120% Area Median Income	\$79,000 ²	\$7,800	\$5,600	\$4,500	\$4,300	\$4,200
Total Supported Fee / Nexus		\$57,400	\$41,600	\$33,400	\$31,700	\$31,200

TOTAL NEXUS COST PER SQUARE FOOT⁴

	Unit Size (SF)	Nexus Cost Per Square Foot ⁴				
		Prototype 1: Single Family Detached	Prototype 2: Small Lot SFD / Townhome	Prototype 3: Condominium	Prototype 4: High Density Apartment	Prototype 5: Medium Density Apartment
Household Income Level						
Under 30% Area Median Income	2,800 SF	\$5.40	\$6.10	\$8.10	\$10.50	\$8.70
30% to 50% Area Median Income	1,800 SF	\$8.40	\$9.30	\$12.30	\$16.00	\$13.30
50% to 80% Area Median Income	1,100 SF	\$4.00	\$4.60	\$5.90	\$7.80	\$6.40
80% to 120% Area Median Income	800 SF	\$2.80	\$3.10	\$4.10	\$5.40	\$4.40
Total Supported Fee / Nexus	950 SF	\$20.60	\$23.10	\$30.40	\$39.70	\$32.80

Notes:

¹ Assumes affordable rental units. Affordability gaps represent the remaining affordability gap after tax credit financing.

² Affordability gap for moderate income households based on ownership unit priced at 110% AML.

³ Nexus cost per unit computed by multiplying affordable unit demand from Table C-4 by the affordability gap.

⁴ Computed by dividing the nexus cost per unit by the square footage of the unit.

ADDENDUM: ADDITIONAL BACKGROUND AND NOTES ON SPECIFIC ASSUMPTIONS

No Excess Supply of Affordable Housing

An assumption of this residential nexus analysis is that there is no excess supply of affordable housing available to absorb or offset new demand; therefore, new affordable units are needed to mitigate the new affordable housing demand generated by development of new market rate residential units. Based on a review of the current Census information for Concord, conditions are consistent with this underlying assumption. According to the Census (2010 to 2014 ACS), approximately 55% of all households in the City were paying thirty percent or more of their income on housing. In addition, housing vacancy is minimal.

Geographic Area of Impact

The analysis quantifies impacts occurring within Contra Costa and Alameda Counties. While many of the impacts will occur within the City, some impacts will be experienced elsewhere in Contra Costa County, Alameda County and beyond. The IMPLAN model computes the jobs generated within the two counties and sorts out those that occur beyond the counties' boundaries. The KMA Jobs Housing Nexus Model analyzes the income structure of jobs and their worker households, without assumptions as to where the worker households live.

In summary, the nexus analysis quantifies all the jobs impacts occurring within Contra Costa and Alameda Counties and related worker households. Job impacts, like most types of impacts, occur irrespective of political boundaries. And like other types of impact analyses, such as traffic, impacts beyond city boundaries are experienced, are relevant, and are important.

For clarification, counting all impacts associated with new housing units does not result in double counting, even if all jurisdictions were to adopt similar programs. The impact of a new housing unit is only counted once, in the jurisdiction in which it occurs. Obviously, within a metropolitan region such as the Bay Area, there is much commuting among jurisdictions, and cities house each other's workers in a very complex web of relationships. The important point is that impacts of residential development are only counted once.

Affordability Gap

The use of the affordability gap for establishing a maximum fee supported from the nexus analysis is grounded in the concept that a jurisdiction will be responsible for delivering affordable units to mitigate impacts. The nexus analysis has established that units will be needed at one or more different affordability levels and the type of unit to be delivered depends on the income/affordability level. In Concord, the City is anticipated to assist in the development of rental units for household incomes less than 80% of median and for moderate income households, ownership units are assumed to be assisted.

The units assisted by the public sector for affordable households are usually small in square foot area (for the number of bedrooms) and modest in finishes and amenities. As a result, in some communities these units are similar in physical configuration to what the market is delivering at market rate; in other communities (particularly very high income communities), they may be smaller and more modest than what the market is delivering. Parking, for example, is usually the minimum permitted by the code. In some communities where there is a wide range in land cost per acre or per unit, it may be assumed that affordable units are built on land parcels in the lower portion of the cost range. KMA tries to develop a total development cost summary that represents the lower half of the average range, but not so low as to be unrealistic.

If the affordability gap is the difference between total development cost and the affordable sales price, the question sometimes arises as to how total development cost is defined. KMA defines total development costs as including land costs, construction costs, site improvements, architectural and engineering, financing and all other indirect costs, and an allowance for an industry profit (non-profit developers receive a development fee instead).

Excess Capacity of Labor Force

In the context of economic downturns such as the recent severe recession, the question is sometimes raised as to whether there is excess capacity in the labor force to the extent that consumption impacts generated by new households will be in part, absorbed by existing jobs and workers, thus resulting in fewer net new jobs. In response, an impact analysis of this nature is a one-time impact requirement to address impacts generated over the life of the project. Recessions are temporary conditions; a healthy economy will return and the impacts will be experienced. The economic cycle also self-adjusts. Development of new residential units is likely to be reduced until conditions improve or there is confidence that improved conditions are imminent. When this occurs, the improved economic condition of the households in the local area will absorb the current underutilized capacity of existing workers, employed and unemployed. By the time new units become occupied, economic conditions will have likely improved.

The Burden of Paying for Affordable Housing

Concord's inclusionary housing program does not place all burden for the creation of affordable housing on new residential construction. The burden of affordable housing is also borne by many sectors of the economy and society. A most important source in recent years of funding for affordable housing development comes from the federal government in the form of tax credits (which result in reduced income tax payment by tax credit investors in exchange for equity funding). Additionally, there are other federal grant and loan programs administered by the Department of Housing and Urban Development and other federal agencies. The State of California also plays a major role with a number of special financing and funding programs. Much of the state money is funded by voter approved bond measures paid for by all Californians.

Local governments play a large role in affordable housing. In addition, private sector lenders play an important role, some voluntarily and others less so with the requirements of the Community Reinvestment Act. Then there is the non-profit sector, both sponsors and developers that build much of the affordable housing.

In summary, all levels of government and many private parties, for profit and non-profit contribute to supplying affordable housing. Residential developers are not being asked to bear the burden alone any more than they are assumed to be the only source of demand or cause for needing affordable housing in our communities. Based on past experience, the inclusionary housing policy will satisfy only a small percentage of the affordable housing needs in the City of Concord.

**APPENDIX I, TABLE E-1
 WORKER OCCUPATION DISTRIBUTION, 2014
 SERVICES TO HOUSEHOLDS EARNING \$75-\$100,000
 RESIDENTIAL NEXUS ANALYSIS
 CITY OF CONCORD**

DRAFT FOR REVIEW BY STAFF

Major Occupations (2% or more)	Worker Occupation Distribution ¹ Services to Households Earning \$75-\$100,000
Management Occupations	4.4%
Business and Financial Operations Occupations	4.4%
Community and Social Service Occupations	2.0%
Education, Training, and Library Occupations	2.7%
Healthcare Practitioners and Technical Occupations	7.3%
Healthcare Support Occupations	4.5%
Food Preparation and Serving Related Occupations	13.8%
Building and Grounds Cleaning and Maintenance Occupations	3.4%
Personal Care and Service Occupations	6.9%
Sales and Related Occupations	12.9%
Office and Administrative Support Occupations	16.3%
Installation, Maintenance, and Repair Occupations	4.2%
Transportation and Material Moving Occupations	5.5%
All Other Worker Occupations - Services to Households Earning \$75-\$100,000	<u>11.6%</u>
INDUSTRY TOTAL	100.0%

¹ Distribution of employment by industry is per the IMPLAN model and the distribution of occupational employment within those industries is based on the Bureau of Labor Statistics Occupational Employment Survey.

APPENDIX I, TABLE E-2
 AVERAGE ANNUAL WORKER COMPENSATION, 2014
 SERVICES TO HOUSEHOLDS EARNING \$75-\$100,000
 RESIDENTIAL NEXUS ANALYSIS
 CITY OF CONCORD

DRAFT FOR REVIEW BY STAFF

Occupation ³	2014 Avg. Compensation ¹	% of Total Occupation Group ²	% of Total Households Earning \$75-\$100,000 Workers
Page 1 of 4			
<i>Management Occupations</i>			
Chief Executives	\$199,800	3.3%	0.1%
General and Operations Managers	\$132,100	33.6%	1.5%
Sales Managers	\$138,800	4.9%	0.2%
Administrative Services Managers	\$97,600	4.0%	0.2%
Computer and Information Systems Managers	\$162,000	3.3%	0.1%
Financial Managers	\$142,900	9.4%	0.4%
Food Service Managers	\$50,900	4.9%	0.2%
Medical and Health Services Managers	\$122,600	6.0%	0.3%
Property, Real Estate, and Community Association Managers	\$84,900	11.5%	0.5%
Social and Community Service Managers	\$80,400	3.9%	0.2%
Managers, All Other	\$136,400	3.3%	0.1%
All other Management Occupations (Avg. All Categories)	<u>\$122,300</u>	<u>11.9%</u>	<u>0.5%</u>
	Weighted Mean Annual Wage	\$122,300	100.0%
<i>Business and Financial Operations Occupations</i>			
Claims Adjusters, Examiners, and Investigators	\$75,400	4.6%	0.2%
Human Resources Specialists	\$73,800	5.5%	0.2%
Management Analysts	\$104,300	6.3%	0.3%
Training and Development Specialists	\$86,000	3.7%	0.2%
Market Research Analysts and Marketing Specialists	\$83,600	7.3%	0.3%
Business Operations Specialists, All Other	\$88,700	10.9%	0.5%
Accountants and Auditors	\$81,700	18.8%	0.8%
Financial Analysts	\$102,100	8.6%	0.4%
Personal Financial Advisors	\$98,300	11.0%	0.5%
Loan Officers	\$79,200	5.2%	0.2%
All Other Business and Financial Operations Occupations (Avg. All Categories)	<u>\$88,100</u>	<u>18.2%</u>	<u>0.8%</u>
	Weighted Mean Annual Wage	\$88,100	100.0%
<i>Community and Social Service Occupations</i>			
Substance Abuse and Behavioral Disorder Counselors	\$44,800	4.8%	0.1%
Educational, Guidance, School, and Vocational Counselors	\$59,700	4.9%	0.1%
Mental Health Counselors	\$41,000	7.8%	0.2%
Rehabilitation Counselors	\$43,800	6.3%	0.1%
Child, Family, and School Social Workers	\$57,000	13.8%	0.3%
Healthcare Social Workers	\$68,600	7.8%	0.2%
Mental Health and Substance Abuse Social Workers	\$62,400	6.2%	0.1%
Social and Human Service Assistants	\$38,400	24.2%	0.5%
Community Health Workers	\$46,000	3.1%	0.1%
Community and Social Service Specialists, All Other	\$54,100	4.9%	0.1%
Clergy	\$57,400	4.3%	0.1%
All Other Community and Social Service Occupations (Avg. All Categories)	<u>\$49,900</u>	<u>11.9%</u>	<u>0.2%</u>
	Weighted Mean Annual Wage	\$49,900	100.0%

APPENDIX I, TABLE E-2
 AVERAGE ANNUAL WORKER COMPENSATION, 2014
 SERVICES TO HOUSEHOLDS EARNING \$75-\$100,000
 RESIDENTIAL NEXUS ANALYSIS
 CITY OF CONCORD

DRAFT FOR REVIEW BY STAFF

Occupation ³	2014 Avg. Compensation ¹	% of Total Occupation Group ²	% of Total Households Earning \$75-\$100,000 Workers
<i>Page 2 of 4</i>			
<i>Education, Training, and Library Occupations</i>			
Vocational Education Teachers, Postsecondary	\$59,500	4.1%	0.1%
Preschool Teachers, Except Special Education	\$36,000	11.9%	0.3%
Elementary School Teachers, Except Special Education	\$72,200	8.4%	0.2%
Middle School Teachers, Except Special and Career/Technical Education	\$68,100	3.9%	0.1%
Secondary School Teachers, Except Special and Career/Technical Education	\$70,900	5.8%	0.2%
Self-Enrichment Education Teachers	\$47,600	12.1%	0.3%
Teachers and Instructors, All Other, Except Substitute Teachers	\$63,700	7.4%	0.2%
Substitute Teachers	\$39,500	4.6%	0.1%
Teacher Assistants	\$31,200	14.9%	0.4%
All Other Education, Training, and Library Occupations (Avg. All Categories)	<u>\$49,900</u>	<u>27.0%</u>	<u>0.7%</u>
	Weighted Mean Annual Wage	100.0%	2.7%
<i>Healthcare Practitioners and Technical Occupations</i>			
Pharmacists	\$134,600	3.5%	0.3%
Physicians and Surgeons, All Other	\$203,100	4.1%	0.3%
Registered Nurses	\$122,500	30.0%	2.2%
Dental Hygienists	\$97,200	4.9%	0.4%
Pharmacy Technicians	\$50,500	4.5%	0.3%
Licensed Practical and Licensed Vocational Nurses	\$62,900	9.3%	0.7%
All Other Healthcare Practitioners and Technical Occupations (Avg. All Categories)	<u>\$111,200</u>	<u>43.6%</u>	<u>3.2%</u>
	Weighted Mean Annual Wage	100.0%	7.3%
<i>Healthcare Support Occupations</i>			
Home Health Aides	\$31,800	22.5%	1.0%
Nursing Assistants	\$36,000	30.8%	1.4%
Massage Therapists	\$53,900	4.3%	0.2%
Dental Assistants	\$41,300	12.3%	0.6%
Medical Assistants	\$41,200	15.3%	0.7%
All Other Healthcare Support Occupations (Avg. All Categories)	<u>\$37,500</u>	<u>14.7%</u>	<u>0.7%</u>
	Weighted Mean Annual Wage	100.0%	4.5%
<i>Food Preparation and Serving Related Occupations</i>			
First-Line Supervisors of Food Preparation and Serving Workers	\$30,800	6.9%	1.0%
Cooks, Fast Food	\$20,300	4.2%	0.6%
Cooks, Restaurant	\$24,700	8.7%	1.2%
Food Preparation Workers	\$21,500	6.7%	0.9%
Bartenders	\$21,900	7.0%	1.0%
Combined Food Preparation and Serving Workers, Including Fast Food	\$21,100	24.8%	3.4%
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	\$22,000	3.7%	0.5%
Waiters and Waitresses	\$22,700	19.9%	2.7%
Dining Room and Cafeteria Attendants and Bartender Helpers	\$19,300	3.2%	0.4%
Dishwashers	\$21,400	4.1%	0.6%
All Other Food Preparation and Serving Related Occupations (Avg. All Categories)	<u>\$22,600</u>	<u>11.0%</u>	<u>1.5%</u>
	Weighted Mean Annual Wage	100.0%	13.8%

APPENDIX I, TABLE E-2
 AVERAGE ANNUAL WORKER COMPENSATION, 2014
 SERVICES TO HOUSEHOLDS EARNING \$75-\$100,000
 RESIDENTIAL NEXUS ANALYSIS
 CITY OF CONCORD

DRAFT FOR REVIEW BY STAFF

Occupation ³	2014 Avg. Compensation ¹	% of Total Occupation Group ²	% of Total Households Earning \$75- \$100,000 Workers
<i>Building and Grounds Cleaning and Maintenance Occupations</i>			
First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	\$50,200	3.3%	0.1%
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$31,100	44.6%	1.5%
Maids and Housekeeping Cleaners	\$31,900	14.4%	0.5%
Landscaping and Groundskeeping Workers	\$32,000	30.4%	1.0%
All Other Building and Grounds Cleaning and Maintenance Occupations (Avg. All Categories)	<u>\$32,200</u>	<u>7.2%</u>	<u>0.2%</u>
Weighted Mean Annual Wage	\$32,200	100.0%	3.4%
<i>Personal Care and Service Occupations</i>			
First-Line Supervisors of Personal Service Workers	\$40,100	3.6%	0.2%
Nonfarm Animal Caretakers	\$26,400	5.0%	0.3%
Amusement and Recreation Attendants	\$22,000	3.1%	0.2%
Hairdressers, Hairstylists, and Cosmetologists	\$30,100	17.9%	1.2%
Manicurists and Pedicurists	\$20,600	4.3%	0.3%
Childcare Workers	\$23,200	8.2%	0.6%
Personal Care Aides	\$22,000	31.2%	2.2%
Fitness Trainers and Aerobics Instructors	\$50,500	6.4%	0.4%
Recreation Workers	\$28,000	4.9%	0.3%
All Other Personal Care and Service Occupations (Avg. All Categories)	<u>\$27,300</u>	<u>15.4%</u>	<u>1.1%</u>
Weighted Mean Annual Wage	\$27,300	100.0%	6.9%
<i>Sales and Related Occupations</i>			
First-Line Supervisors of Retail Sales Workers	\$48,200	8.4%	1.1%
Cashiers	\$25,900	23.7%	3.1%
Counter and Rental Clerks	\$32,700	6.3%	0.8%
Retail Salespersons	\$28,800	32.2%	4.1%
Insurance Sales Agents	\$86,900	3.2%	0.4%
Securities, Commodities, and Financial Services Sales Agents	\$85,600	4.5%	0.6%
Sales Representatives, Services, All Other	\$76,200	4.7%	0.6%
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific	\$70,000	5.1%	0.7%
Real Estate Sales Agents	\$38,800	3.8%	0.5%
All Other Sales and Related Occupations (Avg. All Categories)	<u>\$40,000</u>	<u>8.1%</u>	<u>1.0%</u>
Weighted Mean Annual Wage	\$40,000	100.0%	12.9%
<i>Office and Administrative Support Occupations</i>			
First-Line Supervisors of Office and Administrative Support Workers	\$63,300	6.7%	1.1%
Bookkeeping, Accounting, and Auditing Clerks	\$45,200	7.5%	1.2%
Customer Service Representatives	\$42,800	11.2%	1.8%
Receptionists and Information Clerks	\$35,700	8.0%	1.3%
Stock Clerks and Order Fillers	\$29,600	9.0%	1.5%
Executive Secretaries and Executive Administrative Assistants	\$63,500	3.3%	0.5%
Medical Secretaries	\$44,000	3.8%	0.6%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	\$43,000	10.9%	1.8%
Office Clerks, General	\$37,800	13.8%	2.2%
All Other Office and Administrative Support Occupations (Avg. All Categories)	<u>\$42,600</u>	<u>25.8%</u>	<u>4.2%</u>
Weighted Mean Annual Wage	\$42,600	100.0%	16.3%

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APPENDIX I, TABLE E-2
 AVERAGE ANNUAL WORKER COMPENSATION, 2014
 SERVICES TO HOUSEHOLDS EARNING \$75-\$100,000
 RESIDENTIAL NEXUS ANALYSIS
 CITY OF CONCORD

DRAFT FOR REVIEW BY STAFF

Occupation ³	2014 Avg. Compensation ¹	% of Total Occupation Group ²	% of Total Households Earning \$75- \$100,000 Workers
<i>Installation, Maintenance, and Repair Occupations</i>			
First-Line Supervisors of Mechanics, Installers, and Repairers	\$81,900	7.8%	0.3%
Telecommunications Equipment Installers and Repairers, Except Line Installers	\$65,100	3.9%	0.2%
Automotive Body and Related Repairers	\$49,400	7.0%	0.3%
Automotive Service Technicians and Mechanics	\$50,800	20.6%	0.9%
Bus and Truck Mechanics and Diesel Engine Specialists	\$61,600	3.6%	0.2%
Maintenance and Repair Workers, General	\$45,900	33.4%	1.4%
All Other Installation, Maintenance, and Repair Occupations (Avg. All Categories)	<u>\$53,000</u>	<u>23.7%</u>	<u>1.0%</u>
Weighted Mean Annual Wage	\$53,000	100.0%	4.2%
<i>Transportation and Material Moving Occupations</i>			
Bus Drivers, School or Special Client	\$36,100	4.0%	0.2%
Driver/Sales Workers	\$30,700	6.9%	0.4%
Heavy and Tractor-Trailer Truck Drivers	\$46,200	13.6%	0.8%
Light Truck or Delivery Services Drivers	\$36,300	10.2%	0.6%
Parking Lot Attendants	\$26,300	5.3%	0.3%
Industrial Truck and Tractor Operators	\$48,100	3.5%	0.2%
Cleaners of Vehicles and Equipment	\$25,400	8.5%	0.5%
Laborers and Freight, Stock, and Material Movers, Hand	\$31,400	21.8%	1.2%
Packers and Packagers, Hand	\$24,100	6.5%	0.4%
All Other Transportation and Material Moving Occupations (Avg. All Categories)	<u>\$33,900</u>	<u>19.7%</u>	<u>1.1%</u>
Weighted Mean Annual Wage	\$33,900	100.0%	5.5%
			88.4%

¹ The methodology utilized by the California Employment Development Department (EDD) assumes that hourly paid employees are employed full-time. Annual compensation is calculated by EDD by multiplying hourly wages by 40 hours per work week by 52 weeks.

² Occupation percentages are based on the 2014 National Industry - Specific Occupational Employment survey compiled by the Bureau of Labor Statistics. Wages are based on the 2013 Occupational Employment Survey data applicable to Contra Costa and Alameda counties, updated by the California Employment Development Department to 2014 wage levels.

³ Including occupations representing 3% or more of the major occupation group

**APPENDIX I TABLE E-3
 WORKER OCCUPATION DISTRIBUTION, 2014
 SERVICES TO HOUSEHOLDS EARNING \$100-\$150,000
 RESIDENTIAL NEXUS ANALYSIS
 CITY OF CONCORD**

DRAFT FOR REVIEW BY STAFF

Major Occupations (2% or more)	Worker Occupation Distribution ¹ Services to Households Earning \$100-\$150,000
Management Occupations	4.4%
Business and Financial Operations Occupations	4.5%
Community and Social Service Occupations	2.1%
Education, Training, and Library Occupations	3.1%
Healthcare Practitioners and Technical Occupations	6.9%
Healthcare Support Occupations	4.3%
Food Preparation and Serving Related Occupations	13.6%
Building and Grounds Cleaning and Maintenance Occupations	3.3%
Personal Care and Service Occupations	7.1%
Sales and Related Occupations	13.2%
Office and Administrative Support Occupations	16.3%
Installation, Maintenance, and Repair Occupations	4.0%
Transportation and Material Moving Occupations	5.7%
All Other Worker Occupations - Services to Households Earning \$100-\$150,000	<u>11.7%</u>
INDUSTRY TOTAL	100.0%

¹ Distribution of employment by industry is per the IMPLAN model and the distribution of occupational employment within those industries is based on the Bureau of Labor Statistics Occupational Employment Survey.

APPENDIX I TABLE E-4
 AVERAGE ANNUAL WORKER COMPENSATION, 2014
 SERVICES TO HOUSEHOLDS EARNING \$100-\$150,000
 RESIDENTIAL NEXUS ANALYSIS
 CITY OF CONCORD

DRAFT FOR REVIEW BY STAFF

Occupation ³	2014 Avg. Compensation ¹	% of Total Occupation Group ²	% of Total Households Earning \$100- \$150,000 Workers
Page 1 of 4			
<i>Management Occupations</i>			
Chief Executives	\$199,800	3.4%	0.1%
General and Operations Managers	\$132,100	34.3%	1.5%
Sales Managers	\$138,800	5.1%	0.2%
Administrative Services Managers	\$97,600	4.1%	0.2%
Computer and Information Systems Managers	\$162,000	3.4%	0.1%
Financial Managers	\$142,900	9.7%	0.4%
Food Service Managers	\$50,900	4.8%	0.2%
Medical and Health Services Managers	\$122,600	5.8%	0.3%
Property, Real Estate, and Community Association Managers	\$84,900	9.6%	0.4%
Social and Community Service Managers	\$80,400	4.2%	0.2%
Managers, All Other	\$136,400	3.4%	0.1%
All other Management Occupations (Avg. All Categories)	<u>\$123,300</u>	<u>12.4%</u>	<u>0.5%</u>
	Weighted Mean Annual Wage	100.0%	4.4%
<i>Business and Financial Operations Occupations</i>			
Claims Adjusters, Examiners, and Investigators	\$75,400	4.6%	0.2%
Human Resources Specialists	\$73,800	5.4%	0.2%
Management Analysts	\$104,300	6.3%	0.3%
Training and Development Specialists	\$86,000	3.8%	0.2%
Market Research Analysts and Marketing Specialists	\$83,600	7.2%	0.3%
Business Operations Specialists, All Other	\$88,700	10.8%	0.5%
Accountants and Auditors	\$81,700	18.8%	0.8%
Financial Analysts	\$102,100	8.8%	0.4%
Personal Financial Advisors	\$98,300	11.5%	0.5%
Loan Officers	\$79,200	5.3%	0.2%
All Other Business and Financial Operations Occupations (Avg. All Categories)	<u>\$88,200</u>	<u>17.6%</u>	<u>0.8%</u>
	Weighted Mean Annual Wage	100.0%	4.5%
<i>Community and Social Service Occupations</i>			
Substance Abuse and Behavioral Disorder Counselors	\$44,800	4.5%	0.1%
Educational, Guidance, School, and Vocational Counselors	\$59,700	5.3%	0.1%
Mental Health Counselors	\$41,000	7.5%	0.2%
Rehabilitation Counselors	\$43,800	6.3%	0.1%
Child, Family, and School Social Workers	\$57,000	14.1%	0.3%
Healthcare Social Workers	\$68,600	7.4%	0.2%
Mental Health and Substance Abuse Social Workers	\$62,400	6.0%	0.1%
Social and Human Service Assistants	\$38,400	24.5%	0.5%
Community Health Workers	\$46,000	3.1%	0.1%
Community and Social Service Specialists, All Other	\$54,100	5.0%	0.1%
Clergy	\$57,400	4.4%	0.1%
All Other Community and Social Service Occupations (Avg. All Categories)	<u>\$49,800</u>	<u>11.9%</u>	<u>0.3%</u>
	Weighted Mean Annual Wage	100.0%	2.1%

APPENDIX I TABLE E-4
 AVERAGE ANNUAL WORKER COMPENSATION, 2014
 SERVICES TO HOUSEHOLDS EARNING \$100-\$150,000
 RESIDENTIAL NEXUS ANALYSIS
 CITY OF CONCORD

DRAFT FOR REVIEW BY STAFF

Occupation ³	2014 Avg. Compensation ¹	% of Total Occupation Group ²	% of Total Households Earning \$100- \$150,000 Workers
<i>Page 2 of 4</i>			
<i>Education, Training, and Library Occupations</i>			
Vocational Education Teachers, Postsecondary	\$59,500	4.3%	0.1%
Preschool Teachers, Except Special Education	\$36,000	11.9%	0.4%
Elementary School Teachers, Except Special Education	\$72,200	8.3%	0.3%
Middle School Teachers, Except Special and Career/Technical Education	\$68,100	3.8%	0.1%
Secondary School Teachers, Except Special and Career/Technical Education	\$70,900	5.7%	0.2%
Self-Enrichment Education Teachers	\$47,600	11.9%	0.4%
Teachers and Instructors, All Other, Except Substitute Teachers	\$63,700	7.5%	0.2%
Substitute Teachers	\$39,500	4.4%	0.1%
Teacher Assistants	\$31,200	14.8%	0.5%
All Other Education, Training, and Library Occupations (Avg. All Categories)	<u>\$49,900</u>	<u>27.4%</u>	<u>0.8%</u>
	Weighted Mean Annual Wage	\$49,900	100.0%
<i>Healthcare Practitioners and Technical Occupations</i>			
Pharmacists	\$134,600	3.8%	0.3%
Physicians and Surgeons, All Other	\$203,100	4.0%	0.3%
Registered Nurses	\$122,500	29.7%	2.0%
Dental Hygienists	\$97,200	4.8%	0.3%
Pharmacy Technicians	\$50,500	5.0%	0.3%
Licensed Practical and Licensed Vocational Nurses	\$62,900	9.2%	0.6%
All Other Healthcare Practitioners and Technical Occupations (Avg. All Categories)	<u>\$110,800</u>	<u>43.5%</u>	<u>3.0%</u>
	Weighted Mean Annual Wage	\$110,800	100.0%
<i>Healthcare Support Occupations</i>			
Home Health Aides	\$31,800	23.4%	1.0%
Nursing Assistants	\$36,000	30.5%	1.3%
Massage Therapists	\$53,900	4.3%	0.2%
Dental Assistants	\$41,300	12.0%	0.5%
Medical Assistants	\$41,200	15.0%	0.6%
All Other Healthcare Support Occupations (Avg. All Categories)	<u>\$37,400</u>	<u>14.7%</u>	<u>0.6%</u>
	Weighted Mean Annual Wage	\$37,400	100.0%
<i>Food Preparation and Serving Related Occupations</i>			
First-Line Supervisors of Food Preparation and Serving Workers	\$30,800	6.9%	0.9%
Cooks, Fast Food	\$20,300	4.1%	0.6%
Cooks, Restaurant	\$24,700	8.6%	1.2%
Food Preparation Workers	\$21,500	6.8%	0.9%
Bartenders	\$21,900	7.1%	1.0%
Combined Food Preparation and Serving Workers, Including Fast Food	\$21,100	24.8%	3.4%
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	\$22,000	3.7%	0.5%
Waiters and Waitresses	\$22,700	19.8%	2.7%
Dining Room and Cafeteria Attendants and Bartender Helpers	\$19,300	3.1%	0.4%
Dishwashers	\$21,400	4.0%	0.5%
All Other Food Preparation and Serving Related Occupations (Avg. All Categories)	<u>\$22,600</u>	<u>11.0%</u>	<u>1.5%</u>
	Weighted Mean Annual Wage	\$22,600	100.0%

APPENDIX I TABLE E-4
 AVERAGE ANNUAL WORKER COMPENSATION, 2014
 SERVICES TO HOUSEHOLDS EARNING \$100-\$150,000
 RESIDENTIAL NEXUS ANALYSIS
 CITY OF CONCORD

DRAFT FOR REVIEW BY STAFF

Occupation ³	2014 Avg. Compensation ¹	% of Total Occupation Group ²	% of Total Households Earning \$100- \$150,000 Workers
<i>Building and Grounds Cleaning and Maintenance Occupations</i>			
First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	\$50,200	3.4%	0.1%
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$31,100	44.8%	1.5%
Maids and Housekeeping Cleaners	\$31,900	13.9%	0.5%
Landscaping and Groundskeeping Workers	\$32,000	30.6%	1.0%
All Other Building and Grounds Cleaning and Maintenance Occupations (Avg. All Categories)	<u>\$32,200</u>	<u>7.3%</u>	<u>0.2%</u>
Weighted Mean Annual Wage	\$32,200	100.0%	3.3%
<i>Personal Care and Service Occupations</i>			
First-Line Supervisors of Personal Service Workers	\$40,100	3.6%	0.3%
Nonfarm Animal Caretakers	\$26,400	5.0%	0.4%
Amusement and Recreation Attendants	\$22,000	3.1%	0.2%
Hairdressers, Hairstylists, and Cosmetologists	\$30,100	16.8%	1.2%
Manicurists and Pedicurists	\$20,600	4.1%	0.3%
Childcare Workers	\$23,200	9.1%	0.6%
Personal Care Aides	\$22,000	31.7%	2.2%
Fitness Trainers and Aerobics Instructors	\$50,500	6.5%	0.5%
Recreation Workers	\$28,000	5.0%	0.4%
All Other Personal Care and Service Occupations (Avg. All Categories)	<u>\$27,200</u>	<u>15.1%</u>	<u>1.1%</u>
Weighted Mean Annual Wage	\$27,200	100.0%	7.1%
<i>Sales and Related Occupations</i>			
First-Line Supervisors of Retail Sales Workers	\$48,200	8.6%	1.1%
Cashiers	\$25,900	24.3%	3.2%
Counter and Rental Clerks	\$32,700	5.6%	0.7%
Retail Salespersons	\$28,800	33.2%	4.4%
Insurance Sales Agents	\$86,900	3.1%	0.4%
Securities, Commodities, and Financial Services Sales Agents	\$85,600	4.7%	0.6%
Sales Representatives, Services, All Other	\$76,200	4.4%	0.6%
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific	\$70,000	5.2%	0.7%
Real Estate Sales Agents	\$38,800	3.0%	0.4%
All Other Sales and Related Occupations (Avg. All Categories)	<u>\$39,900</u>	<u>7.9%</u>	<u>1.0%</u>
Weighted Mean Annual Wage	\$39,900	100.0%	13.2%
<i>Office and Administrative Support Occupations</i>			
First-Line Supervisors of Office and Administrative Support Workers	\$63,300	6.7%	1.1%
Bookkeeping, Accounting, and Auditing Clerks	\$45,200	7.5%	1.2%
Customer Service Representatives	\$42,800	11.2%	1.8%
Receptionists and Information Clerks	\$35,700	7.7%	1.3%
Stock Clerks and Order Fillers	\$29,600	9.6%	1.6%
Executive Secretaries and Executive Administrative Assistants	\$63,500	3.3%	0.5%
Medical Secretaries	\$44,000	3.5%	0.6%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	\$43,000	10.7%	1.7%
Office Clerks, General	\$37,800	13.6%	2.2%
All Other Office and Administrative Support Occupations (Avg. All Categories)	<u>\$42,500</u>	<u>26.2%</u>	<u>4.3%</u>
Weighted Mean Annual Wage	\$42,500	100.0%	16.3%

Page 3 of 4

APPENDIX I TABLE E-4
 AVERAGE ANNUAL WORKER COMPENSATION, 2014
 SERVICES TO HOUSEHOLDS EARNING \$100-\$150,000
 RESIDENTIAL NEXUS ANALYSIS
 CITY OF CONCORD

DRAFT FOR REVIEW BY STAFF

Occupation ³	2014 Avg. Compensation ¹	% of Total Occupation Group ²	% of Total Households Earning \$100- \$150,000 Workers
<i>Installation, Maintenance, and Repair Occupations</i>			
First-Line Supervisors of Mechanics, Installers, and Repairers	\$81,900	7.8%	0.3%
Telecommunications Equipment Installers and Repairers, Except Line Installers	\$65,100	3.5%	0.1%
Automotive Body and Related Repairers	\$49,400	7.1%	0.3%
Automotive Service Technicians and Mechanics	\$50,800	21.5%	0.9%
Bus and Truck Mechanics and Diesel Engine Specialists	\$61,600	3.8%	0.2%
Maintenance and Repair Workers, General	\$45,900	31.1%	1.2%
All Other Installation, Maintenance, and Repair Occupations (Avg. All Categories)	<u>\$53,100</u>	<u>25.1%</u>	<u>1.0%</u>
Weighted Mean Annual Wage	\$53,100	100.0%	4.0%
<i>Transportation and Material Moving Occupations</i>			
Bus Drivers, School or Special Client	\$36,100	4.3%	0.2%
Driver/Sales Workers	\$30,700	6.8%	0.4%
Heavy and Tractor-Trailer Truck Drivers	\$46,200	13.5%	0.8%
Light Truck or Delivery Services Drivers	\$36,300	10.3%	0.6%
Parking Lot Attendants	\$26,300	5.2%	0.3%
Industrial Truck and Tractor Operators	\$48,100	3.5%	0.2%
Cleaners of Vehicles and Equipment	\$25,400	8.1%	0.5%
Laborers and Freight, Stock, and Material Movers, Hand	\$31,400	21.8%	1.2%
Packers and Packagers, Hand	\$24,100	6.7%	0.4%
All Other Transportation and Material Moving Occupations (Avg. All Categories)	<u>\$33,900</u>	<u>19.8%</u>	<u>1.1%</u>
Weighted Mean Annual Wage	\$33,900	100.0%	5.7%
			88.3%

¹ The methodology utilized by the California Employment Development Department (EDD) assumes that hourly paid employees are employed full-time. Annual compensation is calculated by EDD by multiplying hourly wages by 40 hours per work week by 52 weeks.

² Occupation percentages are based on the 2014 National Industry - Specific Occupational Employment survey compiled by the Bureau of Labor Statistics. Wages are based on the 2013 Occupational Employment Survey data applicable to Contra Costa and Alameda counties, updated by the California Employment Development Department to 2014 wage levels.

³ Including occupations representing 3% or more of the major occupation group

**APPENDIX I TABLE E-5
 WORKER OCCUPATION DISTRIBUTION, 2014
 SERVICES TO HOUSEHOLDS EARNING \$150,000 AND UP
 RESIDENTIAL NEXUS ANALYSIS
 CITY OF CONCORD**

WORKING DRAFT FOR REVIEW BY STAFF

Major Occupations (2% or more)	Worker Occupation Distribution ¹ Services to Households Earning \$150,000 and up
Management Occupations	4.4%
Business and Financial Operations Occupations	4.6%
Community and Social Service Occupations	2.2%
Education, Training, and Library Occupations	4.2%
Healthcare Practitioners and Technical Occupations	6.1%
Healthcare Support Occupations	3.8%
Food Preparation and Serving Related Occupations	12.8%
Building and Grounds Cleaning and Maintenance Occupations	3.3%
Personal Care and Service Occupations	7.1%
Sales and Related Occupations	13.4%
Office and Administrative Support Occupations	16.3%
Installation, Maintenance, and Repair Occupations	3.9%
Production Occupations	2.0%
Transportation and Material Moving Occupations	5.8%
All Other Worker Occupations - Services to Households Earning \$150,000 and up	<u>10.1%</u>
INDUSTRY TOTAL	100.0%

¹ Distribution of employment by industry is per the IMPLAN model and the distribution of occupational employment within those industries is based on the Bureau of Labor Statistics Occupational Employment Survey.

APPENDIX I TABLE E-6
AVERAGE ANNUAL WORKER COMPENSATION, 2014
SERVICES TO HOUSEHOLDS EARNING \$150,000 AND UP
RESIDENTIAL NEXUS ANALYSIS
CITY OF CONCORD

WORKING DRAFT FOR REVIEW BY STAFF

Occupation ³	2014 Avg. Compensation ¹	% of Total Occupation Group ²	% of Total Households Earning \$150,000 AND UP Workers
Page 1 of 4			
<i>Management Occupations</i>			
Chief Executives	\$199,800	3.5%	0.2%
General and Operations Managers	\$132,100	34.5%	1.5%
Sales Managers	\$138,800	5.0%	0.2%
Administrative Services Managers	\$97,600	4.1%	0.2%
Computer and Information Systems Managers	\$162,000	3.3%	0.1%
Financial Managers	\$142,900	9.7%	0.4%
Food Service Managers	\$50,900	4.5%	0.2%
Medical and Health Services Managers	\$122,600	5.0%	0.2%
Property, Real Estate, and Community Association Managers	\$84,900	8.7%	0.4%
Social and Community Service Managers	\$80,400	4.3%	0.2%
Managers, All Other	\$136,400	3.5%	0.2%
All other Management Occupations (Avg. All Categories)	<u>\$124,000</u>	<u>13.8%</u>	<u>0.6%</u>
	Weighted Mean Annual Wage	\$124,000	100.0%
<i>Business and Financial Operations Occupations</i>			
Claims Adjusters, Examiners, and Investigators	\$75,400	4.8%	0.2%
Human Resources Specialists	\$73,800	5.3%	0.2%
Management Analysts	\$104,300	6.2%	0.3%
Training and Development Specialists	\$86,000	4.0%	0.2%
Market Research Analysts and Marketing Specialists	\$83,600	7.0%	0.3%
Business Operations Specialists, All Other	\$88,700	10.9%	0.5%
Accountants and Auditors	\$81,700	18.5%	0.8%
Financial Analysts	\$102,100	8.8%	0.4%
Personal Financial Advisors	\$98,300	11.5%	0.5%
Loan Officers	\$79,200	5.2%	0.2%
All Other Business and Financial Operations Occupations (Avg. All Categories)	<u>\$88,200</u>	<u>17.7%</u>	<u>0.8%</u>
	Weighted Mean Annual Wage	\$88,200	100.0%
<i>Community and Social Service Occupations</i>			
Substance Abuse and Behavioral Disorder Counselors	\$44,800	4.2%	0.1%
Educational, Guidance, School, and Vocational Counselors	\$59,700	6.5%	0.1%
Mental Health Counselors	\$41,000	7.1%	0.2%
Rehabilitation Counselors	\$43,800	6.2%	0.1%
Child, Family, and School Social Workers	\$57,000	14.5%	0.3%
Healthcare Social Workers	\$68,600	6.8%	0.1%
Mental Health and Substance Abuse Social Workers	\$62,400	5.6%	0.1%
Social and Human Service Assistants	\$38,400	24.6%	0.5%
Community Health Workers	\$46,000	3.2%	0.1%
Community and Social Service Specialists, All Other	\$54,100	5.2%	0.1%
Clergy	\$57,400	4.3%	0.1%
All Other Community and Social Service Occupations (Avg. All Categories)	<u>\$49,900</u>	<u>11.9%</u>	<u>0.3%</u>
	Weighted Mean Annual Wage	\$49,900	100.0%

APPENDIX I TABLE E-6
AVERAGE ANNUAL WORKER COMPENSATION, 2014
SERVICES TO HOUSEHOLDS EARNING \$150,000 AND UP
RESIDENTIAL NEXUS ANALYSIS
CITY OF CONCORD

WORKING DRAFT FOR REVIEW BY STAFF

Occupation ³	2014 Avg. Compensation ¹	% of Total Occupation Group ²	% of Total Households Earning \$150,000 AND UP Workers
<i>Page 2 of 4</i>			
<i>Education, Training, and Library Occupations</i>			
Vocational Education Teachers, Postsecondary	\$59,500	4.6%	0.2%
Preschool Teachers, Except Special Education	\$36,000	11.5%	0.5%
Elementary School Teachers, Except Special Education	\$72,200	8.2%	0.3%
Middle School Teachers, Except Special and Career/Technical Education	\$68,100	3.8%	0.2%
Secondary School Teachers, Except Special and Career/Technical Education	\$70,900	5.7%	0.2%
Self-Enrichment Education Teachers	\$47,600	11.5%	0.5%
Teachers and Instructors, All Other, Except Substitute Teachers	\$63,700	7.6%	0.3%
Substitute Teachers	\$39,500	4.3%	0.2%
Teacher Assistants	\$31,200	14.3%	0.6%
All Other Education, Training, and Library Occupations (Avg. All Categories)	<u>\$50,200</u>	<u>28.5%</u>	<u>1.2%</u>
Weighted Mean Annual Wage	\$50,200	100.0%	4.2%
<i>Healthcare Practitioners and Technical Occupations</i>			
Pharmacists	\$134,600	4.2%	0.3%
Physicians and Surgeons, All Other	\$203,100	3.9%	0.2%
Registered Nurses	\$122,500	29.1%	1.8%
Dental Hygienists	\$97,200	4.6%	0.3%
Pharmacy Technicians	\$50,500	5.6%	0.3%
Licensed Practical and Licensed Vocational Nurses	\$62,900	9.0%	0.6%
All Other Healthcare Practitioners and Technical Occupations (Avg. All Categories)	<u>\$110,200</u>	<u>43.6%</u>	<u>2.7%</u>
Weighted Mean Annual Wage	\$110,200	100.0%	6.1%
<i>Healthcare Support Occupations</i>			
Home Health Aides	\$31,800	24.6%	0.9%
Nursing Assistants	\$36,000	29.8%	1.1%
Massage Therapists	\$53,900	4.4%	0.2%
Dental Assistants	\$41,300	11.6%	0.4%
Medical Assistants	\$41,200	14.5%	0.6%
All Other Healthcare Support Occupations (Avg. All Categories)	<u>\$37,300</u>	<u>15.1%</u>	<u>0.6%</u>
Weighted Mean Annual Wage	\$37,300	100.0%	3.8%
<i>Food Preparation and Serving Related Occupations</i>			
First-Line Supervisors of Food Preparation and Serving Workers	\$30,800	6.9%	0.9%
Cooks, Fast Food	\$20,300	4.1%	0.5%
Cooks, Restaurant	\$24,700	8.6%	1.1%
Food Preparation Workers	\$21,500	6.9%	0.9%
Bartenders	\$21,900	7.2%	0.9%
Combined Food Preparation and Serving Workers, Including Fast Food	\$21,100	24.7%	3.2%
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	\$22,000	3.8%	0.5%
Waiters and Waitresses	\$22,700	19.7%	2.5%
Dining Room and Cafeteria Attendants and Bartender Helpers	\$19,300	3.1%	0.4%
Dishwashers	\$21,400	4.0%	0.5%
All Other Food Preparation and Serving Related Occupations (Avg. All Categories)	<u>\$22,600</u>	<u>11.0%</u>	<u>1.4%</u>
Weighted Mean Annual Wage	\$22,600	100.0%	12.8%

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Occupation ³	2014 Avg. Compensation ¹	% of Total Occupation Group ²	% of Total Households Earning \$150,000 AND UP Workers
<i>Building and Grounds Cleaning and Maintenance Occupations</i>			
First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	\$50,200	3.4%	0.1%
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$31,100	45.4%	1.5%
Maids and Housekeeping Cleaners	\$31,900	12.8%	0.4%
Landscaping and Groundskeeping Workers	\$32,000	30.9%	1.0%
All Other Building and Grounds Cleaning and Maintenance Occupations (Avg. All Categories)	<u>\$32,200</u>	<u>7.4%</u>	<u>0.2%</u>
Weighted Mean Annual Wage	\$32,200	100.0%	3.3%
<i>Personal Care and Service Occupations</i>			
First-Line Supervisors of Personal Service Workers	\$40,100	3.6%	0.3%
Nonfarm Animal Caretakers	\$26,400	5.3%	0.4%
Amusement and Recreation Attendants	\$22,000	3.3%	0.2%
Hairdressers, Hairstylists, and Cosmetologists	\$30,100	14.9%	1.1%
Manicurists and Pedicurists	\$20,600	3.6%	0.3%
Childcare Workers	\$23,200	11.1%	0.8%
Personal Care Aides	\$22,000	31.0%	2.2%
Fitness Trainers and Aerobics Instructors	\$50,500	7.0%	0.5%
Recreation Workers	\$28,000	5.1%	0.4%
All Other Personal Care and Service Occupations (Avg. All Categories)	<u>\$27,300</u>	<u>15.0%</u>	<u>1.1%</u>
Weighted Mean Annual Wage	\$27,300	100.0%	7.1%
<i>Sales and Related Occupations</i>			
First-Line Supervisors of Retail Sales Workers	\$48,200	8.7%	1.2%
Cashiers	\$25,900	24.4%	3.3%
Counter and Rental Clerks	\$32,700	5.1%	0.7%
Retail Salespersons	\$28,800	33.6%	4.5%
Insurance Sales Agents	\$86,900	3.3%	0.4%
Securities, Commodities, and Financial Services Sales Agents	\$85,600	4.7%	0.6%
Sales Representatives, Services, All Other	\$76,200	4.4%	0.6%
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific	\$70,000	5.2%	0.7%
Real Estate Sales Agents	\$38,800	2.8%	0.4%
All Other Sales and Related Occupations (Avg. All Categories)	<u>\$39,900</u>	<u>7.8%</u>	<u>1.0%</u>
Weighted Mean Annual Wage	\$39,900	100.0%	13.4%
<i>Office and Administrative Support Occupations</i>			
First-Line Supervisors of Office and Administrative Support Workers	\$63,300	6.7%	1.1%
Bookkeeping, Accounting, and Auditing Clerks	\$45,200	7.5%	1.2%
Customer Service Representatives	\$42,800	11.3%	1.8%
Receptionists and Information Clerks	\$35,700	7.3%	1.2%
Stock Clerks and Order Fillers	\$29,600	9.8%	1.6%
Executive Secretaries and Executive Administrative Assistants	\$63,500	3.4%	0.5%
Medical Secretaries	\$44,000	3.0%	0.5%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	\$43,000	10.9%	1.8%
Office Clerks, General	\$37,800	13.7%	2.2%
All Other Office and Administrative Support Occupations (Avg. All Categories)	<u>\$42,500</u>	<u>26.4%</u>	<u>4.3%</u>
Weighted Mean Annual Wage	\$42,500	100.0%	16.3%

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Occupation ³	2014 Avg. Compensation ¹	% of Total Occupation Group ²	% of Total Households Earning \$150,000 AND UP Workers
<i>Installation, Maintenance, and Repair Occupations</i>			
First-Line Supervisors of Mechanics, Installers, and Repairers	\$81,900	7.8%	0.3%
Telecommunications Equipment Installers and Repairers, Except Line Installers	\$65,100	3.1%	0.1%
Automotive Body and Related Repairers	\$49,400	7.0%	0.3%
Automotive Service Technicians and Mechanics	\$50,800	21.3%	0.8%
Bus and Truck Mechanics and Diesel Engine Specialists	\$61,600	3.7%	0.1%
Maintenance and Repair Workers, General	\$45,900	30.8%	1.2%
All Other Installation, Maintenance, and Repair Occupations (Avg. All Categories)	<u>\$53,100</u>	<u>26.2%</u>	<u>1.0%</u>
Weighted Mean Annual Wage	\$53,100	100.0%	3.9%
<i>Production Occupations</i>			
First-Line Supervisors of Production and Operating Workers	\$71,700	5.6%	0.1%
Team Assemblers	\$32,300	7.9%	0.2%
Assemblers and Fabricators, All Other	\$32,500	3.6%	0.1%
Bakers	\$31,100	5.1%	0.1%
Butchers and Meat Cutters	\$34,800	6.7%	0.1%
Laundry and Dry-Cleaning Workers	\$24,100	18.3%	0.4%
Pressers, Textile, Garment, and Related Materials	\$24,900	6.5%	0.1%
Inspectors, Testers, Sorters, Samplers, and Weighers	\$46,500	4.1%	0.1%
Packaging and Filling Machine Operators and Tenders	\$31,800	3.3%	0.1%
Painters, Transportation Equipment	\$51,100	3.3%	0.1%
Helpers--Production Workers	\$30,600	4.3%	0.1%
All Other Production Occupations (Avg. All Categories)	<u>\$34,400</u>	<u>31.3%</u>	<u>0.6%</u>
Weighted Mean Annual Wage	\$34,400	100.0%	2.0%
<i>Transportation and Material Moving Occupations</i>			
Bus Drivers, School or Special Client	\$36,100	5.2%	0.3%
Driver/Sales Workers	\$30,700	6.6%	0.4%
Heavy and Tractor-Trailer Truck Drivers	\$46,200	13.6%	0.8%
Light Truck or Delivery Services Drivers	\$36,300	10.2%	0.6%
Taxi Drivers and Chauffeurs	\$27,100	3.0%	0.2%
Parking Lot Attendants	\$26,300	5.4%	0.3%
Industrial Truck and Tractor Operators	\$48,100	3.5%	0.2%
Cleaners of Vehicles and Equipment	\$25,400	7.3%	0.4%
Laborers and Freight, Stock, and Material Movers, Hand	\$31,400	21.6%	1.3%
Packers and Packagers, Hand	\$24,100	6.6%	0.4%
All Other Transportation and Material Moving Occupations (Avg. All Categories)	<u>\$33,800</u>	<u>17.1%</u>	<u>1.0%</u>
Weighted Mean Annual Wage	\$33,800	100.0%	5.8%

89.9%

¹ The methodology utilized by the California Employment Development Department (EDD) assumes that hourly paid employees are employed full-time. Annual compensation is calculated by EDD by multiplying hourly wages by 40 hours per work week by 52 weeks.

² Occupation percentages are based on the 2014 National Industry - Specific Occupational Employment survey compiled by the Bureau of Labor Statistics. Wages are based on the 2013 Occupational Employment Survey data applicable to Contra Costa and Alameda counties, updated by the California Employment Development Department to 2014 wage levels.

³ Including occupations representing 3% or more of the major occupation group

APPENDIX II: RESIDENTIAL VALUES – MARKET AND AFFORDABLE

In this Appendix, KMA describes the residential building prototypes utilized for the analysis, summarizes the residential market data researched, and describes the market price point conclusions drawn therefrom. This Appendix also contains a description and documentation of the affordability gaps, which are used to calculate the total nexus cost.

A. MARKET SURVEY AND PROTOTYPES

One of the underlying components of the Residential Nexus Study is the identification of residential building prototypes that are expected to be developed in the City of Concord, both today and in the future, and what the market prices or rents for those prototypes will be. These market prices are then used to estimate the incomes of new households that will live in those units and a quantification of the number and types of new jobs that will be created as a result of those households. Selected prototypes were also used in the Financial Feasibility Analysis in Appendix III.

I. Residential Prototypes

A total of five market rate residential prototypes were selected by KMA and City staff for market pricing – three for-sale prototypes and two rental prototypes. The prototypes were based on the City’s development pipeline, discussions with active developers and brokers, market surveys and other materials. The intent of the selected prototypes is to identify representative development prototypes that are envisioned to be developed in Concord in the future. The prototypes are intended to reflect the range of average or typical residential projects in the Concord market rather than any specific project.

It is noted that not all prototypes are being built in Concord at this time, as the residential market is still recovering from the Recession. For example, the City has not seen new rental units in several years. However, Concord expects to see new rental development in the near future. See Appendix III for more discussion on the feasibility of new residential development types.

Market Rate Residential Prototypes		
	<i>Lot Size / Density</i>	<i>Avg. Unit Size*</i>
<i>For-Sale Prototypes</i>		
1) Single Family Detached Homes	7-10,000 sq. ft.	2,800 sq. ft.
2) Small-lot Single Family / Townhomes	10-12 du/acre	1,800 sq. ft.
3) Condominiums	55 du/acre	1,100 sq. ft.
<i>Rental Prototypes</i>		
4) Higher Density Apartments	100 du/acre	800 sq. ft.
5) Medium Density Apartments	30 du/acre	950 sq. ft.

Source: KMA in collaboration with City of Concord.

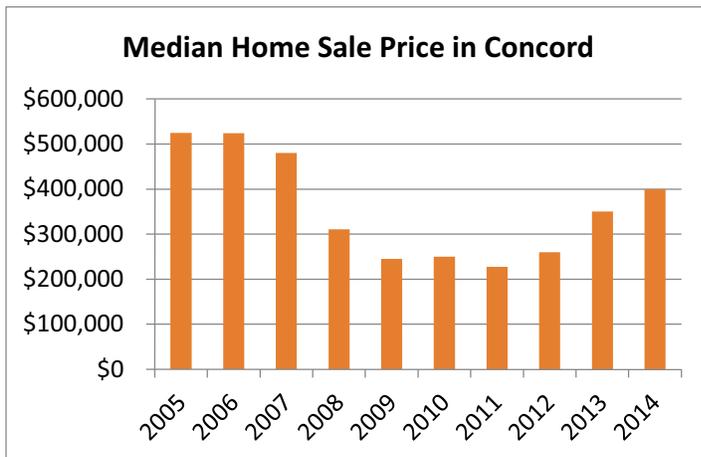
II. Market Survey & Pricing Estimates

a) Residential Building Activity

The housing market in Concord was severely impacted by the Great Recession, and pieces of it are still recovering. Single family detached development has returned, with several projects recently sold or in the planning stages. The City has not seen any activity in the condominium market, however, as sales prices have not recovered to the point necessary to support the higher construction costs. No new rental project has been built since the recession, but there are a few in the planning stages, including one that has a completed application. A more complete discussion about the financial feasibility of new development is contained in Appendix III.

Overview of For-Sale Market

The chart below shows the median home sale price (single family and multi-family) from 2005 through 2014. Between 2007 and 2008, there was a 35% drop in the median home price. Prices continued to decline until 2011, when the median home price hit a low of \$227,500. By 2014, the market had recovered to a median sale price of \$400,000.



Source: Dataquick

The median home price in Concord continued to rise through 2015, reaching \$416,000 in December 2015. The median home price is a blend of all units, detached and multi-family, old and new. The sales price for new units would be expected to be higher.

b) Recent Home Prices of Newer Units

At the time of the market survey, there were two new for-sale projects being marketed in Concord – Laurel Ranch by Lenox Homes and Copperleaf by Discovery / Senna Homes. As a

proxy for new home sales, KMA analyzed recent resale prices of homes built since 2005 and resold between 2013 and 2015.

Appendix II Tables 1 and 2 present sales data for recently built single family homes, sorted by lot size. KMA selected projects that are examples of the prototypes. Note that unit sizes do not include garage space (for single family units).

c) For-Sale Prototype Price Estimates

The resale pricing of newer home developments combined with input from City staff and local developers formed the basis for KMA’s prototype price estimates. Because there are no recent condominium projects in Concord, KMA estimated a market price based on sales trends for the detached products, our experience with condominiums in other jurisdictions, and discussion with City staff and local developers. KMA notes that the estimated current pricing of the condominium is not sufficient to support new development; therefore, we would expect to see higher prices when this market returns. The prototype pricing estimates took into consideration the following factors:

- In general, newly built homes sell for a premium over re-sales, all else being equal;
- Typically, larger homes sell for a higher total price but a lower price per square foot than smaller homes.
- Condominiums are assumed to be located in the Downtown Core, with close proximity to BART.

The exhibit below summarizes KMA’s conclusions regarding current for-sale prototype unit size and pricing.

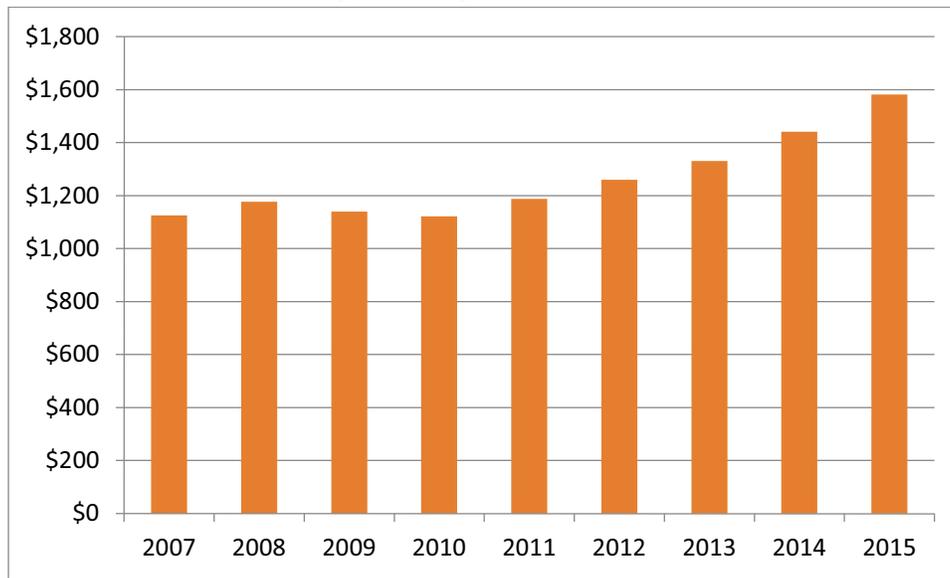
For-Sale Prototype Price Estimates			
	Net Unit Size	Price	Price PSF
Prototype 1: Single Family Detached Homes	2,800 sf	\$850,000	\$304
Prototype 2: Small Lot Single Family / Townhomes	1,800 sf	\$600,000	\$333
Prototype 3: Condominium	1,100 sf	\$450,000	\$409

Source: KMA market study in collaboration with the City of Concord.

d) Rental Housing Market

In general, the apartment market throughout the Bay Area has experienced increasingly healthy conditions in the last few years, evidenced by rising rents and high occupancy rates. According to apartment market data source RealFacts, average apartment rents in Concord are in the mid-range for Contra Costa County. However, occupancy in Concord is the highest in the County, and rent growth over the past year was second highest in the County after Martinez. Between 2011 and 2015, rents have increased 34%.

Average Asking Rents in Concord



Source: RealFacts.

The average rents published by RealFacts, however, are influenced by the age of the projects included in the survey. In Concord, the average age of the apartments tracked by RealFacts is over 40 years old. Almost half of the projects included in the survey were built in the 1960s. New units would be expected to rent at a premium to these units.

Appendix II Table 3 provides an overview of rental rates in newer Concord apartments. It also provides rents for Iron Horse, an apartment project at the Pleasant Hill BART. There are two newer apartment buildings in downtown Concord – Park Central and Renaissance Square. Park Central was built in 2004 and is four stories with 259 units. The units range from around 600 square feet to 1,500 square feet, with an average of 930 square feet per unit. Rents at the time of the market survey were in \$2.00 - \$3.50 per square foot range, with an average of \$2.90, or \$2,475 per unit.

Renaissance Square was built in 2008 as condominium units; the units are in the 1,200 – 1,450 square foot range, averaging around 1,290 square feet. At the time of the market survey, these units were renting in the range of \$2.20 - \$3.20 per square foot, or \$2,600 - \$4,300 per unit. Both of the newer projects downtown have units that are larger than the High Density prototype, which has an average unit size of 800 square feet. Therefore, rents per square foot at the prototype project would be expected to be higher than at the existing projects.

Outside of the downtown, rents are generally lower, due both to the location and the age of the units. Crossroads, an apartment project on Clayton Road at Ygnacio Valley Road, has units in the 650 – 850 square foot range renting for \$2.50 - \$3.50 per square foot. Bloomfield Apartments, a small project in the Monument/Detroit area, and Palm Terrace, condominiums on

Monument Boulevard, are renting for less than \$2.00 per square foot. The rents for a new apartment building outside of the downtown would likely be higher than what is available today.

e) Rental Prototypes Rent Estimates

The table below presents KMA’s unit size and rent estimates for the Concord rental prototypes. The prototype pricing estimates took into consideration the following factors:

- In general, newly built units rent for a premium over older units, all else being equal;
- Typically, larger units have a higher total rent but a lower rent per square foot than smaller homes.
- Rents will be higher in the Downtown Core.

Rental Prototype Rent Estimates			
	<i>Net Sq. Ft.</i>	<i>Rent/Month</i>	<i>Rent/Net Sq. Ft.</i>
Prototype 4: Higher Density Apartment	800 sf	\$2,400	\$3.00
Prototype 5: Medium Density Apartment	950 sf	\$2,375	\$2.50

Source: KMA survey.

III. Market Survey Conclusions

A full description of the prototypes, including examples of recent developments, average unit sizes, bedroom mix, parking ratios, and densities are shown in Appendix II Table 4. The prototypes are the starting point of the nexus analysis.

B. AFFORDABILITY GAPS

A key component of the nexus analysis is the size of the gap between what households can afford and the cost of producing new housing in Concord, known as the “affordability gap.” In this section, we document the calculation of the affordability gaps used in the nexus analysis.

I. Affordable Housing Prototypes

For estimating the affordability gap, there is a need to match a household of each income level with a unit type and size according to governmental regulations and City practices and policies. Typically, rental units are produced for households in the Extremely Low (less than 30% of median income), Very Low (30 - 50% of median income) and Low (50 – 80% of median income) income categories, and ownership units are produced for households in the Moderate (80% - 120% of median income) income category.

To estimate the cost of developing new affordable units in Concord, KMA reviewed recent development pro forma created by MidPen Housing, Eden Housing and Resources for Community Development for affordable rental housing developments in Contra Costa and

Alameda Counties. KMA estimates that, on average, the new affordable rental units have 2.0 bedrooms.

There are no new affordable ownership projects in Concord; KMA estimated development costs based on the rental development, recognizing that ownership units, which tend to be larger, would likely be more expensive to build than rental units. The cost to develop ownership housing, therefore, is a conservative estimate. The affordable ownership units are assumed to be condominium units with a mix of unit sizes also averaging 2.0 bedrooms per unit.

The analysis assumes that tax credit financing is available for the rental income units. The level of tax credit equity per unit represents a blend of 4% and 9% tax credit projects, based on the sample pro formas and tax credit applications reviewed.

II. Affordable Rent Levels

Affordable rent levels are a function of the income level for which the unit is aimed to be affordable. KMA utilized the maximum rents published by the California Tax Credit Allocation Committee (CTCAC). The published rents include utilities, so KMA subtracted out a utility allowance calculated using the 2015 schedule published by the Contra Costa County Housing Authority. The two-bedroom Extremely Low Income unit is assumed to rent for \$559, the Very Low Income unit is assumed to rent for \$978 per month and the Low Income unit for \$1,187, after utilities. See Appendix II Table 5 for more detail on the calculation of these rent levels.

III. Affordable Sales Price

For the ownership unit affordable to Moderate Income households, KMA estimated the sales price for a 2-bedroom unit sold to a 3-person household earning 110% of median. The City's methodology assumes a household spends 35% of its income on housing. KMA estimated that HOA dues, insurance and maintenance are \$300 per month and utilities are estimated based on Contra Costa County Housing Authority utility allowances. KMA assumes that the household acquires a mortgage with 5% down and a 5.03% interest rate. The maximum affordable sales price for a 2-bedroom unit at 110% of Area Median Income is \$371,000. The calculations are shown on Appendix II Table 6.

IV. Affordability Gaps

For the ownership units, the affordability gap is the amount of subsidy dollars required to bridge the difference between total development costs and the value of the affordable unit. The unit value of an affordable ownership unit is the affordable sales price.

For the rental units, the affordability gap is calculated slightly differently because we assume that these units will receive tax credit financing. For these units, KMA estimates the total

sources of funds (including permanent debt, tax credits and a deferred developer fee) and compares that to the total development costs; the difference is the affordability gap, or the amount of additional subsidy dollars necessary to make the project feasible.

a) Development Costs

For the purposes of the nexus analysis, KMA prepared an estimate of total development cost for typical affordable rental units. Total development costs include land, direct construction, all fees and permits, financing and other indirect costs, including profit. KMA drew this estimate from the total costs in the development pro forma for the recent and proposed tax credit projects in the East Bay, which ranged from about \$375,000 per unit to almost \$600,000 per unit. KMA estimated that a typical new affordable rental unit has total development costs of \$450,000 per unit.

The City has not recently assisted with the development of affordable ownership units. For the purposes of this analysis, therefore, KMA used the affordable rental unit as a proxy for ownership units. This likely underestimates the cost of new ownership units, as they tend to be larger than rental units. In addition, the financial feasibility analysis in Appendix III indicates that market rate condominiums selling for \$450,000 do not recoup their development costs. Therefore, for many new developments, particularly City-assisted developments, total development costs are likely to be higher than those estimated here. The conservative estimate of development costs results in a lower supportable nexus amount.

b) Unit Values

To calculate the value of the restricted rental units, KMA first estimated the Net Operating Income generated by the units. The first step is to convert monthly gross rent to an annual gross rent by multiplying by twelve; annual gross rent is then adjusted for vacancy rates during turnover, and then operating costs are netted out. Lost income due to vacancy is estimated at 5% of gross rents. Operating costs cover management, property taxes, and certain other expenses. Based on the pro formas reviewed, operating expenses are estimated at \$8,000 per unit per year including replacement reserves but excluding property taxes. The rental units are assumed to be owned by a non-profit general partner and therefore exempt from property taxes. Net Operating Income is calculated by netting out vacancy, operating costs and property taxes from the gross income generated by the unit.

The Net Operating Income is used to estimate the amount of permanent debt the project can support, given the following underwriting assumptions: 5.5% interest for 30 years with a 1.4 debt coverage ratio. Additional sources of funds include the market value of the tax credits (estimated at \$180,000 per unit based on a blend of 4% and 9% projects). Altogether, these Sources of Funds total \$164,000 for the Extremely Low income unit, \$214,000 per Very Low income unit and \$239,000 per Low Income unit.

For the Moderate Income units, the unit value is the affordable sales price, or \$371,000.

The results are summarized below and also referenced in Appendix II Tables 5 and 6.

Supported Unit Values		
	<i>Net Operating Income</i>	<i>Unit Value</i>
Extremely Low Income	(\$1,532) per year	\$164,000*
Very Low Income	\$3,244 per year	\$214,000*
Low Income	\$5,627 per year	\$239,000*
Moderate Income	n/a	\$371,000

*Total Sources of Funds, which includes permanent debt and tax credits.

Source: KMA

As shown in the tables above and below, the affordable units do not generate enough value to cover the total development costs of the unit. The resulting gap between unit value and development costs is referred to as the Affordability Gap.

c) Affordability Gaps

The affordability gap conclusions are presented in Appendix II Tables 5 and 6, and summarized below.

Affordability Gaps			
<i>Income Level</i>	<i>Unit Value</i>	<i>Development Cost</i>	<i>Affordability Gap</i>
Extremely Low Income	\$164,000	\$450,000	\$286,000
Very Low Income	\$214,000		\$236,000
Low Income	\$239,000		\$211,000
Moderate Income	\$371,000		\$79,000

Source: KMA

These affordability gaps represent the required subsidy per affordable unit, by income level. They are entered into the nexus analysis to calculate the maximum supported impact fees.

APPENDIX II TABLE 1
 LARGE LOT SINGLE FAMILY DETACHED SALES
 RESIDENTIAL VALUES: MARKET AND AFFORDABLE
 CITY OF CONCORD, CA

WORKING DRAFT FOR CITY REVIEW

Homes Built 2005-2015, Sold January 2013-August 2015, except where noted.

<u>Address</u>	<u>Sale Date</u>	<u>Built</u>	<u>Bed</u>	<u>Bath</u>	<u>SF</u>	<u>Lot Size</u>	<u>Price</u>	<u>Price/SF</u>
Laurel Ranch								
<i>Single Family Detached - Large Lot</i>								
1870 Laurel Pl	10/15/2014	2014	3	4	3,042	n/a	\$ 892,000	\$ 293
4919 Laurel Dr	10/20/2014	2014	3	4	2,944	n/a	\$ 889,000	\$ 302
4911 Laurel Dr	10/21/2014	2014	3	4	3,042	n/a	\$ 898,000	\$ 295
1861 Laurel Pl	04/19/2015	2014	3	4	2,944	n/a	\$ 944,500	\$ 321
1851 Laurel Pl	04/28/2015	2014	3	4	3,042	n/a	\$ 909,500	\$ 299
1871 Laurel Pl	05/01/2015	2014	3	4	2,944	n/a	\$ 945,000	\$ 321
1860 Laurel Pl	06/16/2015	2014	3	4	2,944	n/a	\$ 953,000	\$ 324
1880 Laurel Pl	06/23/2015	2014	3	4	3,042	n/a	\$ 960,500	\$ 316
Average			3	4	2,993		\$ 923,938	\$ 309
Copperleaf								
<i>Single Family Detached- Large Lot</i>								
							<u>List Price</u>	
1710 Copperleaf	for sale	2015	4	2	2,221	9,525	\$ 749,900	\$ 338
1750 Copperleaf	for sale	2015	4	2	2,221	10,890	\$ 749,900	\$ 338
1725 Copperleaf	for sale	2015	4	3	2,946	8,583	\$ 839,900	\$ 285
1730 Copperleaf	for sale	2015	4	2.5	3,350	9,555	\$ 874,900	\$ 261
1715 Copperleaf	for sale	2015	5	3	3,424	8,583	\$ 902,875	\$ 264
1755 Copperleaf	for sale	2015	4	3	2,946	10,459	\$ 839,900	\$ 285
Other Large Lot Single Family Detached (Lot>7,000 SF)								
5216 Skyler Ct	02/06/2013	2012	4	5	3,252	12,354	\$ 747,000	\$ 230
5213 Skyler Ct	04/04/2014	2010	4	5	2,956	10,903	\$ 565,000	\$ 191
5212 Skyler Ct	10/03/2014	2010	3	5	3,142	10,143	\$ 768,000	\$ 244
5209 Skyler Ct	03/26/2015	2009	4	4	3,413	11,707	\$ 865,000	\$ 253
1024 Peppermill Ct	03/10/2014	2013	3	5	3,680	15,725	\$ 962,000	\$ 261
1032 Peppermill Ct	12/17/2013	2013	3	5	3,643	20,647	\$ 932,000	\$ 256
1040 Peppermill Ct	02/11/2014	2013	3	5	3,672	22,000	\$ 904,500	\$ 246
1602 American Beauty Dr	08/07/2014	2013	3	3	2,853	18,252	\$ 825,000	\$ 289
1608 American Beauty Dr	08/12/2014	2013	3	3	2,853	17,206	\$ 815,000	\$ 286
1938 Holly Creek Pl	12/09/2013	2013	4	4	3,057	24,263	\$ 970,000	\$ 317
1944 Holly Creek Pl	03/27/2015	2014	4	4	3,281	21,693	\$ 1,010,000	\$ 308
5175 Crystyl Ranch Dr	01/21/2014	2013	4	5	3,920	9,148	\$ 924,500	\$ 236
5181 Crystyl Ranch Dr	04/17/2014	2013	4	5	3,920	7,884	\$ 925,000	\$ 236
5187 Crystyl Ranch Dr	08/09/2013	2005	4	5	3,584	7,710	\$ 700,000	\$ 195
4364 Rose Ln	03/25/2015	2006	4	3	3,650	32,300	\$ 949,000	\$ 260
4377 Rose Ln	12/09/2014	2014	3	4	2,728	20,000	\$ 900,000	\$ 330
4303 Vista Kellyoaks	10/25/2013	2006	5	3	3,801	16,595	\$ 1,050,000	\$ 276
4300 Vista Kellyoaks	09/23/2014	2006	5	5	3,942	24,316	\$ 1,075,000	\$ 273
1429 David Ave	03/05/2014	2007	3	4	3,004	9,453	\$ 740,000	\$ 246
1017 Ayers Rd	02/05/2014	2005	3	3	2,561	7,187	\$ 575,000	\$ 225
1935 Judith Pl	08/20/2013	2005	5	3	4,953	20,038	\$ 1,114,000	\$ 225
Average, Large Lot			3.5	4.1	3,304	16,168	\$ 886,466	\$ 271

Source: ListSource, redfin.com, August 2015.

APPENDIX II TABLE 2
 SMALL LOT SINGLE FAMILY DETACHED SALES
 RESIDENTIAL VALUES: MARKET AND AFFORDABLE
 CITY OF CONCORD, CA

WORKING DRAFT FOR CITY REVIEW

Homes Built 2005-2015, Sold January 2013-August 2015, except where noted.

<u>Address</u>	<u>Sale Date</u>	<u>Built</u>	<u>Bed</u>	<u>Bath</u>	<u>SF</u>	<u>Lot Size</u>	<u>Price</u>	<u>Price/SF</u>
Wisteria								
<i>Single Family Detached - Small Lot</i>								
2618 Wisteria Way	05/28/2013	2012	4	3	1,740	1,933	\$ 398,000	\$ 229
2620 Wisteria Way	05/28/2013	2012	4	3	1,777	1,870	\$ 384,000	\$ 216
2624 Wisteria Way	06/23/2015	2013	4	3	1,777	1,870	\$ 510,000	\$ 287
2626 Wisteria Way	06/23/2015	2013	4	3	1,810	2,642	\$ 515,000	\$ 285
1913 Beach St	07/13/2015	2014	4	3	1,729	1,815	\$ 519,500	\$ 300
1915 Beach St	07/15/2015	2014	4	3	1,729	2,697	\$ 521,500	\$ 302
Average			4	3	1,760	2,138	\$ 474,667	\$ 270
Resales								
2631 Wisteria Way	11/12/2013	2007	3	3	1,776	1,830	\$ 455,000	\$ 256
2637 Wisteria Way	03/21/2014	2007	4	3	1,729	1,588	\$ 435,500	\$ 252
2641 Wisteria Way	05/21/2015	2007	3	3	1,776	2,137	\$ 505,000	\$ 284
2639 Wisteria Way	06/05/2015	2007	4	3	1,729	1,918	\$ 525,000	\$ 304
Average			3.5	3	1,753	1,868	\$ 480,125	\$ 274
Hidden Grove								
<i>Single Family Detached - Small Lot</i>								
3908 Hidden Grove Ln	01/23/2013	2005	3	4	2,086	3,666	\$ 350,000	\$ 168
3902 Hidden Grove Ln	02/28/2013	2005	3	4	2,287	3,426	\$ 385,500	\$ 169
3941 Hidden Grove Ln	04/22/2013	2005	3	4	2,287	3,181	\$ 485,000	\$ 212
3925 Hidden Grove Ln	06/19/2013	2005	3	4	2,287	3,939	\$ 488,000	\$ 213
3936 Hidden Grove Ln	12/02/2013	2005	3	4	2,287	4,127	\$ 485,000	\$ 212
3940 Hidden Grove Ln	07/29/2014	2005	3	4	2,287	3,862	\$ 498,000	\$ 218
3946 Hidden Grove Ln	08/05/2014	2005	3	4	2,287	3,589	\$ 505,000	\$ 221
3939 Hidden Grove Ln	03/02/2015	2005	3	4	2,233	3,427	\$ 519,000	\$ 232
Average			3	4	2,255	3,652	\$ 464,438	\$ 206
Trailside / Sendera								
<i>Duets & Townhomes - Noted as Example for Coast Guard Site</i>								
1607 Trailside Cir	04/02/2013	2009	3	3	1,260	888	\$ 328,000	\$ 260
1407 Trailside Cir	07/16/2013	2009	3	3	1,260	888	\$ 365,000	\$ 290
1503 Trailside Cir	09/03/2013	2009	3	3	1,260	888	\$ 390,000	\$ 310
1309 Trailside Cir	10/29/2013	2009	3	3	1,332	888	\$ 410,000	\$ 308
1409 Trailside Cir	11/14/2013	2009	3	3	1,332	1,041	\$ 415,000	\$ 312
1703 Trailside Cir	01/14/2014	2008	3	3	1,260	888	\$ 385,000	\$ 306
1303 Trailside Cir	01/14/2014	2009	3	3	1,260	888	\$ 390,000	\$ 310
1311 Trailside Cir	05/16/2014	2009	3	3	1,832	1,325	\$ 490,000	\$ 267
2754 Trailside Ln	06/20/2014	2007	3	3	1,566	3,682	\$ 490,000	\$ 313
1307 Trailside Cir	06/20/2014	2009	3	3	1,260	888	\$ 405,000	\$ 321
1403 Trailside Cir	08/26/2014	2009	3	3	1,260	888	\$ 415,000	\$ 329
1609 Trailside Cir	09/19/2014	2009	3	3	1,332	1,021	\$ 435,000	\$ 327
1211 Trailside Cir	10/10/2014	2009	3	3	1,332	888	\$ 420,000	\$ 315
1203 Trailside Cir	02/18/2015	2009	3	3	1,332	888	\$ 459,000	\$ 345
1605 Trailside Cir	03/18/2015	2009	3	3	1,332	888	\$ 475,000	\$ 357
1305 Trailside Cir	06/17/2015	2009	3	3	1,332	888	\$ 480,000	\$ 360
Average			3	3	1,346	1,108	\$ 422,000	\$ 314
Tapestry Lane								
<i>Single Family Detached - Noted as Example for Coast Guard Site</i>								
1304 Tapestry Ln	12/02/2013	2005	3	4	2,108	2,184	\$ 395,000	\$ 187
1322 Tapestry Ln	07/10/2013	2005	3	4	1,646	2,014	\$ 304,000	\$ 185
1308 Tapestry Ln	06/18/2013	2005	3	4	2,108	2,478	\$ 415,000	\$ 197
1333 Tapestry Ln	01/23/2013	2005	3	3	1,414	1,794	\$ 277,500	\$ 196
Average			3	3.75	1,819	2,118	\$ 347,875	\$ 191

Source: ListSource, redfin.com, August 2015.

**APPENDIX II TABLE 3
ASKING RENTS IN NEWER APARTMENT BUILDINGS
RESIDENTIAL VALUES: MARKET AND AFFORDABLE
CITY OF CONCORD, CA**

WORKING DRAFT FOR CITY REVIEW

	<u>Net Sq. Ft.</u>	<u>Low Rent</u>	<u>High Rent</u>	<u>Low \$/SF</u>	<u>High \$/SF</u>
Park Central	<i>Downtown. Built 2004 (Four stories, 259 units)</i>				
One Bedroom	610	\$2,117	\$2,439	\$3.47	\$4.00
One Bedroom	748	\$2,239	\$2,602	\$2.99	\$3.48
Two Bedroom	1,112	\$2,339	\$2,479	\$2.10	\$2.23
Two Bedroom	1,102	\$2,513	\$2,584	\$2.28	\$2.34
Two Bedroom	1,440	\$2,611		\$1.81	
Two Bedroom	1,126	\$2,735	\$2,880	\$2.43	\$2.56
Three Bedroom	1,480	\$2,868	\$2,893	\$1.94	\$1.95
Weighted Average ¹	931	\$2,475		\$2.90	
Renaissance Square (Ph. 1)²	<i>Downtown. Built as Condos in 2008 (Four stories, 136 units)</i>				
One Bedroom	1,217	\$2,692	\$3,130	\$2.21	\$2.57
One Bedroom	1,204	\$2,741	\$3,376	\$2.28	\$2.80
Two Bedroom	1,201	\$3,081	\$3,897	\$2.57	\$3.24
Two Bedroom	1,438	\$3,402	\$4,308	\$2.37	\$3.00
Weighted Average ³	1,287	\$3,466		\$2.69	
Palm Terrace	<i>Monument Blvd. near Cowell. Built as Condos (Two stories)</i>				
One Bedroom	623	\$1,595		\$2.56	
Two Bedroom	1,016	\$1,995		\$1.96	
Three Bedroom	1,152	\$2,175		\$1.89	
Four Bedroom	1,501	\$2,475		\$1.65	
Bloomfield Apartments	<i>Monument / Detroit Area</i>				
Two Bedroom	854	\$1,550		\$1.81	
Crossroads	<i>5378 Clayton Road @ Ygnacio Valley Road</i>				
One Bedroom	625	\$1,635	\$2,235	\$2.62	\$3.58
One Bedroom	674	\$1,705	\$2,240	\$2.53	\$3.32
Two Bedroom	825	\$2,095	\$2,885	\$2.54	\$3.50
Two Bedroom	852	\$2,160	\$3,025	\$2.54	\$3.55
Iron Horse Park (Pleasant Hill)	<i>Coggins Drive; 0.4 miles from BART</i>				
Two Bedroom	937	\$2,920		\$3.12	
Two Bedroom	928	\$2,575		\$2.77	
Studio	415	\$1,755		\$4.23	

1. Weighted based on unit mix (54% 1BR, 41% 2BR, 5% 3BR).

2. Unit sizes are the midpoint of the range of unit sizes for each apartment configuration.

3. Weighting based on unit mix from planning documents @ 30% 1BR, 70% 2BRs.

Sources: RealFacts, Apartment Guide, Developer websites, zillow.com, craigslist.org, curbed.com, apartments.com. August/September 2015.

**APPENDIX II TABLE 4
MARKET RATE RESIDENTIAL PROTOTYPES
RESIDENTIAL VALUES - MARKET AND AFFORDABLE
CITY OF CONCORD, CA**

WORKING DRAFT FOR CITY REVIEW

	<u>Single Family Detached - Large Lot</u>	<u>Small Lot Single Family Detached / Townhomes</u>	<u>Condominium</u>	<u>High Density Rental</u>	<u>Medium Density Rental</u>
Example Projects	Laurel Ranch Copperleaf Court Crystyl Ranch Drive Skyler Ct Kings Crest (Peppermill Court)	Autumn Brook Willows Wisteria Rd Chalomar Pine Street Townhomes	Renaissance (rented out)	Concord Village Park Central	Highlands Point (San Ramon) Bloomfield Apartments
Density	7,000 - 10,000 sf lots	10 - 12 dua	55 dua	100 dua	30 dua
Building Type	One and Two-Story Homes	Two-story homes	Four stories over podium	Five stories	Two to four stories
Unit Mix	3, 4 and 5 BRs	3 and 4BR	20% 1 BR 60% 2 BR 20% 3 BR	20% Studio 60% 1BR 20% 2BR	25% 1 BR 50% 2BR 25% 3BR
Average Unit Size	2,800 sf	1,800 sf	1,100 sf	800 sf	950 sf
Average No. of Bedrooms	4.0 BR	3.0 BR	2.0 BR	1.0 BR	2.0 BR
Parking Type	Attached garage	Attached garage	Structured, partially below grade	Structured, partially below grade	Surface, garage
Average Parking Spaces	2-car garage	2-car garage	2 spaces per unit	1.5 spaces per unit	2.0 spaces per unit
Sales Price/Rent per square foot	\$850,000 \$304	\$600,000 \$333	\$450,000 \$409	\$2,400 \$3.00	\$2,375 \$2.50
Notes			No active condo projects.		No active projects.

**APPENDIX II TABLE 5
NEXUS AFFORDABILITY GAPS FOR EXTREMELY LOW, VERY LOW, AND LOW INCOME
RESIDENTIAL VALUES - MARKET AND AFFORDABLE
CITY OF CONCORD, CA**

WORKING DRAFT FOR CITY REVIEW

	<u>Extremely Low</u>	<u>Very Low</u>	<u>Low</u>
I. Affordable Rent			
Income Level	30%	50%	60%
Average Number of Bedrooms ⁽¹⁾	2.0 Bedrooms	2.0 Bedrooms	2.0 Bedrooms
Maximum Rent per CTCAC ⁽²⁾	\$627	\$1,046	\$1,255
(Less) Utility Allowance ⁽³⁾	(\$68)	(\$68)	(\$68)
Maximum Monthly Rent per CTCAC	\$559	\$978	\$1,187
II. Net Operating Income (NOI)			
	<u>Per Unit</u>	<u>Per Unit</u>	<u>Per Unit</u>
Gross Scheduled Income (GSI)			
Monthly	\$559	\$978	\$1,187
Annual	\$6,708	\$11,736	\$14,244
Other Income ⁽⁴⁾	\$100	\$100	\$100
(Less) Vacancy 5%	(\$340)	(\$592)	(\$717)
Effective Gross Income (EGI)	\$6,468	\$11,244	\$13,627
(Less) Operating Expenses ⁽⁵⁾	(\$8,000)	(\$8,000)	(\$8,000)
(Less) Property Taxes ⁽⁶⁾	exempt	exempt	exempt
Net Operating Income (NOI)	(\$1,532)	\$3,244	\$5,627
III. Capitalized Value and Affordability Gap			
A. Net Operating Income (NOI)	(\$1,532)	\$3,244	\$5,627
B. Sources of Funds			
Supportable Debt ⁽⁷⁾	(\$16,000)	\$34,000	\$59,000
Average Value of Tax Credits ⁽⁸⁾	\$180,000	\$180,000	\$180,000
C. Total Sources of Funds	\$164,000	\$214,000	\$239,000
D. (Less) Total Development Costs ⁽⁹⁾	(\$450,000)	(\$450,000)	(\$450,000)
E. Affordability Gap Per Unit	(\$286,000)	(\$236,000)	(\$211,000)

⁽¹⁾ Based on average number of bedrooms in 5 recent or planned tax-credit family housing projects in the East Bay.

⁽²⁾ California Tax Credit Allocation Committee (CTCAC), maximum rent levels for Contra Costa County, 2015.

⁽³⁾ Utility allowances from Contra Costa Housing Authority; assumes gas heat and cooking, air conditioning, gas water heating and basic electric.

⁽⁴⁾ Based on current tax credit project pro forma in Contra Costa County.

⁽⁵⁾ Includes replacement reserves. Based on average for recent / planned projects in the East Bay.

⁽⁶⁾ Assumes non-profit general partner.

⁽⁷⁾ Based on the following underwriting assumptions: 5.5% interest, 30-year loan, 1.4 debt coverage ratio.

⁽⁸⁾ Average tax credit equity based on 5 recent/planned tax credit projects in the East Bay; represents a mix of 4% and 9% credits.

⁽⁹⁾ New construction of units only. Development costs based on recent/planned projects in the East Bay.

Sources: Eden Housing, MidPen Housing, California Tax Credit Allocation Committee applications, Contra Costa Housing Authority.

**APPENDIX II TABLE 6
 NEXUS AFFORDABILITY GAPS FOR MODERATE INCOME
 RESIDENTIAL VALUES - MARKET AND AFFORDABLE
 CITY OF CONCORD, CA**

WORKING DRAFT FOR CITY REVIEW

I. Development Costs: For-Sale Prototype¹

Affordable Prototype	2.0 bedrooms
Total Development Costs	\$450,000

II. Affordable Sales Price

Household Size		3.0 person HH
100% AMI Contra Costa County (2015)		\$84,150
Household Income @ 110% AMI		\$92,565
Available for Housing Costs	35%	\$32,398
(Less) HOA Dues, Insurance & Maintenance		(\$3,600)
(Less) Utilities ¹		(\$820)
(Less) Taxes & Assessments	1.4%	(\$5,194)
Income Available for Mortgage		\$22,784
Mortgage	5.03%	\$352,478
Downpayment	5%	\$18,550
Supported Home Price		\$371,028
Rounded		\$371,000

III. Affordability Gap

	<u>Per Unit</u>
Estimated Total Development Costs	\$450,000
(Less) Affordable Price	(\$371,000)
Affordability Gap per unit	\$79,000

1. No recent examples of this product type were found. Estimate based on cost of rental units.
2. Contra Costa County utility allowances, March 2015, for multifamily units; assumes gas heat and cooking, air conditioning, gas water heating and basic electricity.

APPENDIX III: FINANCIAL FEASIBILITY ANALYSIS

One of the City's primary objectives for its Inclusionary Housing Ordinance is that it be an effective tool for creating new affordable housing. In order for the program to be effective, it must not burden new development to such a degree that it renders new development financially infeasible. The Great Recession severely impacted the housing market in Concord; recovery has been slow and the City has yet to see some housing types return. Given this experience and the City's objectives, evaluating the financial feasibility of new development is an important part of this effort.

A series of analyses testing the financial feasibility of residential development under various assumptions regarding affordable housing obligations were undertaken. The objective of the financial feasibility analyses is to understand the general development economics of each prototype and then model the impact that a range of affordable housing obligations has on the financial feasibility of new development. KMA modeled the following scenarios:

- The "Base Case," or the current fee level - \$5,043 per ownership unit and \$0 for rental units;
- The pre-recession fee level - \$17,066 per ownership unit and \$0 for rental units;
- An onsite obligation of 10% of units at Moderate Income; and,
- A \$10 per square foot impact fee.

The financial feasibility analysis was conducted as a residual land value analysis. Our methodology, assumptions and findings are discussed below.

I. Context and Application

Before describing the feasibility analysis, it is important to put the analysis into perspective by explaining how it can be useful and where limitations exist in the ability to inform a longer-term policy direction.

- a) Adjustments to Land Costs over Time – Developers purchase development sites at values that will allow for financially feasible projects. If an inclusionary obligation or housing impact fee is put in place, developers will "price in" the obligation when evaluating a project's economics and negotiating the purchase price for a development site. Given that all residential developers will need to account for the obligation in the economics of their projects, downward pressure on land costs could result as developers adjust what they are willing to pay for land to reflect the new reality of the fee requirement. This downward pressure on land prices can, at least to some degree, bring costs back into better balance with the overall economics supported by projects. Therefore, while current projects that have already purchased land may have limitations on the amount of a fee that can be supported, future projects that have not purchased land have a better capacity to absorb a fee if at least a portion can be recovered through reduced land prices.

- b) Utilization of Conclusions – At any given point in time, it is common for some residential prototypes to be feasible and some not. For example, during the peak of the housing market in the mid-2000s when the for-sale housing market was booming, most for-sale prototypes in the Bay Area were feasible. At that time however, many rental prototypes were not widely feasible and not being built in large numbers. Presently, in many Bay Area markets, rental apartment development is strong while development of certain for-sale prototypes like stacked condos is not. Given the pattern of fluctuating economics among prototypes, it is common for cities to adopt broadly applicable affordable housing programs and fees even when one or more of the prototypes within that city are not feasible at the time.
- c) Near Term Time Horizon – This financial feasibility analysis presents a snapshot in time as of late summer / fall 2015. Real estate development economics are fluid and are impacted by constantly changing conditions with regard to rent potential or sales prices, construction costs, land costs, and costs of financing. A year or two from now, conditions will undoubtedly be different, so these financial feasibility conclusions are not expected to hold over a longer-term time horizon.
- d) “Prototypical” Nature of Analysis – This financial feasibility analysis by its nature can only provide an overview-level assessment of development economics generally – it is not intended (nor would it be appropriate) to reflect any specific project. In truth, every project has unique circumstances that will dictate rents or sale prices supported by the market as well as development costs and developer return requirements. Each developer will finance their project in different ways and the determination of risk and return requirements will vary as well. This feasibility analysis is intended to reflect a city-wide “mid-range”, “average”, or “typical” project for the prototypes described. By taking this approach, it is understood that the economics of some projects will look better and some will look worse than those of the prototypes described.
- e) Not a Legal Standard – The financial feasibility analysis is separate from the Residential Nexus Analysis in that it does not result in a legal “maximum” fee that can be adopted. This feasibility analysis is to provide context as the City contemplates adopting a housing impact fee, and not to set limits on the amount of the fee or any other parameters of a fee program.

II. Methodology

For this assignment, KMA utilized a “residual land value” approach for evaluating financial feasibility. The residual value approach is a common quantitative analysis undertaken by developers to evaluate the development economics of new projects, and it is useful in helping to determine what the proposed project can afford to pay for a developable land parcel.

KMA believes that a land residual approach is most appropriate for this analysis because most new development in Concord is expected to occur on in-fill locations rather than on large, previously undeveloped, vacant sites and because in-fill sites can vary significantly in land and site preparation costs. In-fill locations are often challenging for a variety of reasons including site assemblage of multiple parcels, existing improvements, infrastructure challenges, and the potential for more complex construction and staging processes. A residual land value approach does not assume a fixed cost for residential land but rather estimates what each prototype can afford to pay to purchase a site and prepare it for development and then tests whether the supported land value is within the range of current market land values.

In undertaking the feasibility analysis, KMA estimated current development costs, and relied upon our experience working on numerous residential projects in order to estimate threshold return requirements. KMA also conducted telephone interviews with several real estate professionals, who provided input into development economics in Concord and their outlook on the market. A summary of our findings is presented on Appendix III Table 1.

III. Prototypes

KMA conducted the analysis on the five development prototypes detailed in Appendix II and summarized below.

- A single family detached unit, a 2,800 square foot home with four bedrooms, selling for \$850,000, or about \$300 per square foot on average.
- A single family unit on a smaller lot, or density in the range of 10 units per acre, 1,800 square feet with a mix of three and four bedrooms, selling for \$600,000 or \$333 per square foot.
- A condominium unit, built at an average of 55 units per acre, a mix of one, two and three bedrooms, 1,100 square feet, selling for approximately \$450,000, or a little over \$400 per square foot. This higher density product is envisioned mostly in the downtown area.
- A high density rental apartment unit in a project with an average density of 100 units per acre, located in the downtown area. These units average 800 square feet, are predominantly one bedroom units, and rent for an average of \$2,400 per month. They have structured or partially below grade parking.
- A medium density rental apartment unit in a project with an average density of 30 units per acre, a garden-style building located outside of the downtown. These units average 950 square feet, are a mix of one, two and three bedroom units, and rent for \$2,375 on average.

IV. Revenue / Supported Unit Value

The revenue for ownership units is simply the market sales price less a sales expense equal to 3% of the sale price. For the rental units, the supported unit value is calculated based on project income, operating expenses, and developer return. Project income includes the unit's rent plus a small allowance for other income. Operating expenses include a 5% vacancy allowance, standard project operating expenses and an estimate of property taxes that is based on total development costs. Developer return is estimated at a 6% Return on Costs, and a supported investment value is calculated based on the project's net operating income.

V. Development Costs

The estimates of development costs for each of the prototypes are based on a combination of sources. First, KMA conducted interviews with real estate professionals active in the Concord market. Second, KMA is constantly in the market working on new residential development projects in cities throughout the Bay Area and state. Through this experience, we work in conjunction with private developers, outside construction consultants and cost estimators, general contractors, architects, engineers, and public agencies. Third, the development cost estimates also utilize third party construction cost data from sources such as RS Means which estimate costs for a wide variety of building types in varying locales.

Construction costs vary from project to project depending upon the quality of finishes and architecture, the level of amenities provided, and site-specific construction challenges such as demolition or environmental remediation requirements, unusual site grading or foundation costs, or tight/irregularly shaped parcels that result in cost inefficiencies. The construction cost estimates utilized in this study assume quality construction, architecture, and finishes but do not assume any extraordinary costs that would be atypical for the market.

In addition to hard construction costs, the development cost estimates also include all indirect or soft costs of development such as architecture and engineering, governmental fees and permits costs, taxes, insurance, financing, and developer overhead and administration. Fees and permits costs were based on information provided by the City and include parks, sewer, water, offsite and school impact fees in addition the City permitting fees. In the base case scenario, an inclusionary housing in-lieu fee equal to \$5,043 for ownership units is included in the cost estimate.

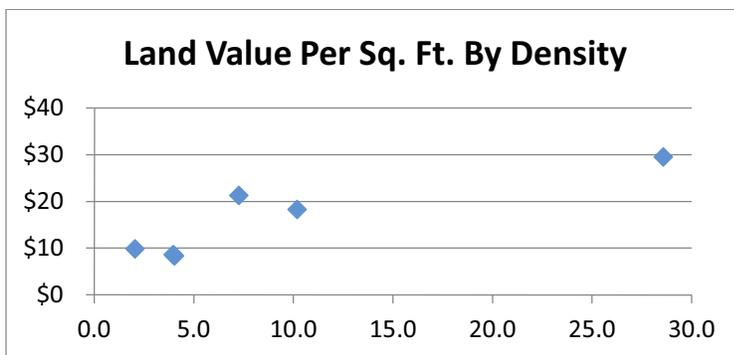
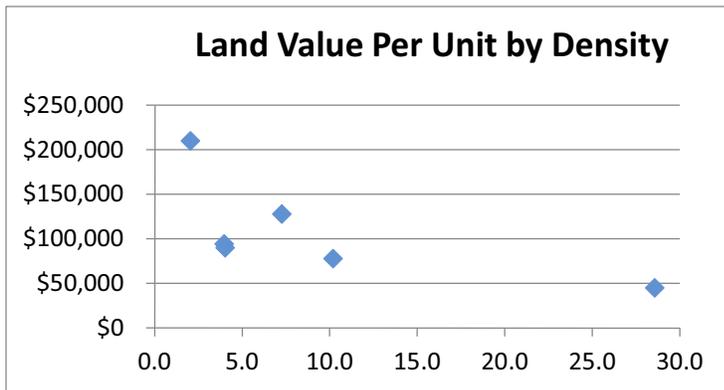
VI. Financial Feasibility Analysis

The financial feasibility analysis is based on the relationship between the project's revenue potential, the estimated development costs, and a reasonable developer profit commensurate with the cost of funds and development risk. The residual value approach, described earlier in this section, produces a residual value that each prototype can afford to pay to acquire a site. If

the residual value exceeds the cost to acquire a site for development, the prototype is generally determined to be feasible. If the residual value is less than the cost to acquire and prepare the site, the prototype will need to address economic challenges (further discussion later in this section). As mentioned previously, it would be the case that some projects would have economics that are somewhat better as well as some that are somewhat worse than the “typical” prototype analyzed.

a. Residential Land Values

KMA gathered available data on recent land sales in Concord, as reported by CoStar and Redfin. There were very few land sales during this period, however. It is important to recognize that each parcel has distinctive elements that affect the land value, and it is difficult to draw general conclusions from so few land sales. These land sales, which occurred from December 2013 through August 2015, are shown in the charts below. The first chart summarizes land value per proposed dwelling unit; the second chart summarizes land value per square foot of land area. As is typical, land values on a per unit basis decline along with project densities (i.e. the higher the density, the lower the land value per unit). The inverse is true on a per land sq. ft. basis.



The recent land sales are predominantly at the lower end of the density range (from roughly 2-10 units/acre) with one sale in the middle of the density range (roughly 29 units/acre). This

pattern is reflective of development trends in Concord in the last few years, where the development that is occurring are single family detached homes with varying lot sizes.

As is always the case, land values vary depending upon location and other site-specific factors. Nonetheless, the land sale comparables shown in the charts indicate the values at which developers have recently been paying for development sites in Concord. Based on the available land sale data, the price for larger single family detached units is in the approximate range of \$100,000 - \$150,000/unit and for smaller single family detached units, approximately \$70,000 - \$100,000/unit.

There were no recent land sales for residential land in downtown Concord. Discussions with local brokers indicated that land in the downtown would sell in the range of \$25 - \$35 per square foot, depending on location and conditions.

b. Base Case Conclusions

For single family detached units, the metric utilized to measure developer profit is a Return on Sales of 9%. For the condominium units, assumed developer profit is a 10% Return on Sales. For the two rental development units, the metric utilized is a Return on Total Cost (ROC) of 6.0%.

The following table summarizes the base case residual land value conclusions for the five prototypes. The profit levels are incorporated into the development costs per unit. A more detailed pro forma table can be seen in Appendix III Table 2.

BASE CASE Prototype	Value / Unit	(Less)		
		Development Cost / Unit	Residual Value / Unit	Residual Value / Land Sq. Ft.
Single Family, Large Lot	\$850,000	(\$674,000)	\$151,000	\$18
Single Family, Small Lot	\$600,000	(\$509,000)	\$73,000	\$17
Condominium	\$450,000	(\$491,000)	(\$55,000)	(\$69)
High Density Apartments	\$332,500	(\$340,800)	(\$8,000)	(\$18)
Medium Density Apartments	\$329,200	(\$333,200)	(\$4,000)	(\$3)

As shown in the summary table above, the residual land values for the two Single Family units are in the range of current land costs in Concord. Therefore, these two prototypes are generally feasible in today's market. The condominium prototype is clearly not feasible in today's market. The High Density Apartment still generates a slightly negative residual value, although there are indications in the market that this product type is approaching feasibility. Developers who purchased land before the downturn, or those willing to accept more investment risk, would be expected to pursue these project first. The City has heard from several developers who are interested in downtown rentals, although no project has broken ground. The current level of interest suggests that developers expect continued escalations in the rental market. KMA conducted a sensitivity analysis on rental developments, which indicated that a 5% increase in

rents, with all else being held constant, will result in feasible project economics (this is discussed in more detail below). Overall, KMA believes that this prototype is approaching feasibility, with rents trending upwards and developers starting to pursue projects.

Medium density apartments located outside of the downtown area also generate a negative residual land value. Land outside of the downtown tends to be small infill sites, on which it is difficult to configure apartment projects. In addition, the demand for single family ownership units drives the land values for parcels outside of the downtown. The City has not seen any recent interest from developers pursuing lower density apartment projects.

c. Additional Scenarios for Ownership Units

It is clear from the Base Case that the rental market has not recovered from the recession to the extent necessary to support new housing fees at this time. For the ownership prototypes, however, the City asked KMA to model three additional scenarios:

- A return to the pre-recession fee level of \$17,660 (Scenario 2)
- An onsite obligation equal to 10% of units at Moderate (Scenario 3)
- A fee of \$10 per square foot (Scenario 4).

The results are summarized on Appendix III Table 1 and detailed on Appendix III Tables 3-5. The current development economics of the large lot single family detached unit are sufficient to support any of the three additional scenarios. While the residual land values for the small lot single family detached unit drop slightly below the few land sales available over the past two years, KMA believes that those projects can also sustain any of the three additional scenarios without negatively impacting the pace of development. This product type is seeing a lot of developer interest and strong home prices suggest that the market would be able to absorb the small increases in fee burden or onsite units.

As stated at the beginning of this section, over time markets are able to adjust, at least to some degree, to accommodate added costs of development. Since developers purchase land at values that allow for feasible projects, there could be future adjustments to residential land values that reflect new economic realities, with changes to the City's inclusionary program being one factor which could be expected to have an influence.

To put the feasibility issue into context, a potential housing impact fee of, say \$10/sq. ft. of building area, represents a relatively small proportion of the overall economics of a new development project. For example, a \$10/sq. ft. fee is equal to less than 4% of total development costs for the Small Lot Single Family Detached prototype.

The residual land value analysis also allows the City to understand the relative burden associated with each scenario, and how the burdens are different for different unit types. For example, the pre-Recession fee of \$17,660 is less burdensome for larger single family detached

units than a 10% onsite obligation (the residual land value is higher under the fee scenario). The opposite is true for the smaller single family detached units and the condominium units. However, a \$10 per square foot impact fee results in very similar residual land values as the 10% onsite obligation for all ownership unit types.

d. Additional Scenarios for Rental Units

For the rental units, the City asked KMA to model an increase in rents sufficient to generate a feasible project, if all other development economics were to remain the same (Scenario 5). For high density rentals in the downtown, KMA estimated that a 5% increase in rents, or from \$2,400 per month to \$2,520, would result in a residual land value of \$28 per square foot, which is in the range quoted by local brokers. For lower density rentals outside of the downtown, an 8% increase in rents would result in a residual land value of \$19 per square foot, sufficient for sites outside of the core area. It is important to note again that this analysis assumes all other development costs (construction costs, financing terms, etc.) remain the same as rents increase.

Lastly, the City asked KMA to model the impact of requiring the high density rental project to pay prevailing wages. The impact of prevailing wages on development costs varies project to project. Based on our experience working with development pro formas in other jurisdictions, KMA estimated that a prevailing wage requirement would result in a 10% increase in direct construction costs. This cost increase was applied to Scenario 5, which estimated feasible rents. A 10% increase in direct construction costs results in a negative residual land value, suggesting that imposing a prevailing wage requirement on the high density rental project would significantly impact project feasibility.

APPENDIX III TABLE 1
SUMMARY OF FEASIBILITY ANALYSIS
FINANCIAL FEASIBILITY ANALYSIS
CITY OF CONCORD, CA

DRAFT FOR CITY REVIEW

	Single Family, Large Lots	Single Family Small Lots	Condominium	High Density Apartments	Medium Density Apartments					
Product Description	Large Lot SFD	Small Lot SFD	4 story over podium	5 Story wrap, separate garage	2-4 story wood; surface parking					
Density	8,500 sf lots	10 du/acre	55 du/acre	100 du/acre	30 du/acre					
Average Unit Size	2,800 sf	1,800 sf	1,100 sf	800 sf	950 sf					
Average Number of Bedrooms	4.0	3.5	2.0	1.0	2.0					
Market Sales Price / Rent Level	\$850,000	\$600,000	\$450,000	\$3.00 /sf	\$2.50 /sf					
Residual Land Value Analysis										
	Per SF Land	Per Unit	Per SF Land	Per Unit	Per SF Land	Per Unit	Per SF Land	Per Unit	Per SF Land	Per Unit
1. Base Case - Current Fee Level (\$5,043 on ownership units; \$0 on rental units)	\$18	\$151,000	\$17	\$73,000	(\$69)	(\$55,000)	(\$18)	(\$8,000)	(\$3)	(\$4,000)
2. 2010 Fee Level (\$17,660 on ownership units)	\$16	\$138,000	\$14	\$60,000	(\$86)	(\$68,000)	n/a		n/a	
3. 10% of Units Onsite @ 110% AMI	\$14	\$122,000	\$14	\$63,000	(\$71)	(\$56,000)	n/a		n/a	
4. Impact Fee: \$10 psf Ownership / \$5 psf Rental	\$15	\$128,000	\$14	\$60,000	(\$77)	(\$61,000)	(\$28)	(\$12,000)	(\$6)	(\$9,000)
5. Rents Increased to 'Feasible' Levels¹							Rent Levels Per SF:	\$3.15		\$2.70
Percent Increase from Current Rents								5%		8%
Residual Land Value at Feasible Rents							\$28	\$12,000	\$19	\$27,000
6. Prevailing Wages, With Increased Rents from Scenario 5²							(\$48)	(\$21,000)		

1. Rents increased until land value are in the range of current land values in Concord. High density apartments assume a downtown location.
2. Using rent levels from Scenario 5, this Scenario models the impact of a 10% increase in direct construction costs.

APPENDIX III TABLE 2
 PRELIMINARY PRO FORMA ANALYSIS: BASE CASE
 FINANCIAL FEASIBILITY ANALYSIS
 CITY OF CONCORD, CA

DRAFT FOR CITY REVIEW

Product Description	Single Family, Large Lots		Single Family Small Lots		Condominium		High Density Apartments		Medium Density Apartments	
	Large Lot SFD		Small Lot SFD		4 story over podium		5 Story wrap, structured parking		2-4 story; surface parking	
Density	8,500 sf lots		10 du/acre		55 du/acre		100 du/acre		30 du/acre	
Average Unit Size	2,800 sf		1,800 sf		1,100 sf		800 sf		950 sf	
Average Number of Bedrooms	4.0		3.5		2.0		1.0		2.0	
Revenue	Per SF	Per Unit	Per SF	Per Unit	Per SF	Per Unit	Per SF	Per Unit	Per SF	Per Unit
Market Rate Units (100%)	\$304	\$850,000	\$333	\$600,000	\$409	\$450,000	\$3.00	\$28,800	\$2.50	\$28,500
Total Gross Sales	\$304	\$850,000	\$333	\$600,000	\$409	\$450,000	\$3	\$28,800	\$3	\$28,500
<Less> Sales Expense (3%)	(\$9)	(\$25,500)	(\$10)	(\$18,000)	(\$12)	(\$13,500)	Other Income:	\$350		\$350
Sales Net of Sales Expenses	\$294	\$824,500	\$323	\$582,000	\$397	\$436,500	Vac/OpExp:	(\$9,200)		(\$9,100)
							NOI:	\$19,950		\$19,750
							Return:	6.00%		6.00%
							Supported Investment:	\$332,500		\$329,200
Development Costs	Per SF	Per Unit	Per SF	Per Unit	Per SF	Per Unit	Per SF	Per Unit	Per SF	Per Unit
Direct Costs (no PW)	\$135	\$378,000	\$160	\$288,000	\$290	\$319,000	\$300	\$240,000	\$240	\$228,000
Fees & Permits	\$30	\$85,000	\$39	\$71,000	\$47	\$52,000	\$55	\$44,000	\$54	\$51,000
Affordable Housing Fee	\$2	\$5,043	\$3	\$5,043	\$5	\$5,043	\$0	\$0	\$0	\$0
Other Indirect Costs	\$36	\$102,000	\$40	\$72,000	\$49	\$54,000	\$60	\$48,000	\$48	\$45,600
Financing	\$10	\$27,100	\$11	\$19,100	\$15	\$16,200	\$11	\$8,800	\$9	\$8,600
Total Development Costs (excl. land)	\$213	\$597,143	\$253	\$455,143	\$406	\$446,243	\$426	\$340,800	\$351	\$333,200
Residual Land Value										
Net Sales / Supported Investment	\$294	\$824,500	\$323	\$582,000	\$397	\$436,500		\$332,500		\$329,200
<Less> Development Costs	(\$213)	(\$597,143)	(\$253)	(\$455,143)	(\$406)	(\$446,243)		(\$340,800)		(\$333,200)
<Less> Profit Margin		(\$76,500)		(\$54,000)		(\$45,000)		included above		included above
Residual Land Value (Per Unit)		\$151,000		\$73,000		(\$55,000)		(\$8,000)		(\$4,000)
Per Acre		\$774,000		\$730,000		(\$3,025,000)		(\$800,000)		(\$120,000)
Per Square Foot of Land Area		\$18		\$17		(\$69)		(\$18)		(\$3)
Profit Margin		9.0%		9.0%		10.0%		6.00%		6.00%
Profit Margin Basis		return on sales		return on sales		return on sales		return on cost		return on cost

APPENDIX III TABLE 3
 PRELIMINARY PRO FORMA ANALYSIS: 2010 FEE LEVEL
 FINANCIAL FEASIBILITY ANALYSIS
 CITY OF CONCORD, CA

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Product Description	Single Family, Large Lots		Single Family Small Lots		Condominium		High Density Apartments		Medium Density Apartments	
	Large Lot SFD		Small Lot SFD		4 story over podium		5 Story wrap, structured parking		2-4 story; surface parking	
Density	8,500 sf lots		10 du/acre		55 du/acre		100 du/acre		30 du/acre	
Average Unit Size	2,800 sf		1,800 sf		1,100 sf		800 sf		950 sf	
Average Number of Bedrooms	4.0		3.5		2.0		1.0		2.0	
Revenue	Per SF	Per Unit	Per SF	Per Unit	Per SF	Per Unit	Per SF	Per Unit	Per SF	Per Unit
Market Rate Units (100%)	\$304	\$850,000	\$333	\$600,000	\$409	\$450,000	\$3.00	\$28,800	\$2.50	\$28,500
Total Gross Sales	\$304	\$850,000	\$333	\$600,000	\$409	\$450,000	\$3	\$28,800	\$3	\$28,500
<Less> Sales Expense (3%)	(\$9)	(\$25,500)	(\$10)	(\$18,000)	(\$12)	(\$13,500)	Other Income:	\$350		\$350
Sales Net of Sales Expenses	\$294	\$824,500	\$323	\$582,000	\$397	\$436,500	Vac/OpExp:	(\$9,200)		(\$9,100)
							NOI:	\$19,950		\$19,750
							Return:	6.00%		6.00%
							Supported Investment:	\$332,500		\$329,200
Development Costs	Per SF	Per Unit	Per SF	Per Unit	Per SF	Per Unit	Per SF	Per Unit	Per SF	Per Unit
Direct Costs (no PW)	\$135	\$378,000	\$160	\$288,000	\$290	\$319,000	\$300	\$240,000	\$240	\$228,000
Fees & Permits	\$30	\$85,000	\$39	\$71,000	\$47	\$52,000	\$55	\$44,000	\$54	\$51,000
Affordable Housing Fee	\$6	\$17,660	\$10	\$17,660	\$16	\$17,660	\$0	\$0	\$0	\$0
Other Indirect Costs	\$36	\$102,000	\$40	\$72,000	\$49	\$54,000	\$60	\$48,000	\$48	\$45,600
Financing	\$10	\$27,100	\$11	\$19,100	\$15	\$16,600	\$11	\$8,800	\$9	\$8,600
Total Development Costs (excl. land)	\$218	\$609,760	\$260	\$467,760	\$418	\$459,260	\$426	\$340,800	\$351	\$333,200
Residual Land Value										
Net Sales / Supported Investment	\$294	\$824,500	\$323	\$582,000	\$397	\$436,500		\$332,500		\$329,200
<Less> Development Costs	(\$218)	(\$609,760)	(\$260)	(\$467,760)	(\$418)	(\$459,260)		(\$340,800)		(\$333,200)
<Less> Profit Margin		(\$76,500)		(\$54,000)		(\$45,000)		included above		included above
Residual Land Value (Per Unit)		\$138,000		\$60,000		(\$68,000)		(\$8,000)		(\$4,000)
Per Acre		\$707,000		\$600,000		(\$3,740,000)		(\$800,000)		(\$120,000)
Per Square Foot of Land Area		\$16		\$14		(\$86)		(\$18)		(\$3)
Profit Margin		9.0%		9.0%		10.0%		6.00%		6.00%
Profit Margin Basis		return on sales		return on sales		return on sales		return on cost		return on cost

APPENDIX III TABLE 4
 PRELIMINARY PRO FORMA ANALYSIS: 10% OF UNIT AT MODERATE (110% AMI)
 FINANCIAL FEASIBILITY ANALYSIS
 CITY OF CONCORD, CA

DRAFT FOR CITY REVIEW

	Single Family, Large Lots		Single Family Small Lots		Condominium	
Product Description	Large Lot SFD		Small Lot SFD		4 story over podium	
Density	8,500 sf lots		10 du/acre		55 du/acre	
Average Unit Size	2,800 sf		1,800 sf		1,100 sf	
Average Number of Bedrooms	4.0		3.5		2.0	
Revenue	Per SF	Per Unit	Per SF	Per Unit	Per SF	Per Unit
Market Rate Units (90%)	\$304	\$850,000	\$333	\$600,000	\$409	\$450,000
Affordable Units (10%)		\$445,000		\$429,000		\$371,000
Total, Blended Gross Sales	\$304	\$809,500	\$333	\$582,900	\$409	\$442,100
<Less> Sales Expense	(\$9)	(\$24,285)	(\$10)	(\$17,487)	(\$12)	(\$13,263)
Sales Net of Sales Expenses	\$280	\$785,215	\$314	\$565,413	\$390	\$428,837
Development Costs	Per SF	Per Unit	Per SF	Per Unit	Per SF	Per Unit
Direct Costs (no PW)	\$135	\$378,000	\$160	\$288,000	\$290	\$319,000
Fees & Permits	\$30	\$85,000	\$39	\$71,000	\$47	\$52,000
Affordable Housing Fee	\$0	\$0	\$0	\$0	\$0	\$0
Other Indirect Costs	\$36	\$102,000	\$40	\$72,000	\$49	\$54,000
Financing	\$9	\$25,800	\$10	\$18,600	\$15	\$16,000
Total Development Costs (excl. land)	\$211	\$590,800	\$250	\$449,600	\$401	\$441,000
Residual Land Value						
Net Sales	\$280	\$785,215	\$314	\$565,413	\$390	\$428,837
<Less> Development Costs	(\$211)	(\$590,800)	(\$250)	(\$449,600)	(\$401)	(\$441,000)
<Less> Profit Margin		(\$72,900)		(\$52,500)		(\$44,200)
Residual Land Value (Per Unit)		\$122,000		\$63,000		(\$56,000)
Per Acre		\$625,000		\$630,000		(\$3,080,000)
Per Square Foot of Land Area		\$14		\$14		(\$71)
Profit Margin		9.0%		9.0%		10.0%
Profit Margin Basis		return on sales		return on sales		return on sales

APPENDIX III TABLE 5
 PRELIMINARY PRO FORMA ANALYSIS: IMPACT FEE PER SQUARE FOOT
 FINANCIAL FEASIBILITY ANALYSIS
 CITY OF CONCORD, CA

DRAFT FOR CITY REVIEW

Product Description	Single Family, Large Lots		Single Family Small Lots		Condominium		High Density Apartments		Medium Density Apartments	
	Large Lot SFD		Small Lot SFD		4 story over podium		5 Story wrap, structured parking		2-4 story; surface parking	
Density	8,500 sf lots		10 du/acre		55 du/acre		100 du/acre		30 du/acre	
Average Unit Size	2,800 sf		1,800 sf		1,100 sf		800 sf		950 sf	
Average Number of Bedrooms	4.0		3.5		2.0		1.0		2.0	
Revenue	Per SF	Per Unit	Per SF	Per Unit	Per SF	Per Unit	Per SF	Per Unit	Per SF	Per Unit
Market Rate Units (100%)	\$304	\$850,000	\$333	\$600,000	\$409	\$450,000	\$3.00	\$28,800	\$2.50	\$28,500
Total Gross Sales	\$304	\$850,000	\$333	\$600,000	\$409	\$450,000	\$3	\$28,800	\$3	\$28,500
<Less> Sales Expense (3%)	(\$9)	(\$25,500)	(\$10)	(\$18,000)	(\$12)	(\$13,500)	Other Income:	\$350		\$350
Sales Net of Sales Expenses	\$294	\$824,500	\$323	\$582,000	\$397	\$436,500	Vac/OpExp:	(\$9,200)		(\$9,100)
							NOI:	\$19,950		\$19,750
							Return:	6.00%		6.00%
							Supported Investment:	\$332,500		\$329,200
Development Costs	Per SF	Per Unit	Per SF	Per Unit	Per SF	Per Unit	Per SF	Per Unit	Per SF	Per Unit
Direct Costs (no PW)	\$135	\$378,000	\$160	\$288,000	\$290	\$319,000	\$300	\$240,000	\$240	\$228,000
Fees & Permits	\$30	\$85,000	\$39	\$71,000	\$47	\$52,000	\$55	\$44,000	\$54	\$51,000
Affordable Housing Fee	\$10	\$28,000	\$10	\$18,000	\$10	\$11,000	\$5	\$4,000	\$5	\$4,750
Other Indirect Costs	\$36	\$102,000	\$40	\$72,000	\$49	\$54,000	\$60	\$48,000	\$48	\$45,600
Financing	\$10	\$27,100	\$11	\$19,100	\$15	\$16,400	\$11	\$8,900	\$9	\$8,700
Total Development Costs (excl. land)	\$221	\$620,100	\$260	\$468,100	\$411	\$452,400	\$431	\$344,900	\$356	\$338,050
Residual Land Value										
Net Sales / Supported Investment	\$294	\$824,500	\$323	\$582,000	\$397	\$436,500		\$332,500		\$329,200
<Less> Development Costs	(\$221)	(\$620,100)	(\$260)	(\$468,100)	(\$411)	(\$452,400)		(\$344,900)		(\$338,050)
<Less> Profit Margin		(\$76,500)		(\$54,000)		(\$45,000)		included above		included above
Residual Land Value (Per Unit)		\$128,000		\$60,000		(\$61,000)		(\$12,000)		(\$9,000)
Per Acre		\$656,000		\$600,000		(\$3,355,000)		(\$1,200,000)		(\$270,000)
Per Square Foot of Land Area		\$15		\$14		(\$77)		(\$28)		(\$6)
Profit Margin		9.0%		9.0%		10.0%		6.00%		6.00%
Profit Margin Basis		return on sales		return on sales		return on sales		return on cost		return on cost

APPENDIX III TABLE 6
 PRELIMINARY PRO FORMA ANALYSIS: INCREASED RENTS REQUIRED FOR FEASIBILITY
 FINANCIAL FEASIBILITY ANALYSIS
 CITY OF CONCORD, CA

DRAFT FOR CITY REVIEW

	High Density Apartments		Medium Density Apartments	
Product Description	5 Story wrap, structured parking		2-4 story; surface parking	
Density	100 du/acre		30 du/acre	
Average Unit Size	800 sf		950 sf	
Average Number of Bedrooms	1.0		2.0	
Revenue	Per SF	Per Unit	Per SF	Per Unit
Market Rate Units (100%)	\$3.15	\$30,240	\$2.70	\$30,780
Total Rent	\$3	\$30,240	\$3	\$30,780
	Other Income:	\$350		\$350
	Vac/OpExp:	(\$9,400)		(\$9,500)
	NOI:	\$21,190		\$21,630
	Return:	6.00%		6.00%
	Supported Investment:	\$353,200		\$360,500
Development Costs	Per SF	Per Unit	Per SF	Per Unit
Direct Costs (no PW)	\$300	\$240,000	\$240	\$228,000
Fees & Permits	\$55	\$44,000	\$54	\$51,000
Affordable Housing Fee	\$0	\$0	\$0	\$0
Other Indirect Costs	\$60	\$48,000	\$48	\$45,600
Financing	\$11	\$9,100	\$10	\$9,300
Total Development Costs (excl. land)	\$426	\$341,100	\$351	\$333,900
Residual Land Value				
Net Sales / Supported Investment		\$353,200		\$360,500
<Less> Development Costs		(\$341,100)		(\$333,900)
<Less> Profit Margin		included above		included above
Residual Land Value (Per Unit)		\$12,000		\$27,000
Per Acre		\$1,200,000		\$810,000
Per Square Foot of Land Area		\$28		\$19
Profit Margin		6.00%		6.00%
Profit Margin Basis		return on cost		return on cost

APPENDIX III TABLE 7
 PRELIMINARY PRO FORMA ANALYSIS: FEASIBLE RENTS (FROM TABLE 5), WITH PREVAILING WAGES
 FINANCIAL FEASIBILITY ANALYSIS
 CITY OF CONCORD, CA

DRAFT FOR CITY REVIEW

			High Density Apartments	
Product Description			5 Story wrap, structured parking	
Density			100 du/acre	
Average Unit Size			800 sf	
Average Number of Bedrooms			1.0	
Revenue			Per SF	Per Unit
Market Rate Units (100%)	<i>Rents from Appendix III Table 6: Feasible w/o PW</i>		\$3.15	\$30,240
Total Rent			\$3	\$30,240
			Other Income:	\$350
			Vac/OpExp:	(\$9,600)
			NOI:	\$20,990
			Return:	6.00%
			Supported Investment:	\$349,800
Development Costs	Direct Costs, No PW	Increase	Per SF	Per Unit
Direct Costs (with prevailing wages)	\$300	10%	\$330	\$264,000
Fees & Permits			\$55	\$44,000
Affordable Housing Fee			\$0	\$0
Other Indirect Costs			\$66	\$52,800
Financing			\$12	\$9,500
Total Development Costs (excl. land)			\$463	\$370,300
Residual Land Value				
Net Sales / Supported Investment				\$349,800
<Less> Development Costs				(\$370,300)
<Less> Profit Margin				included above
Residual Land Value (Per Unit)				(\$21,000)
<i>Per Acre</i>				<i>(\$2,100,000)</i>
<i>Per Square Foot of Land Area</i>				<i>(\$48)</i>
<i>Profit Margin</i>				6.00%
<i>Profit Margin Basis</i>				<i>return on cost</i>