TOWN OF
SAN ANSELMO
EST. 1907

In the Council Chambers at 525 San Anselmo Avenue, San Anselmo, CA 94960

Town Council
Agenda

Tuesday, April 25, 2023 **6:50 PM**

Meeting held In-Person and via Zoom:

https://us02web.zoom.us/j/84939946405
Or Telephone: +1 669 900 6833 | Webinar ID: 849 3994 6405

How to Submit Comments Before the Meeting: Members of the public are encouraged to submit email correspondence to towncouncil@ townofsananselmo.org before the meeting begins.

How to Participate During the Meeting: Members of the public will have the option to speak during the meeting through the Zoom application by using their phone or an electronic device.

For PC, Mac, or smart phone, Use ?Raise hand? function when public comment for an item is requested. It is a button that is located at the top or bottom of your screen, based on your computer

For landline phones, raise hand to be recognized with *9

I. Interviews for Climate Action Committee - 6:50 PM

6:50 PM- Kathleen Gundry- Climate Action Committee
Kathleen Gundry - Application no Resume

Call to Order. Optional Pledge of Allegiance: The Mayor or a designated Council member will recite the Pledge of Allegiance for members of the Council and the public who wish to join in the recitation.

Open time for public expression.

The public is welcome to address the Council at this time on matters not on the agenda that are within the jurisdiction of the Council. Please be advised that pursuant to Government Code Section 54954.2, Council is not permitted to discuss or take action on any matter not on the agenda unless it determines that an emergency exists, or that there is a need to take immediate action which arose following posting of the agenda. Comments may be no longer than three minutes and should be respectful to the community.

Council requests for future agenda items.

Council committee liaison reports, questions and comments to staff; staff miscellaneous items.

Special Presentation.

Mayor's Proclamation Recognizing Nancy Altman for her hard work on the San Anselmo Beautification Committee.

1. Consent Agenda:

The opportunity for public comment on consent agenda items will occur prior to Council discussion of the consent agenda. The Council may approve the entire consent agenda with one action. In the alternative, items on the consent agenda may be removed by any Council or staff member, for separate discussion and vote.

1.1 Approval of the Draft Minutes of the Town Council Meeting of April 11, 2023.
Staff Report
Attachment 1- Draft Minutes

1.2 Approve the Revenue and Expenditure Reports, March 2023.
Approve the monthly year-to-date Revenue and Expenditure Reports and corresponding activity for the period ending through March 31, 2023.
Staff Report
Attachment 1- General Fund Revenue and Expense Report by Subcategory - March 2023
Attachment 2- General Fund Expense Report by Department - March 2023

1.3 Approve the Financial Report on Recreation Fund- March 2023.
Approve the Financial Report.
Staff Report

1.4
Approve the Quarterly Treasurer's Investment Report, March 31, 2023

That the Town Council approve the Treasurer's Investment Report for the quarter ending March 31, 2023.

Staff Report
Attachment 1- Quarterly Investment Report, March 31, 2023

1.5 Consideration of Special Event Application – Cedars of Marin Farm stand 2023.
Consider the Approval of the Special Event Application.
Staff Report
Attachment 1 - Event Application

1.6 Consider extension for refreshing the The Cedars' Art Installation on Magnolia Ave.
Consider the approval of the extension for refreshing the Cedar's Art Installation.
Staff Report

1.7 Adopt a Resolution in Recognition of National Small Business Week and San Anselmo's Small

Businesses and Proclaiming the Month of May as Small Business Month. The proposed project is exempt from the California Environmental Quality Act (CEQA), under the "common sense" exemption, because it can be seen with certainty that there is no possibility that the activity in question may have a significant effect on the environment. (Cal. Code Regs. tit. 14, § 15061).
Staff Report
Attachment 1- Draft Resolution

1.8 Approve the Purchase of a New Electric Riding Lawnmower.
That the Town Council authorize the Public Works Director to purchase a new Gravely Pro-Turn EV electric riding lawnmower in the amount of $28,790.00.

Staff Report

1.9
Adopt Ordinance Amending Amendments to the San Anselmo Municipal Code Section 10-3.607, Nonconforming uses and improvements, Section 10-4.206, Nonconforming Structures and Exceptions to standards, and add a Section 10-3.405, Minor Intrusions into Required Development Standards for Residential Properties Table 4B to allow the repair and/or replacement of foundations for legal nonconforming residential structures and find Adoption of the Ordinance and Policy Application memo is exempt from the California Environmental Quality Act (CEQA) under the "common sense" exemption CEQA Guideline section 15061(b)(3) because it can be seen with certainty that there is no possibility that it will have a significant environmental effect. The project is also exempt from CEQA Guideline Section 15301 for minor alterations of existing residences involving negligible or no expansion of use beyond that already in existence.

Staff Report
Attachment 1- Draft Ordinance

2. Council Business Items:

In general, the following procedural order applies to items of business:
•Presentation
•Town Council questions
•PUBLIC COMMENT – limited to 3 minutes/person
•Town Council discussion/action

2A Update on Preparation of Objective Design and Development Standards (ODDS). The item is not subject to CEQA pursuant to Section 15060(c)(3) of the CEQA Guidelines because it does not constitute a "project".
Staff Report
Attachment 1 - State Law Summary
Attachment 2 - Marin County Survey Summary Report
Attachment 3 - Draft ODDS
Attachment 4 - Draft ODDS Zones Map

3. Public Hearing:

In general, the following procedural order applies to Public Hearing Items:
•Presentation
•Town Council questions
•PUBLIC COMMENT – limited to 3 minutes/person
•Town Council discussion/action

3A

Approve resolution Amending the Town's Master Fee Schedule and finding the action statutorily and categorically exempt from the California Environmental Quality Act (CEQA) under Public Resources Code section 21080(b)(8) and CEQA Guidelines section 15273, because it involves approval of charges by the Town which the Town finds are for the purpose of meeting operating expenses.

That the Town Council conduct a public hearing and adopt the attached Resolution amending the Master Fee Schedule effective July 1, 2023.
Staff Report
Attachment 1 -Resolution Amend Fee Schedule 2023
Exhibit A - San Anselmo Fee Schedule, July 1 2023
Attachment 2 -Town of Ross Fee Schedule - Police
Attachment 3 - City of San Rafael Parking Fees

3B Adopt a Resolution Approving the Inclusionary Housing and Commercial Nexus Studies and Direct staff to bring back an Inclusionary Housing Ordinance and Housing Impact Fee Ordinance for Consideration. The item is not subject to CEQA pursuant to Section 15060(c)(3) of the CEQA Guidelines because it does not constitute a "project.

Staff Report
Attachment 1- Resolution
Attachment 2- Inclusionary Program and In-Lieu Fee Study prepared by Strategic Economics and Vernazza Wolfe Associates dated February 10, 2023
Attachment 3- Commercial Linkage Study prepared by Strategic Economics and Vernazza Wolfe Associates dated Febraury 18, 2023

3C

Introduction and first reading of an Amendment to the San Anselmo Municipal Code adding Chapter 9 "Gate Safeguards" to Title 9 "Building Regulations". The proposed Ordinance Amendment is exempt from the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines section 15378(b)(5) because it is not a "project' under CEQA; CEQA Guidelines section 15061(b)(3), the "common sense exemption", because the proposed Ordinance Amendment will not have a significant environmental effect; and CEQA Guidelines section 15307 and 15308 as an action taken by a regulatory agency to protect the environment.

Staff Report
Attachment 1- Ordinance

2. Council Business Items Continuation

2B Discussion re: Murals on Private Property in Town Commercial districts. The Council's discussion of the Town's murals is not a "project" under the California Environmental Quality Act, because it does not involve an activity which has the potential to cause a direct or reasonably foreseeable indirect physical change in the environment (Cal. Pub. Res. Code § 21065).
Discussion re: Murals on Private Property in Town Commercial districts.
Staff Report
Attachment 1- February 28, 2023 Staff Report

2C

Proposed 2023-25 Work Plan Priorities. Receiving the presentation on the Town's Work Plan is not a "project" under the California Environmental Quality Act, because it does not involve an activity which has the potential to cause a direct or reasonably foreseeable indirect physical change in the environment. (Cal. Pub. Res. Code § 21065).

Provide input on Proposed 2023-25 Work Plan Priorities.

Staff Report
Attachment 1 - Work Plan Priorities 2023-25 Dept.
Attachment 2 - Work Plan Priorities 2023-25 Category
Attachment 3 - Councilmember Work Plan Submissions

2D Consider to reappoint (1) one incumbent to the Climate Action Commission. The proposed decision is exempt from the California Environmental Quality Act (CEQA), under the "common sense" exemption, because it can be seen with certainty that there is no possibility that the activity in question may have a significant negative effect on the environment. (Cal. Code Regs. tit. 14, § 15061).
Consider to reappoint incumbent.
Staff Report
Attachment 1- Kathleen Gundry- Application no Resume

Adjourn

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact Town Staff at email savila@townofsananselmo.org. Notification at least 48 hours prior to the meeting will enable the Town to make reasonable accommodation to help insure accessibility to this meeting.

Any writings or documents provided to a majority of the Town Council regarding any item on this agenda after the distribution of the original packet will be made available for public inspection at the public counter at Town Hall located at 525 San Anselmo Avenue.

Notice is hereby given that Council may discuss and/or take action on any or all of the items listed on this agenda. If any of these matters above are challenged in court, you may be limited to raising only those issues you or someone else raised at any public hearing described on this agenda, or in written correspondence delivered at, or prior to, this Council meeting. Judicial review of an administrative decision of the Town Council must be filed with the Court not later than the 90th day following the date of the Council's decision (Code of Civil Procedure Section 1094.6) Any item not under discussion before 10:00 p.m. may be continued to the next regular meeting. Next regular meeting is May 9, 2023.

Administration Department
Town Hall, main floor
525 San Anselmo Avenue
San Anselmo, CA 94960
(415) 258-4691

Town Council
Steve Burdo, Mayor
Eileen Burke, Vice Mayor
Brian Colbert, Councilmember
Alexis Fineman, Councilmember
Tarrell Kullaway, Councilmember

Staff
David Donery, Town Manager
Linda Kenton, Assistant Town Manager / Town Librarian
Megan Holt Acevedo, Town Attorney
Serge Avila, Town Clerk
Heidi Scoble, Planning Director
Sean Condry, Public Works Director
Dannielle Mauk, Community Services Director
Mike Norton, Chief of Police
Jason Weber, Fire Chief

Declaration of Posting
This Notice is posted in accordance with Government Code §54954.2(a) or §54956. Members of the public can view electronic agendas and staff reports by accessing the Town of San Anselmo website. Under penalty of perjury, this Agenda was posted to the public at least 72 hours prior to the meeting.

Print

Boards, Committees and Commissions Application - Submission #1824

Date Submitted: 3/21/2023

TOWN OF SAN ANSELMO

APPLICATION FOR APPOINTMENT TO A SAN ANSELMO BOARD/COMMISSION/COMMITTEE

To: San Anselmo Town Council

Date*

03/23/2023

I wish to apply for an appointment to a term/balance*

Climate Action Commission

Name*

Kathleen Gundry

Home Address*

70 Barber Avenue

Occupation*

retired

Employer's Address

Home Phone*

7037853471

Work Phone

Cell Phone

7037853471

E-Mail*

kgundry@verizon.net

Number of years as resident of San Anselmo*

7

Number of years as a resident in Marin*

23

Education Level Achieved*

Graduate Degree (Major)

Name and phone numbers of three San Anselmo residents who can be contacted for referral information about me:

1.) Name*

Michael Kamerick

1.) Phone*

415-218-7553

2.) Name*

Sue Saunders

2.) Phone*

415-686-0448

3.) Name*

Karen Mendelow

3.) Phone*

609-313-6515

I would be able to regularly attend the meetings of this Board/Commission/Committee.*

- (●) YES
- ( ) NO

I would be available to attend additional meetings when they are necessary.*

- (●) YES
- ( ) NO

I am familiar with the responsibilities and functions of this Board/Commission/Committee.*

- (●) YES
- ( ) NO

I have attended meetings of the Board/Commission/Committee as a member of the public.*

- (●) YES
- ( ) NO

List briefly, previous experience serving the public office, and/or civic commissions,boards, or committees.*

Served on the San Anselmo Climate Action Commission (formerly the Sustainability Commission) since 2020. Have served as Chair of the Commission since 2021.

Reasons for this appointment.*

Would like to continue to support the programs of the CAC to implement the Climate Action Plan, and mentor new Commission members to take over leadership roles.

What are your qualifications for this appointment.*

Education in natural resources field, career in environmental and health data, certification as a project manager, experience as Chair of this Commission for the past 2 years.

Briefly, what do you consider to be the most important, one or two current issues facing this Board/Commission/Committee?*

Advising the Town Council on how to fully implement the actions in the Climate Action Plan to meet the Town's Greenhouse Gas emission reduction goals, given the limitations of the Town budget and staff.

I understand that I and all other applicants will be personally interviewed by the Town Council as part of the selection process for this appointment. I also understand that my application material will be a public document and available on the Town's website. Sensitive materials that you don't wish to be posted on the website should not be included with the application.*

- (●) YES
- ( ) NO

Other Boards/Commissions/Committees on which you would be interested in serving if not appointed to this seat?*

None

You may attach personal resumes or other information which you believe would be helpful to the Council in its selection process.

Choose File No file chosen

Thank you for your interest in serving the Town of San Anselmo and its citizens. For further information, please contact the Town Clerk, at townclerk@townofsananselmo.org or 415-258-4660.

STAFF REPORT

TOWN OF SAN ANSELMO Item #: 1.1

MEETING DATE: April 23, 2023

AGENDA TITLE: Approval of the Draft Minutes of the Town Council Meeting of April 11, 2023

FROM: Serge Avila, Chief Town Clerk

RECOMMENDATION: For Council to consider the approval of the Draft Minutes of the Town Council meeting of April 11, 2023.

ATTACHMENT:

Attachment 1- April 11, 2023 Draft Minutes

San Anselmo Council Minutes
Regular Meeting
Town Council Chambers and via teleconference
Tuesday, April 11, 2023

Mayor Burdo called the Closed Session to order at 6:20 p.m. at the Town Hall Council Chambers.

Closed Session held pursuant to Government Code Section 54956.9(d)(1):
Conference with Legal Counsel- Existing Litigation
Name of Case: In re National Prescription Opiate Litigation, Northern District of Ohio, Case No. 1:17-MD-2804 (National Opioid litigation involving Teva, Allergan, CAS, Walmart, and Walgreens)

Mayor Burdo opened the meeting to public comments regarding the Closed Session.

There were no comments.

Mayor Burdo closed the meeting to public comments regarding the Closed Session.

The Council adjourned to closed session and left the Council Chambers.

Council reconvened in the Council Chambers to conduct Interviews.

Council conducted Interviews for the Infrastructure and Fiscal Monitoring Committee:
Stanley Radtke, Marie Henrio, Erik Selvig

Mayor Burdo opened the meeting to Open Session.

Call to Order, Optional Pledge of Allegiance

COUNCILMEMBERS PRESENT: Steve Burdo, Mayor
Eileen Burke, Vice Mayor
Alexis Fineman
Tarrell Kullaway

COUNCILMEMBERS ABSENT: Brian Colbert

STAFF MEMBERS PRESENT: Dave Donery, Town Manager
Megan Acevedo, Town Attorney
Heidi Scoble, Planning Director
Sean Condry, Public Works Director
Serge Avila, Town Clerk
Linda Kenton, Assistant Town Manager
Dannielle Mauk, Recreation Director
Maddy O'Grady, Recreation Coordinator

Mayor Burdo announced that in Closed Session the Council voted unanimously to opt into the National Opioid Settlements with Teva, Allergan, CAS, Walmart, and Walgreens and direct any settlement proceeds to the County for its Opioid Abatement Programs and to authorize the Town Attorney to take all necessary steps to carry out this action.

Open Time for Public Expression

Ms. Diana Davis, San Anselmo, stated Supervisor Katie Rice was at the last Council meeting to listen to the County presentation of its Flood Control Plan. Supervisor Rice left when the public comments started- not a good look for any elected representative. Flooding in downtown San Anselmo is inevitable.

Mr. Walter Zerby, San Anselmo, stated he was recently given a citation for riding his ebike in Memorial Park. He opposed the prohibition of riding bikes in the park.

Mr. Robert Reed agreed with Mr. Zerby.

Mr. Guy Meyer, San Anselmo, referred to the Reimagine Creek Park Project and opposed Redwood decking under Redwood trees, widening the concrete paths, and the concrete walls. He opposed the ministerial review of housing developments.

Council requests for future agenda items; Committee liaison reports; questions and comments to staff; miscellaneous items

Councilmember Kullaway reported she would like to revisit the motorized vehicle language in parks and thought the 30-day trial period was putting people in danger; she would like to revisit the Parking Study and subsequent recommendations.

Vice Mayor Burke reported she attended the Priority Committee meeting; received a lot of feedback about the ebike citations issued in Memorial Park and hoped the rules would be amended soon; the Friday Night Flashlight Egg Hunt was very cool and the Saturday Egg Hunt was a great community event; reported a petition was submitted to place on the ballot the decision on whether to leave Flood Zone 9.

Councilmember Fineman reported she attended the Racial Equity Ad Hoc Committee meeting; the Infrastructure and Fiscal Monitoring Committee (IFMC) meeting; supported a re-examination of the ebike policy; asked staff to present options for well monitoring and information regarding water tables.

Mayor Burdo reported he attended the Friday and Saturday Egg Hunt Events; the Racial Equity Ad Hoc Committee meeting; the Local Agency Formation Commission (LAFCO) meeting; announced the Community Meeting would be held on April 22nd at 11:00 a.m. at the Isabel Cook Center's Vista Room.

Town Manager Donery stated staff is working on presenting an update on the Parking Study in May. Re-examination of the ebike rules will be presented to the Parks and Recreation Commission and then the Council.

1. Consent Agenda

1.1 Approve the Draft Minutes of the Town Council Meeting- March 28, 2023

1.2 Reports of Warrants Issued, March 2023

1.3 Adopted Resolution No. 4480 to Proclaim April 2023 as Fair Housing Month

1.4 Consider cancelling the Regular Town Council meetings scheduled for July 11, August 8, November 21, and December 19, 2023

1.5 Adopted Resolution No. 4481 Designating the Town Council to Make a Determination of Public Convenience or Necessity for the Issuance of Alcohol Licenses

1.6 Adopted Ordinance No. 1175 Amending the Town's Single-Use Foodware Regulations and Find the adoption of this Ordinance is exempt from the requirements of CEQA

1.7 Consider to Approve Proclamation for 2023 National Library Week

1.8 Authorize the Mayor to sign a letter in opposition to Senate Bill 423 (Weiner) Streamlined housing approvals: multifamily housing developments: SB35

Mayor Burdo opened the meeting to public comments.

There were no comments.

Mayor Burdo closed the meeting to public comments.

Councilmember Kullaway wanted to pull item #1.8 for discussion.

M/s, Burke/Fineman, Motion to approve Consent Calendar items #1.1 through #1.7.
AYES: Fineman, Kullaway, Vice Mayor Burke, Mayor Burdo
ABSENT: Colbert

1.8 Authorize the Mayor to sign a letter in opposition to Senate Bill 423 (Weiner) Streamlined housing approvals: multifamily housing developments: SB35

Councilmember Kullaway stated a letter from San Anselmo will not sway things in the long run. The letter was contrary to item #1.3. She supported the creation of fair, affordable housing.

Councilmember Fineman thought these letters were counterproductive.

Mayor Burdo agreed with Councilmembers Kullaway and Fineman.

Vice Mayor Burke stated one letter does not have much impact but a lot of letters could have an impact. Signing this letter does not mean they are against affordable housing- it is about local control over how affordable housing is implemented. She approved signing the letter.

Councilmember Fineman agreed- she is happy to sign or not sign the letter.

M/s, Burke/Fineman, Motion to approve Consent Calendar item #1.8.
AYES: Fineman, Vice Mayor Burke, Mayor Burdo
NOES: Kullaway
ABSENT: Colbert

<u>Council Items</u>

2A. Introduction and First Reading of Amendments to the San Anselmo Municipal Code to Section 10-3.607, Nonconforming uses and improvements, Section 10-4.206, Non-conforming Structures and Exceptions to standards, and add a Section 10-3.405, Minor Intrusions into Required Development Standards for Residential Properties Table 4B to allow the repair and/or replacement of foundations for legal non-conforming residential structures.
This item is exempt from environmental review under CEQA pursuant to CEQA Guidelines Section 15061(b)(3) and 15301

Planning Director Scoble presented the staff report and a PowerPoint presentation. Staff answered questions from the Council regarding if foundation replacement or repair triggers a "substantial remodel"; how this interfaces with height limits; if this applies to new homes; how staff plans to get the word out.

Mayor Burdo opened the meeting to public comments.

There were no comments.

Mayor Burdo closed the meeting to public comments.

Councilmember Fineman stated this is a good example of a win-win situation. People should be able to adapt property in a way that makes sense. She has a slight concern with the impact to views. She is ready to move forward.

Vice Mayor Burke stated this is a good idea and the view and sight line issue is important. The need to raise a house four feet would probably be the exception and properties subject to these amendments would be in the flat areas of Town. She supports these amendments.

Councilmember Kullaway supported the amendments.

Mayor Burdo stated notification to residents is very important.

M/s, Burke/Kullaway, Motion to Introduce and Waive First Reading of an Ordinance of the Town Council of the Town of San Anselmo Amending Title 10 to Amend Chapter 3, Section 10-3.405 Minor Intrusions into Required Development Standards for Residential properties Table 4B to allow the repair and/or replacement of foundations for legal non-conforming residential structures.
AYES: Fineman, Kullaway, Vice Mayor Burke, Mayor Burdo
ABSENT: Colbert

3A. Amendment of Town Master Fee Schedule to Include Fees for Private Parklets in the Public Right-of-Way
This item is exempt from CEQA review per CEQA Guidelines Section 15061(b)(3) and 15301(c)

Public Works Director Condry presented the staff report and a PowerPoint. Staff answered questions from the Council regarding if there have been discussion about where the fees will go (General Fund, etc.); if there has been thought to the additional taxes collected in these areas; if thought had been given to lowering the administrative cost after one year; how the installation of chairs on the sidewalks interface with the parklets; if there are any current applicants; how they should deal with the other types of use of outdoor spaces (Taco Janes, etc.); if there could be a pro-rated fee for a parklet that cuts a parking space in half; how to deal with two businesses sharing a parklet and any change in that relationship; how the Town would deal with non-compliance with the take-out/the plastics ordinance in a parklet; if fees would be pro-rated in the event of the abatement of use; if the start of this provision would be on a calendar or fiscal year.

Mayor Burdo opened the meeting to public comments.

There were no comments.

Mayor Burdo closed the meeting to public comments.

Vice Mayor Burke would like to look at the use of chairs on sidewalks and perhaps bring that in line with what is being proposed for parklets. This fee schedule strikes the right balance. She has concerns about getting too many parklets and the impact to the streets.

Councilmember Fineman supports this proposal and would like to move from two spaces to one. She brought up the concept of an annual escalator (3%, 5% etc.) and recirculating the funds into revitalizing the downtown.

Mayor Burdo supported the proposal and suggested considering a “hardship waiver”. He wanted a percentage to go to the revitalization of the downtown.

Councilmember Kullaway suggested they discuss the use of the funds in conjunction with the future discussion of parking.

M/s, Burke/Kullaway, Motion to Amend the Resolution- 2A shall read as follows: “The Annual Parklet Encroachment fee shall be $2,500 per space”.
AYES: Fineman, Kullaway, Vice Mayor Burke, Mayor Burdo
ABSENT: Colbert

3B. Review and provide feedback on staff’s preliminary Fiscal Year 2023/24 Measure J Allocation Plan.

Finance Director Zuba presented the staff report and a PowerPoint presentation. Staff answered questions from the Council regarding the survey results; the allocation for Building Bridge 2; how staff came up with the categories with list of items; next steps; when the projections of the IFMC would be introduced to the Council; when the 5-Year Capital Improvement Budget would be presented to the Council; a separate road maintenance fund and the percentage breakdowns; the current Pavement Condition Index (PCI); percentage allocated for bike/pedestrian improvements; the process for getting projects from the Bicycle/Pedestrian Advisory Committee to the Council.

Mayor Burdo opened the meeting to public comments.

Pastor Miles spoke in favor of a crosswalk at Sais Avenue.

Mr. Michael Cameron, Climate Action Commission, had a couple of questions and stated the Commission would be submitting its priority list.

Mayor Burdo closed the meeting to public comments.

Vice Mayor Burke stated she is not comfortable assigning percentages without balancing them with the survey results. She would like to see what other revenue sources are available for these projects, the costs, timeframes, and how much has been allocated in the past. This will help the Council to prioritize. She is not sure they should reserve Building Bridge 2 funds- they do not know what is going to happen.

Councilmember Fineman stated the survey results showed the top three issues as follows: roads, drought, and fire. She supported pulling Station 19 repairs out and having that as a separate category. Water storage and green infrastructure are also important. She agreed with Vice Mayor Burke’s desire for a “bigger picture”. She would like to have a specific percentage go towards active transportation.

Councilmember Kullaway supported the request for a crosswalk at Sais Avenue. She agreed with the comments made by Councilmember Fineman.

Mayor Burdo stated this is a great list to start the discussion. He supported a crosswalk at Sais Avenue, the Solar Resiliency Hub, pulling out the Station 19 repairs, tennis court (and Pickleball) improvement, additional EV charging where appropriate, and the ADA bathroom at Robson.

3C. 2023-2025 Work Plan Priorities

This is not considered a "project" under CEQA per California Public Resources Code Section 21065

Town Manager Donery and Assistant Town Manager Linda Kenton presented a staff report and a PowerPoint presentation. Staff answered questions from the Council regarding the process and timeframe; if the Measure J discussion incorporates the Work Plan adequately; if the intent is to come up with doable goals; how staff came up with the categories of service; things that go into the Work Plan vs. other projects in the "pipeline"; the appropriate way for the Council to contribute to this document.

Mayor Burdo opened the meeting to public comments.

There were no comments.

Mayor Burdo closed the meeting to public comments.

Vice Mayor Burke noted the items were department specific and she looked forward to the Council working together. She will send comments to staff.

Mayor Burdo wanted to add the following: Looking through the lens of equity and an exanimation of Building Department fees by comparing them to other jurisdictions.

Town Manager Donery thanked the Council for the feedback and looked forward to their emails.

3D. Consider to reappoint three (3) incumbents to the Infrastructure and Fiscal Monitoring Committee

This is exempt from environmental review under CEQA per California Public Resources Code 15061.

Mayor Burdo opened the meeting to public comments.

There were no comments.

Mayor Burdo closed the meeting to public comments.

M/s, Burke/Fineman, Motion to appoint Stanley Radtke, Marie Henrio, Erik Selvig to the Infrastructure and Fiscal Monitoring Committee.
AYES: Fineman, Kullaway, Vice Mayor Burke, Mayor Burdo
ABSENT: Colbert

M/s, Burke/Fineman, Motion to adjourn the meeting at 9:10 p.m.

Respectfully submitted,

Toni DeFrancis,
Recording Secretary

STAFF REPORT

TOWN OF SAN ANSELMO Item #:1.2

MEETING DATE: April 25, 2023

AGENDA TITLE: Revenue and Expenditure Reports, March 2023

FROM: Jeff Zuba, Finance & Admin Services Director

RECOMMENDATION: Approve the monthly year-to-date Revenue and Expenditure Reports and corresponding activity for the period ending through March 31, 2023.

SUMMARY

Every reporting period end, the Town of San Anselmo presents to the Town Council its operations as shown on the Revenue and Expenditure reports for discussion and approval.

BACKGROUND

The Revenue and Expenditure reports are year-to-date summaries of revenues and expenditures from the Town's financial system ('Tyler Incode') for both the current as well as the prior corresponding fiscal year. These reports include the General Fund's operations given most of the Town-level operational activities are processed through the General Fund either directly or indirectly. This approval is to be obtained once a month within the fiscal year.

DISCUSSION/ANALYSIS

The revenue and expenditure data through March 31, 2023, is a compilation of all operating activity that is year-to-date for the current and prior fiscal year. These reports are sourced directly from the Town's financial system, of which a corresponding analysis has been performed identifying the key trends the Town Council should take note of.

Revenues

Overall, through the March 2023 reporting period end, the Town's General Fund revenue has increased its base relative to the prior year by $0.814M. This is primarily from the increase in property tax and license & permits offset by property transfer tax

and transfers in. All other activity is either flat year-over-year or nets correspondingly to an immaterial change—all of which are within management's expectations.

Category	MAR YTD FY23	MAR YTD FY22	$ Change	% Change
Property Tax	8,632,108.71	8,109,711.97	522,396.74	6.44%
Sales Tax	1,027,677.09	949,338.53	78,338.56	8.25%
Property Transfer Tax	61,162.00	130,982.00	(69,820.00)	-53.31%
Franchise Taxes	555,834.40	469,625.63	86,208.77	18.36%
Licenses & Permits	980,788.86	869,281.83	111,507.03	12.83%
Fines	54,721.20	56,391.06	(1,669.86)	-2.96%
Cash & Investment Interest	41,214.22	7,065.61	34,148.61	483.31%
Intergovernmental	205,911.55	119,829.50	86,082.05	71.84%
Other Fees	233,493.69	231,161.07	2,332.62	1.01%
Transfers In	256,039.25	291,401.83	(35,362.58)	-12.14%
Total	12,048,950.97	11,234,789.03	814,161.94	7.25%

As shown above, the Town's overall revenue base increased by $0.814M, driven by Property Tax and Licenses & Permits.

- Property Taxes revenues through March have increased $0.522M compared to the prior period due to increased values on properties from the active real estate market during the Covid-19 pandemic. The Town receives disbursements from the County of Marin for property taxes in December, April, and June.
- Sales Tax increased by $0.078M due to continued consumer spending activity.
- Property Transfer Tax decreased by $0.069M due to the slowing housing market from rising rates and low inventory. The Town expects to be under budget in this area at the end of the year.
- Franchise Taxes increased by $86,208 due to the timing of payments received in the current fiscal year. For example, the PG&E Franchise payment was received in March 2022-23 however received in April 2021-2022.
- License & Permits increased by $0.111M compared to the prior period due to continuing construction activity around the Town and the timing of collection for Business License Taxes.
- Transfers In decreased by $0.035M compared to the prior period due to the Town issuing Pension Obligation Bonds in September 2021 to eliminate its unfunded liability with CalPERS. The previous year's transfer in the amount included $0.081M from the Recreation Fund to pay its portion of the unfunded payment. In the current year, the transfer from the Recreation Fund was $0.026M. This amount represents the Recreation portion of savings that will be paid to the Pension Trust.

As far as the other revenue streams, these changes either decreased or remained relatively flat year-over-year resulting in an immaterial change.

Expenditures

Overall, through the March 2023 reporting period end, the Town's General Fund expenditures have increased by $1.2M compared to the prior year. This is primarily from increases in compensation, outside services, debt service, and other expenditures. All other activity is either flat year-over-year or nets correspondingly to an immaterial change—all of which are within management's expectations.

Category	MAR YTD FY23	MAR YTD FY22	$ Change	% Change
Compensation	2,633,328.11	2,402,550.41	230,777.70	9.61%
Retirement	177,777.76	827,880.85	(650,103.09)	-78.53%
Training	33,745.74	19,543.64	14,202.10	72.67%
Outside Services	9,188,205.27	8,282,680.32	905,524.95	10.93%
Maintenance	26,803.31	100,447.44	(73,644.13)	-73.32%
Utilities	21,313.45	140,486.95	(119,173.50)	-84.83%
Supplies	93,748.46	84,437.46	9,311.00	11.03%
Debt Service	494,248.63	117,132.54	377,116.09	321.96%
Other Expenditure	1,072,148.07	106,608.67	965,539.40	905.69%
Transfers Out	813,517.00	1,263,517.00	(450,000.00)	-35.61%
Total	14,554,835.80	13,345,285.28	1,209,550.52	9.06%

As shown above, the Town's expenditures base overall increased by $1.2M of which is driven by compensation, outside services, debt service, and other expenditures:

- Compensation (Salaries & Wages and Benefits) increased by $0.230M compared to the prior fiscal year primarily due to the 4.5% cost of living adjustment effective July 1, 2022, and one-time lump sum payment to employees in recognition of contributions during the Covid-19 pandemic.
- Expenditures relating to CalPERS retirement decreased by $0.650M due to the Town's required unfunded pension liability payment. The Town issued Pension Obligation Bonds in September 2021 to eliminate its unfunded liability with CalPERS at that point in time. The previous year's liability payment was $0.665M. The offset for this decrease will be observed in the debt service category for the bond repayment.
- Outside Services increased by $0.905M compared to the previous fiscal year due to the changes in payments for Public Safety JPA's, housing element, traffic circulation element, and construction project activity.
- Debt Service increased by $0.377M compared to the previous fiscal year due to the repayment of the 2021 Pension Obligation Bonds noted above. The bond payments are due in August and February.
- Other Expenditures, Utilities, and Transfers Out increased by $0.396M compared to the previous fiscal year. Due to the change in accounting, utilities, other expenditures, and transfers must be together. In previous years funding for internal service funds was transferred out of the general fund. In fiscal year 22/23, the charge is recognized as an expense in the general fund and revenue in the internal service fund. The increase is due to the cost of insurance (property, liability, and workers' compensation), and increased transfer amounts to road maintenance and climate action fund.

As far as the other expenditure streams, these changes either slightly changed or remained flat year-over-year resulting in an immaterial change. All other changes are taken together overall immaterial for further discussion and are expected given the Town's operations.

FISCAL IMPACT

None

GENERAL PLAN CONSISTENCY
Not applicable

CEQA AND CLIMATE ACTION PLAN CONSISTENCY

The Council's discussion and approval of this report is not a "project" under the California Environmental Quality Act, because it does not involve an activity which has the potential to cause a direct or reasonably foreseeable indirect physical change in the environment. (Cal. Pub. Res. Code § 21065).

ATTACHMENTS
Attachment #1: General Fund Revenue and Expenditure Report by subcategory, March 2023
Attachment #2: Expenditure Report by department, March 2023

Town of San Anselmo
2022-2023 Rev & Exp Report
as of 03/31/2023
Fund: 01 - GENERAL FUND

	2021-2022 Revised Budget	2021-2022 Audited Actuals	2021-2022 YTD Actuals	% of Audited Actuals	2022-2023 Adopted Budget	2022-2023 Revised Budget	2022-2023 YTD Actuals	% of Actual / Budget
Revenue								
400 - PROPERTY TAX GENERAL	8,376,892.00	8,646,036.63	4,863,391.68	56.25 %	9,030,734.00	9,030,734.00	5,222,611.75	57.83 %
401 - PENSION	2,291,981.00	2,696,259.46	1,486,993.35	55.15 %	2,592,646.00	2,592,646.00	1,577,329.14	60.84 %
402 - PROPERTY TAX OTHER	3,385,116.00	3,777,460.04	1,890,308.94	50.04 %	3,760,449.00	3,760,449.00	1,893,329.82	50.35 %
410 - OTHER TAXES	1,320,000.00	1,641,557.71	949,338.53	57.83 %	1,400,000.00	1,610,000.00	1,027,677.09	63.83 %
411 - FRANCHISE TAXES	750,630.00	876,162.40	469,625.63	53.60 %	775,000.00	775,000.00	555,834.40	71.72 %
420 - BUSINESS LICENSE	240,000.00	297,930.14	176,958.83	59.40 %	260,000.00	260,000.00	223,977.39	86.15 %
421 - PARKING	24,500.00	0.00	6,512.67	0.00 %	24,500.00	24,500.00	881.50	3.60 %
422 - CONSTRUCTION	980,000.00	899,501.36	685,810.33	76.24 %	950,000.00	1,075,000.00	755,929.97	70.32 %
430 - VEHICLE CODE	17,500.00	24,450.16	15,996.97	65.43 %	10,000.00	10,000.00	4,807.91	48.08 %
431 - LIBRARY	0.00	2,484.09	766.83	30.87 %	0.00	0.00	1,257.61	0.00 %
432 - PARKING	65,000.00	56,953.74	39,627.26	69.58 %	50,000.00	50,000.00	48,655.68	97.31 %
440 - USE OF MONEY AND PROPERTY	15,000.00	-48,149.73	7,065.61	-14.67 %	20,000.00	70,000.00	41,214.22	58.88 %
450 - STATE REVENUE	107,500.00	165,076.60	119,829.50	72.59 %	127,500.00	127,500.00	139,911.55	109.73 %
460 - FEDERAL REVENUE	0.00	0.00	0.00	0.00 %	0.00	0.00	0.00	0.00 %
470 - LOCAL AGENCY REVENUE	0.00	0.00	0.00	0.00 %	0.00	0.00	66,000.00	0.00 %
480 - FEES FOR SERVICES	171,000.00	183,700.83	145,028.75	78.95 %	171,000.00	171,000.00	117,717.40	68.84 %
490 - MISCELLANEOUS REVENUE	97,500.00	115,226.33	86,132.32	74.75 %	100,070.00	100,070.00	115,776.29	115.70 %
519 - TRANSFERS IN	418,464.00	389,520.53	291,401.83	74.81 %	384,447.00	384,447.00	256,039.25	66.60 %
520 - SOURCE OF PROCEEDS	0.00	0.00	0.00	0.00 %	0.00	0.00	0.00	0.00 %
Total Revenue:	18,261,083.00	19,724,170.29	11,234,789.03	56.96 %	19,656,346.00	20,041,346.00	12,048,950.97	60.12 %
Expense								
600 - SALARIES AND WAGES	2,887,665.00	2,517,183.96	1,879,030.63	74.65 %	3,072,145.00	3,072,145.00	2,067,225.26	67.29 %
601 - RETIREMENT	960,932.00	880,691.32	827,880.85	94.00 %	535,751.00	535,751.00	177,777.76	33.18 %
602 - EMPLOYEE BENEFITS	782,423.50	581,620.55	464,339.60	79.84 %	884,105.50	884,105.50	497,565.09	56.28 %
604 - RETIREE BENEFITS	144,322.00	136,855.69	59,180.18	43.24 %	156,390.00	156,390.00	68,537.76	43.82 %
610 - TRAINING	40,200.00	28,663.45	19,543.64	68.18 %	43,200.00	43,200.00	33,745.74	78.12 %
611 - OUTSIDE SERVICES	11,269,241.00	11,471,062.03	8,282,680.32	72.20 %	12,161,732.37	12,461,732.37	9,188,205.27	73.73 %
613 - PUBLICATION / DUES	15,550.00	19,742.41	19,356.58	98.05 %	15,845.50	15,845.50	16,713.84	105.48 %
614 - MAINTENANCE	21,600.00	18,046.31	11,490.70	63.67 %	21,792.50	21,792.50	14,204.68	65.18 %
615 - BUILDING MAINTENANCE	189,950.00	146,724.98	88,814.83	60.53 %	98,643.00	98,643.00	7,230.42	7.33 %
616 - VEHICLE MAINTENANCE	6,500.00	2,373.37	141.91	5.98 %	6,515.00	6,515.00	5,368.21	82.40 %
617 - UTILITIES	210,740.00	193,886.75	140,486.95	72.46 %	0.00	0.00	21,313.45	0.00 %
618 - HIRING	1,000.00	50,185.71	14,750.23	29.39 %	1,000.00	1,000.00	3,916.82	391.68 %
619 - MISCELLANEOUS	18,500.00	11,170.00	11,170.00	100.00 %	19,000.00	19,000.00	8,305.95	43.72 %
620 - OFFICE SUPPLIES	36,200.00	22,750.51	14,317.67	62.93 %	36,665.00	36,665.00	14,389.12	39.24 %
622 - DEPARTMENT SUPPLIES	45,700.00	80,811.37	58,719.58	72.66 %	46,355.00	46,355.00	63,279.29	136.51 %
623 - BOOKS / MAGAZINES / VIDEOS	23,373.00	22,047.14	11,400.21	51.71 %	24,074.00	24,074.00	16,080.05	66.79 %
629 - MISCELLANEOUS	76,500.00	80,907.53	61,331.86	75.80 %	1,185,641.00	1,185,641.00	1,043,079.16	87.98 %
630 - EQUIPMENT	500.00	0.00	0.00	0.00 %	0.00	0.00	132.30	0.00 %
631 - CAPITAL OUTLAY - CONSTRUCTION	0.00	0.00	0.00	0.00 %	0.00	0.00	0.00	0.00 %
640 - PRINCIPAL	227,000.00	227,000.00	113,000.00	49.78 %	285,000.00	285,000.00	285,000.00	100.00 %
641 - INTEREST	11,208.00	6,207.91	4,132.54	66.57 %	248,976.00	248,976.00	209,248.63	84.04 %
670 - TRANSFERS OUT	1,863,517.00	1,863,517.00	1,263,517.00	67.80 %	813,517.00	863,517.00	813,517.00	94.21 %
Total Expense:	18,832,621.50	18,361,447.99	13,345,285.28	72.68 %	19,656,347.87	20,006,347.87	14,554,835.80	72.75 %
Total Fund: 01 - GENERAL FUND:	-571,538.50	1,362,722.30	-2,110,496.25		-1.87	34,998.13	-2,505,884.83	
Report Total:	-571,538.50	1,362,722.30	-2,110,496.25		-1.87	34,998.13	-2,505,884.83	

ITEM 1.2 - ATTACHMENT 1

Town of San Anselmo
2022-2023 Rev & Exp Report
as of 03/31/2023
Fund: 01 - GENERAL FUND
Expense

	2021-2022 Revised Budget	2021-2022 Audited Actuals	2021-2022 YTD Actuals	% of Audited Actuals	2022-2023 Adopted Budget	2022-2023 Revised Budget	2022-2023 YTD Actuals	% of Actual / Budget
00 - UNDESIGNATED	1,863,517.00	1,863,517.00	1,263,517.00	67.80 %	813,517.00	863,517.00	813,517.00	94.21 %
11 - TOWN COUNCIL	95,323.00	30,254.44	24,713.70	81.69 %	101,030.00	101,030.00	62,201.15	61.57 %
12 - ADMINISTRATION	1,423,741.50	1,227,667.51	876,446.37	71.39 %	1,450,835.00	1,450,835.00	991,977.41	68.37 %
16 - LEGAL SERVICES	300,000.00	367,034.06	217,128.01	59.16 %	385,000.00	385,000.00	196,500.30	51.04 %
18 - PLANNING	638,270.00	370,827.42	256,119.51	69.07 %	958,759.00	958,759.00	531,069.23	55.39 %
21 - NON-DEPARTMENTAL	1,159,369.00	1,036,578.31	954,332.48	92.07 %	1,414,224.50	1,414,224.50	980,089.36	69.30 %
30 - POLICE	4,685,857.00	4,690,030.16	3,522,998.23	75.12 %	4,938,129.00	4,938,129.00	3,703,596.75	75.00 %
32 - ROSS VALLEY FIRE SERVICE	4,611,448.00	4,559,101.21	3,394,004.22	74.44 %	4,869,951.00	4,869,951.00	3,593,055.22	73.78 %
40 - DEBT SERVICE	234,708.00	234,607.91	118,532.54	50.52 %	530,476.00	530,476.00	495,548.63	93.42 %
41 - ENGINEERING AND INSPECTION	1,406,648.00	1,480,518.43	1,060,276.02	71.62 %	1,635,519.00	1,760,519.00	1,090,644.13	61.95 %
42 - STREETS	920,957.50	1,085,314.46	681,369.29	62.78 %	978,724.00	1,078,724.00	853,278.19	79.10 %
71 - LIBRARY	729,255.50	630,298.30	456,533.60	72.43 %	781,632.87	781,632.87	563,059.19	72.04 %
81 - PARKS	482,079.50	532,278.33	331,631.24	62.30 %	504,146.00	579,146.00	460,294.17	79.48 %
82 - RECREATION/GENERAL FUND	281,447.50	253,420.45	187,683.07	74.06 %	294,404.50	294,404.50	220,005.07	74.73 %
Total Expense:	18,832,621.50	18,361,447.99	13,345,285.28	72.68 %	19,656,347.87	20,006,347.87	14,554,835.80	72.75 %
Total Fund: 01 - GENERAL FUND:	18,832,621.50	18,361,447.99	13,345,285.28	72.68 %	19,656,347.87	20,006,347.87	14,554,835.80	72.75 %
Report Total:	18,832,621.50	18,361,447.99	13,345,285.28	72.68 %	19,656,347.87	20,006,347.87	14,554,835.80	72.75 %

ITEM 1.2 - ATTACHMENT 2

TOWN OF SAN ANSELMO
Staff Report
April 13, 2023

For the Meeting of April 25, 2023

TO: Town Council

FROM: Dannielle Mauk, Community Services Director

SUBJECT: Financial Report on Recreation Fund

RECOMMENDATION

That Council approve the Recreation Fund Revenue and Expenditure Report for the period ending February 28, 2023.

BACKGROUND

The Recreation Department offers a wide variety of fee-based programs throughout the fiscal year, including sports programs and leagues, youth and adult classes, childcare and camps. Additional revenue is generated through facility rentals and administrative fees.

DISCUSSION

As of March 31, 2023, 66% of the fiscal year has elapsed and the Recreation Fund is listed at 102% of projected revenues and 71% of projected expenditures.

Enrollment for recreation programs has increased. We had strong enrollment for our summer educational and sports programs. Families are enjoying our programs, and we are working on adding additional programs. The increase in program enrollment will be reflected in both the increased revenues and expenditures each month. A portion of the summer enrollment revenues will be deferred to FY 23/24.

For historical comparison purposes, staff has developed the following table:

FY	Revenue			Expenditures			Rev Over/(Under) Exp	
	Budget	Actual	%	Budget	Actual	%	$$	%
2022-23	**1,875,414**	**1,906,138**	**102%**	**1,848,926**	**1,309,682**	**71%**	**596,457**	**32%**
2021-22	1,348,625	1,908,595	142%	1,507,369	1,211,017	80%	697,578	52%
2020-21	1,408,125	957,660	68%	1,550,947	857,385	55%	100,274	7%
2019-20	1,627,269	1,603,491	99%	1,676,763	1,270,916	76%	332,575	20%
2018-19	1,510,604	1,586,775	105%	1,591,144	1,047,174	66%	539,601	36%
2017-18	1,514,000	1,402,029	93%	1,644,385	1,037,903	63%	364,126	24%
2016-17	1,384,325	1,401,167	101%	1,500,570	1,023,908	68%	377,259	27.3%
2015-16	1,246,689	1,250,450	100%	1,356,689	1,068,959	79%	181,492	14.6%

Dannielle Mauk
Community Services Director

Attachment 1: Revenue & Expenditure Report FY 2022-23: Recreation Fund as of 03/31/2023

Town of San Anselmo

Budget Report

Group Summary

For Fiscal: 2022-2023 Period Ending: 04/30/2023

SubCategor...	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Used
Department: 00 - UNDESIGNATED						
670 - TRANSFERS OUT	0.00	0.00	0.00	26,488.00	-26,488.00	0.00 %
Department: 00 - UNDESIGNATED Total:	**0.00**	**0.00**	**0.00**	**26,488.00**	**-26,488.00**	**0.00 %**
Department: 61 - SPORTS						
480 - FEES FOR SERVICES	516,550.00	516,550.00	0.00	637,950.47	121,400.47	123.50 %
600 - SALARIES AND WAGES	36,000.00	36,000.00	175.00	23,150.00	12,850.00	64.31 %
602 - EMPLOYEE BENEFITS	2,754.00	2,754.00	13.39	1,771.05	982.95	64.31 %
611 - OUTSIDE SERVICES	184,260.00	184,260.00	5,700.00	142,269.79	41,990.21	77.21 %
629 - MISCELLANEOUS	55,250.00	55,250.00	0.00	37,172.54	18,077.46	67.28 %
Department: 61 - SPORTS Surplus (Deficit):	**238,286.00**	**238,286.00**	**-5,888.39**	**433,587.09**	**195,301.09**	**181.96 %**
Department: 62 - CULTURE						
480 - FEES FOR SERVICES	110,176.00	110,176.00	0.00	129,635.99	19,459.99	117.66 %
611 - OUTSIDE SERVICES	64,874.00	64,874.00	2,243.50	55,278.70	9,595.30	85.21 %
629 - MISCELLANEOUS	6,000.00	6,000.00	0.00	2,869.25	3,130.75	47.82 %
Department: 62 - CULTURE Surplus (Deficit):	**39,302.00**	**39,302.00**	**-2,243.50**	**71,488.04**	**32,186.04**	**181.89 %**
Department: 63 - CHILD CARE						
480 - FEES FOR SERVICES	1,212,188.00	1,212,188.00	0.00	1,119,461.10	-92,726.90	92.35 %
600 - SALARIES AND WAGES	378,397.00	378,397.00	12,810.83	240,967.58	137,429.42	63.68 %
601 - RETIREMENT	25,450.00	25,450.00	652.91	12,133.78	13,316.22	47.68 %
602 - EMPLOYEE BENEFITS	75,089.00	75,089.00	3,602.05	48,069.68	27,019.32	64.02 %
611 - OUTSIDE SERVICES	380,175.00	380,175.00	0.00	325,619.60	54,555.40	85.65 %
629 - MISCELLANEOUS	42,000.00	42,000.00	0.00	13,660.08	28,339.92	32.52 %
Department: 63 - CHILD CARE Surplus (Deficit):	**311,077.00**	**311,077.00**	**-17,065.79**	**479,010.38**	**167,933.38**	**153.98 %**
Department: 64 - EVENTS AND OTHER						
480 - FEES FOR SERVICES	20,500.00	20,500.00	0.00	8,161.00	-12,339.00	39.81 %
611 - OUTSIDE SERVICES	1,600.00	1,600.00	0.00	139.68	1,460.32	8.73 %
629 - MISCELLANEOUS	0.00	0.00	0.00	1,100.00	-1,100.00	0.00 %
Department: 64 - EVENTS AND OTHER Surplus (Deficit):	**18,900.00**	**18,900.00**	**0.00**	**6,921.32**	**-11,978.68**	**36.62 %**
Department: 65 - PROGRAM ADMINISTRATION						
480 - FEES FOR SERVICES	16,000.00	16,000.00	0.00	10,775.50	-5,224.50	67.35 %
600 - SALARIES AND WAGES	264,564.00	264,564.00	14,380.94	246,158.44	18,405.56	93.04 %
601 - RETIREMENT	24,535.00	24,535.00	1,194.98	20,612.30	3,922.70	84.01 %
602 - EMPLOYEE BENEFITS	61,723.00	61,723.00	3,625.30	57,717.38	4,005.62	93.51 %
610 - TRAINING	5,000.00	5,000.00	0.00	1,193.37	3,806.63	23.87 %
611 - OUTSIDE SERVICES	170,150.00	170,150.00	46,442.58	110,977.99	59,172.01	65.22 %
613 - PUBLICATION / DUES	1,000.00	1,000.00	0.00	390.00	610.00	39.00 %
614 - MAINTENANCE	3,000.00	3,000.00	0.00	44.68	2,955.32	1.49 %
615 - BUILDING MAINTENANCE	1,000.00	1,000.00	0.00	46.96	953.04	4.70 %
617 - UTILITIES	16,500.00	16,500.00	0.00	1,852.94	14,647.06	11.23 %
618 - HIRING	2,000.00	2,000.00	0.00	585.00	1,415.00	29.25 %
619 - MISCELLANEOUS	3,000.00	3,000.00	0.00	249.93	2,750.07	8.33 %
620 - OFFICE SUPPLIES	37,605.00	37,605.00	0.00	26,764.58	10,840.42	71.17 %
622 - DEPARTMENT SUPPLIES	6,000.00	6,000.00	0.00	3,073.00	2,927.00	51.22 %
629 - MISCELLANEOUS	500.00	500.00	0.00	0.00	500.00	0.00 %
630 - EQUIPMENT	500.00	500.00	0.00	158.75	341.25	31.75 %
Department: 65 - PROGRAM ADMINISTRATION Surplus (Deficit):	**-581,077.00**	**-581,077.00**	**-65,643.80**	**-459,049.82**	**122,027.18**	**79.00 %**
Report Surplus (Deficit):	**26,488.00**	**26,488.00**	**-90,841.48**	**505,469.01**	**478,981.01**	**1,908.29 %**

Town of San Anselmo

Budget Report

Group Summary

For Fiscal: 2022-2023 Period Ending: 03/31/2023

Account Typ...	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Used
Fund: 21 - RECREATION						
Revenue	1,875,414.00	1,875,414.00	278,112.00	1,906,138.06	30,724.06	101.64 %
Expense	1,848,926.00	1,848,926.00	178,081.62	1,309,681.66	539,244.34	70.83 %
Fund: 21 - RECREATION Surplus (Deficit):	**26,488.00**	**26,488.00**	**100,030.38**	**596,456.40**	**569,968.40**	**2,251.80 %**
Report Surplus (Deficit):	**26,488.00**	**26,488.00**	**100,030.38**	**596,456.40**	**569,968.40**	**2,251.80 %**

STAFF REPORT

TOWN OF SAN ANSELMO Item #:1.4

MEETING DATE: April 25, 2023

AGENDA TITLE: Quarterly Treasurer's Investment Report, March 31, 2023

FROM: Jeff Zuba, Finance & Admin Services Director

RECOMMENDATION: That the Town Council approve the Treasurer's Investment Report for the quarter ending March 31, 2023.

SUMMARY

The Treasurer's Investment Report is a quarterly itemization of the market value of Town investments. The purpose of this report is to present financial information for review and discussion.

DISCUSSION/ANALYSIS

The attached report itemizes the Town's investments and states the market value of each investment as of March 31, 2023. The Wells Fargo bank account is the Town's primary checking account used for the deposit and expenditure of operating funds. The Bank of America checking account is a controlled account used for payroll processing only.

The Town holds two investment accounts; one with Moreton Capital with funds held at U.S. Bank and one with Wells Fargo Securities with funds held at Wells Fargo. The investments held are allowable by the Town's investment policy.

The Town maintains two Local Agency Investment Fund accounts (LAIF) for the purpose of maximizing interest income on funds not needed for immediate expenditure. One LAIF account is for the investment of general operating funds. The other is for the remaining series 2003 Measure G bond proceeds, required by law to be maintained in a segregated account.

The Town's cash balances as of March 31, 2023, are $13,549,504 which is $2,479,042 more than the balances at this time last year. This increase is driven by the timing of cash flow between money received versus money to be paid out the following period.

FISCAL IMPACT
Not applicable

GENERAL PLAN CONSISTENCY
Not applicable

CEQA AND CLIMATE ACTION PLAN CONSISTENCY

The Council's discussion and approval of this report is not a "project" under the California Environmental Quality Act, because it does not involve an activity which has the potential to cause a direct or reasonably foreseeable indirect physical change in the environment. (Cal. Pub. Res. Code § 21065).

ATTACHMENTS
Attachment #1: Quarterly Treasurer's Investment Report, March 31, 2023

TOWN OF SAN ANSELMO

TREASURER'S INVESTMENT REPORT
for the quarter ending March 31, 2023

INSTITUTION	TYPE OF INVESTMENT	MATURITY DATE	EFFECTIVE YIELD	MARKET VALUE OF AMOUNT ON DEPOSIT	NOTES BOOK VALUE	NOTES UNREALIZED GAIN
Wells Fargo Bank	Government Advantage Checking	None	1.65%	1,806,645		
Bank of America	Business Checking Account	None	0.49%	70,210		
LAIF (Local Agency Investment Fund) Operating Account	State Treasurer's Pool	None	2.87%	2,969,242		
LAIF (Local Agency Investment Fund) Measure G Proceeds	State Treasurer's Pool	None	2.87%	92,577		
Moreton Capital	Money Market	None	4.74%	48,635		
Moreton Capital	Municipal Bonds	Varies	4.73%	1,989,967		
Moreton Capital	Treasury/Federal Agency	Varies	4.65%	2,536,004		
Wells Fargo	Treasury/Federal Agency	Varies	4.63%	1,793,277		
Wells Fargo	Money Market	None	4.75%	2,242,948		
Total Investment Portfolio:				13,549,504		

I hereby verify that this report is in conformity with the Town of San Anselmo Investment Policy.

John Mahl, Town Treasurer

Jeff Zuba, Finance & Administrative Services Director

April 13, 2023
Date

STAFF REPORT

TOWN OF SAN ANSELMO Item #:1.5

MEETING DATE: 4/25/23

AGENDA TITLE: Consideration of Special Event Application – Cedars of Marin Farmstead 2023

FROM: Mattie O'Grady – Recreation Supervisor

RECOMMENDATION: That Council approve Cedars' special event application to host Hands and Earth Co-op Farmstead from May through September.

BACKGROUND

Cedars of Marin is requesting to bring back their Hands and Earth Co-op Farmstead to downtown San Anselmo. It would take place in Imagination Park on Wednesdays from 11:00 am – 1:00 pm from May 31st through September 13th.

Cedars, which opened as a school in 1919, runs programs for individuals with intellectual and developmental disabilities in Ross, San Anselmo and San Rafael. Within the Cedars Textile Art Center, a participant-run co-op manages a large garden producing flowers, fruit and vegetables which are sold to the public. The center is also home to weaving and craft programs producing hand-woven textiles and crafts which are made available for sale.

DISCUSSION/ANALYSIS

Cedars of Marin hosted the same farmstead on Town Hall Plaza back in 2016 and also participated with a farmstand at the 2021 Art + Music on the Avenue. There will only be one tent and a few tables selling produce from their garden as well as arts and craft items. The town will provide a designated parking space for the applicant.

The following conditions have been communicated to the applicant:

- Event must be ADA compliant (i.e. no blocking of sidewalks)

The attached application provides details of the event with comments and conditions from Town staff.

FISCAL IMPACT
There would be no direct fiscal impact to the Town to approve this item.

GENERAL PLAN CONSISTENCY
None

CEQA AND CLIMATE ACTION PLAN CONSISTENCY
The proposed project is exempt from the California Environmental Quality Act (CEQA), under the “common sense” exemption, because it can be seen with certainty that there is no possibility that the activity in question may have a significant effect on the environment. (Cal. Code Regs. tit. 14, § 15061).

TOWN OF SAN ANSELMO
EST. 1907

TOWN OF SAN ANSELMO
1000 Sir Francis Drake Blvd, Suite # 14
San Anselmo, CA 94960
415-258-4640

APPLICATION FOR COMMUNITY-BASED EVENTS

Please complete this application if you wish to conduct a community-based event (non-commercial) in downtown San Anselmo on public property for more than 50 people or involving the closure of a downtown street for more than fifteen minutes. The application will be reviewed by staff and forwarded to the Town Council for approval.

EVENT INFORMATION

Name of event: Hands and Earth Co-op Farmstand

Organization(s) presenting the event: The Cedars of Marin

Other event sponsor(s), if any:

Contact Person: Lauren Sockler **Phone Number:** 415-453-4240

Address: P.O. Box 947, Ross, CA **Email:** lauren@cedarslife.org

Event Date(s): May 31, 2023 to September 13th (Wednesdays Only)

Start and end times: 11 am to 1 pm **Number of attendees (estimate):** 4

Location:

Will alcohol be served or sold?

Yes ☐ No ☑

Brief Event Description:

Cedars Hands and Earth Co-op will sell fresh produce from our garden and arts and crafts in Imagination Park.

Public space requested:

- ☐ **Creek Park**
- ☐ **Pine Street Parking Lot**
- ☐ **Town Hall Lawn**
- ☑ **Imagination Park**
- ☐ **Other:** _____
- ☐ **Creek Park Parking Lot**
- ☐ **Magnolia Parking Lot**
- ☐ **Council Chamber**
- ☐ **Memorial Park**

_____ **San Anselmo Avenue: from (cross streets)** _____ **to** _____
_____ **Tunstead Avenue: from (cross streets)** _____ **to** _____
_____ **Other street(s): from (cross streets)** _____ **to** _____
_____ **Other space use (e.g. parking spaces)** _____
_____ **Other Facilities:**_____

Additional Comments on the Public Space Requested:

Because we work with developmentally disabled adult who need supervision, it would be very helpful to have a designated parking spot behind Imagination Park for these hours.

To be qualified for consideration, applicants must fall into one of the following categories:

- Town-Sponsored Events
- Ross Valley* accredited or licensed schools (pre-kindergarten through 12th grade, (both public and private schools)
- Ross Valley* Youth Organized Sporting of Cultural Events
- Organizations located in the Ross Valley* which have received tax-exempt status pursuant to Internal Revenue Service Code Section 501c(3)
- Merchant associations located in incorporated San Anselmo and established as of 2006

*Ross Valley is defined as incorporated and unincorporated areas of San Anselmo, Fairfax, and Ross

Standards & Objectives

The Town Council, with input from downtown merchants, property owners, and local residents, has adopted the following criteria they will consider when reviewing applications for the closure of roadways or other public space in the downtown area.

Does the event:

- ✓ Attract local residents
- ✓ Attract people throughout the Bay Area
- ✓ Attract families
- ✓ Generate interest for people to return and spend money in local businesses
- ✓ Create a positive impact for real estate stimulation
- ✓ Provide a overall positive impact on business
- ✓ Provide an opportunity for downtown merchants to participate in the event
- ✓ Provide access to neighborhood streets during the event
- ✓ Avoid conflicting with a retail holiday
- ✓ Assure public safety
- ✓ Provide adequate parking
- ✓ Benefit the Town
- ✓ Provide access for persons with disabilities
- ✓ Provide for clean-up by event organizers
- ✓ Provide emergency vehicle access
- ✓ Assure that any booths or other structures are designed and placed so that storefronts have access and visibility
- ✓ Allow local businesses to exhibit merchandise on the sidewalk area in front of their stores, without charge, while maintaining wheelchair access

CONDITIONS OF APPROVAL

The following conditions apply to downtown events, unless waived or modified by the Town. Other conditions, as set by the Town Council and staff, may apply to particular events for public safety or other objectives of the Town.

A. **Police**: Off-duty police officers may be required for the event, as determined by the Police Chief, depending on the number of people attending and the nature of the event. Off-duty police officers are required during events where alcohol is served or sold.

B. **Emergency access**: An emergency access lane of at least 14 feet wide must be maintained at all times.

C. **Insurance**: Proof of general liability insurance, naming the Town, its employees, and agents as additional insured, at limits no less than $1,000,000.

D. **Recycling and garbage**: Extra containers for recycling cans and bottles, and garbage cans must be placed throughout the area of the event. Containers and cans are to be emptied when full during the event, and picked up after the event.

E. **Compostable/Disposable Foodware:** In accordance with the Town of San Anselmo's Ordinance 1136 all food vendors will provide takeout food in reusable foodware or compostable disposable foodware, or items composed entirely of aluminum. If a compostable disposable foodware item is not available, an alternative foodware item made of other materials, except polystyrene foam and polystyrene food ware, may be substituted.

F. **Toilet facilities**: Events estimated to attract more than 100 people and lasting more than two hours must provide portable toilets, in the number and location as approved by the Parks superintendent, unless alternate arrangements for toilet facilities are otherwise required or arranged to the approval of the Parks Superintendent. Toilet facilities must be provided for disabled persons at each location where portable facilities are provided. Hand washing facilities must be provided where food is served.

G. **Traffic control**: A traffic and parking control plan, including enforcement measures, must be approved by the Police Chief.

H. **Noticing:** Events that include closure of the street will require advance written notice to businesses and residents on the street(s) that will be closed. These notices must be distributed a minimum of five days prior to the Town Council meeting date that the event application will be considered.

I. **Sales tax**: Persons or businesses selling items as part of the event shall designate San Anselmo as the point of sale for sales tax purposes.

J. **Alcoholic beverages**: A permit is required from the Police Chief and the State Department of Alcohol Beverage Control in order to serve or sell alcoholic beverages. Off-duty police officers are required if alcohol is served or sold.

K. **Fire inspection**: A fire inspection is required of any and all appliances or devices that produce an open or enclosed flame and/or hot materials, including food.

L. **Creek Park**: No more than three booths are allowed inside the turf areas of the park.

M. **Signs and barricades**: Any "No parking signs" that are needed are to be provided by the event organizers, and posted according to the traffic control plan prior to the event. Barricades, detour signs, and other traffic control devices are to be provided by the event organizers.

N. **Parking:** Temporary accessible parking must be provided if a street closure or other event condition renders permanent accessible parking unusable.

O. **Cables**: Cables must be covered so as not to create a tripping hazard. When cable covers are used, they must not create a tripping hazard and must be navigable by wheelchair. The path of travel must be no more than 1:12.

On behalf of the organization applying for the permit to conduct the event, I have read and agree to follow the standards for events, as stated in this application, and have read and agree to follow the permit conditions as stated in this application and those which may be required of me as conditions of approval.

Name: Lauren Sockles Date: 3/23/23

NAME OF EVENT: DATE OF EVENT:

DEPARTMENT	COMMENTS/CONDITIONS	APPROVED BY
POLICE		M. Norton
FIRE		J. Weber
RECREATION	Event must be ADA compliant.	D. Mauk
PUBLIC WORKS		S. Condry & J. Healy
ADMINISTRATION		D. Donery
TOWN COUNCIL		

STAFF REPORT

TOWN OF SAN ANSELMO Item #:1.6

MEETING DATE: 4/25/23

AGENDA TITLE: Consider extension for refreshing Cedars' Temporary Art Installation on Magnolia Ave

FROM: Mattie O'Grady – Recreation Supervisor

RECOMMENDATION: That Council approve Cedars' request to refresh the temporary art installation on Magnolia Avenue.

BACKGROUND

In 2018, the Town of San Anselmo partnered with Cedars of Marin at the annual Country Fair Day and Parade. Cedars created an interactive mini town called "Cedarsville", where they created a place for the community to paint rocks, paint peace flags, and to purchase jewelry and textiles. Cedars also hosted a community art project that became a temporary art installation at the corner of Magnolia Avenue and San Anselmo Avenue (601 San Anselmo Ave). The theme of the 2018 art installation was "Mt. Tam". In 2019, Cedars updated the installation with a "Sugarfoot" theme.

DISCUSSION/ANALYSIS

The art installation has not had an update or refresh since 2019. Cedars is requesting to update the installation. Specifically, Cedars is requesting to collaborate with the San Anselmo Arts Commission to install a new art piece. The theme of the new art piece will be "Choose Kindness", which is the theme of Cedars' Client Advisory Council.

The art piece is proposed to consist of panels of approximately 18"x12" that will be painted by artists with developmental disabilities at Cedars and pieced together. The words "Choose Kindness" will be at the top and the mural will include words such as "love", "gratitude" or "art" and images such as people holding hands. Both the San Anselmo Arts Commission and the Cedars Professional Curatorial Team will oversee the project to be sure it is every bit as beautiful as the last two iterations.

The panel creation will go on during this summer and may include a participatory community painting event at one or more Live on the Avenue evenings, with the goal of having an unveiling during Live on the Avenue in August.

Staff acknowledges that there is a separate mural discussion occurring simultaneously and recommends the Council consider this as a community art project and not a mural since the project would be in partnership with the San Anselmo Arts Commission and is a temporary installation.

FISCAL IMPACT

The public art installation will be fully funded by Cedars. There would be no direct fiscal impact on the Town to approve this item.

GENERAL PLAN CONSISTENCY

None

CEQA AND CLIMATE ACTION PLAN CONSISTENCY

The proposed project is exempt from the California Environmental Quality Act (CEQA), under the “common sense” exemption, because it can be seen with certainty that there is no possibility that the activity in question may have a significant effect on the environment. (Cal. Code Regs. tit. 14, § 15061).

STAFF REPORT

TOWN OF SAN ANSELMO ITEM No. 1.7

MEETING DATE: April 25, 2023

AGENDA TITLE: Adopt a Resolution in Recognition of National Small Business Week and San Anselmo's Small Businesses and Proclaiming the Month of May as Small Business Month

FROM: Heidi Scoble, Planning Director

RECOMMENDATION: Adopt the attached Resolution to recognition of National Small Business Week and San Anselmo's Small Businesses and to proclaim the month of May as Small Business Month.

BACKGROUND & DISCUSSION

Every year since 1963, the President of the United States has issued a proclamation announcing National Small Business Week, which recognizes the critical contributions of America's entrepreneurs and small business owners. National Small Business Week will take place from April 30 to May 6 of this year. The focus of the week is to honor the Countries entrepreneurs who have played a vital part to the quality of life and our growing economy.

As San Anselmo's small businesses are critical drivers to the Town's economic growth and enlivening our commercial neighborhoods, staff is recommending the Council acknowledge and recognize the importance of the Town's small businesses and proclaim the Month of May as Small Business Month.

FISCAL IMPACT

N/A

GENERAL PLAN CONSISTENCY

The attached Resolution is consistent with the General Plan Land Use Goal C.1, preserving San Anselmo's small town character and pace of life and Land Use Goal C.2, supporting the economic viability of San Anselmo's commercial core.

CEQA AND CLIMATE ACTION PLAN CONSISTENCY

The proposed project is exempt from the California Environmental Quality Act (CEQA), under the "common sense" exemption, because it can be seen with certainty that there is

no possibility that the activity in question may have a significant effect on the environment. (Cal. Code Regs. tit. 14, § 15061).

This item also is consistent with the Town's Climate Action Plan relative to the economy by supporting small businesses, which facilitates small business financial sustainability and retention.

ATTACHMENT

Attachment 1 – Resolution

RESOLUTION NO. XXXX

RESOLUTION OF THE SAN ANSELMO TOWN COUNCIL IN RECOGNITION OF NATIONAL SMALL BUSINESS WEEK AND SAN ANSELMO'S SMALL BUSINESSES AND PROCLAIMING THE MONTH OF MAY AS SMALL BUSINESS MONTH

WHEREAS, the U.S. Small Business Administration has designated the week of April 30 through May 6, 2023, as National Small Business Week, in recognition of the critical contributions of America's entrepreneurs and small business owners, and

WHEREAS, the Town of San Anselmo has taken this step further recognizing and celebrating the Town's entrepreneurs and small business owners by designating the entire month of May as San Anselmo Small Business Month; and

WHEREAS, Local small businesses support our community in the way of wages, taxes, donations to local schools and charities and are the backbone of California's and San Anselmo's economy; and

WHEREAS, Throughout the years, the Town has seen the issuance of business licenses from home occupations, brick and mortar store fronts, restaurants and services increase annually; and

WHEREAS, Studies have consistently shown that supporting the growth of existing small businesses provide the majority of economic growth in the community and that entrepreneurs and small businesses stimulate job creation, develop crucial innovation and promote the diversification of local economies; and

WHEREAS, Small business are critical drivers of economic growth and mobility-creating jobs, building wealth, innovation, and enlivening main streets across our neighborhoods; and

WHEREAS, The Town of San Anselmo supports our local businesses that create jobs, boost our local economy and preserve our community; and

NOW, THEREFORE, BE IT PROCLAIMED that the Town Council of the Town of San Anselmo hereby recognize San Anselmo's small businesses and proclaim May 2023 as "Small Business Month".

RESOLUTION PASSED AND ADOPTED, at the regular meeting of the San Anselmo Town Council on the 25TH day of a April 2023, by the following vote:

AYES: Councilmember:
NOES: Councilmember:
ABSENT: Councilmember:
ABSTAIN: Councilmember:

_____
STEVE BURDO
MAYOR

ATTEST:

_____
SERGE AVILA
TOWN CLERK

STAFF REPORT

TOWN OF SAN ANSELMO Item #:1.8

MEETING DATE: April 25, 2023

AGENDA TITLE: Purchase of a New Electric Riding Lawnmower

FROM: Tom Bautista, E.I.T., Project Coordinator
Sean Condry, P.E., Public Works Director

RECOMMENDATION: That the Town Council authorize the Public Works Director to purchase a new Gravely Pro-Turn EV electric riding lawnmower in the amount of $28,790.00.

BACKGROUND AND DISCUSSION/ANALYSIS

The Town uses a riding lawnmower for maintenance of the fields at Memorial Park. The current riding lawnmower is diesel powered and must be replaced by a non-gas-powered alternative before June 1, 2023, to comply with Town Ordinance #1173. Town Staff considered several alternatives before deciding on the Gravely Pro-Turn EV model. This model of electric riding lawnmower has been recently purchased by both Sausalito and Fairfax. Purchase of the electric riding lawnmower will also qualify the Town for PG&E EV Fleet Program funding that can be used for behind the meter improvements to install EV charging infrastructure at various locations in Town as well as funding up to $4,000 per vehicle if charged by infrastructure that PG&E help fund through this program.

FISCAL IMPACT

If approved by the Council, funding for the new electric riding lawnmower would come from the Equipment Replacement Fund reserves in the amount of $28,790.00. This amount may be reduced by $4,000 if PG&E funding is obtained, which staff is currently working on.

GENERAL PLAN CONSISTENCY

Not applicable

CEQA AND CLIMATE ACTION PLAN CONSISTENCY

CEQA does not apply to the purchase of an electric lawnmower since it is not a project. The purchase of an electric lawnmower will address the Town's Climate Action Plan (CAP) 2030, specifically under CAP measure T-10, Electric Landscape equipment.

STAFF REPORT

TOWN OF SAN ANSELMO Item #: 1.9

MEETING DATE: April 25, 2023

AGENDA TITLE: Adopt Ordinance Amending Amendments to the San Anselmo Municipal Code Section 10-3.607, Nonconforming uses and improvements, Section 10-4.206, Nonconforming Structures and Exceptions to standards, and add a Section 10-3.405, Minor Intrusions into Required Development Standards for Residential Properties Table 4B to allow the repair and/or replacement of foundations for legal nonconforming residential structures

FROM: Heidi Scoble, Planning Director

RECOMMENDATION: Adopt the attached Ordinance entitled, "Ordinance of the Town Council of the Town of San Anselmo Amending TITLE 10 to amend Chapter 3 Section 10-3.607, Nonconforming Structures and improvements, Section 10-4.206, Nonconforming Structures and Exceptions to standards, and add a Section 10-3.405, Minor Intrusions into Required Development Standards for Residential Properties Table 4B to allow the repair and/or replacement of foundations for legal nonconforming residential structures".

BACKGROUND & DISCUSSION

On April 11, 2023, the Town Council conducted a public hearing for consideration of proposed zoning amendments to allow for the repair and/or replacement of foundations related to legal nonconforming structures. Following the hearing, the four members of the Council who were present voted unanimously to conduct the first reading of the proposed Ordinance (see **Attachment 1**). The purpose of this agenda item is to adopt the subject Ordinance.

FISCAL IMPACT

There is no significant financial impact associated with the proposed Ordinance.

GENERAL PLAN CONSISTENCY

The Ordinance is consistent with the Town's General Plan including the conservation goals in the Conservation Element.

CEQA AND CLIMATE ACTION PLAN CONSISTENCY

Adoption of the Ordinance is exempt from the California Environmental Quality Act (CEQA) under CEQA Guidelines section 15301 involving the minor alteration of existing residences involving negligible or no expansion of use beyond that already in existence; and CEQA Guideline section 15601(b)(3) because it can been seen with certainty that there is no possibility that the adoption of the Ordinance Amendment may have a significant effect on the environment.

The Ordinance Amendment is also consistent with the following San Anselmo Climate Action Plan 2030 adopted in 2019:

1. Adaptation and Resilience (A): A-1: Preparation and Response a. Continue to incorporate the increased risk of wildfire, extreme heat, storm events and other extremes [such as Flood Events] in the Town's Local Hazard Mitigation Plan.

2. E-5: Streamline Permit Process and Provide Technical Assistance Analyze current green building permit and inspection process to eliminate barriers and provide technical assistance to ensure successful implementation of green building requirements. Participate in countywide efforts to make it easier for contractors and building counter staff to simplify applications and identify incentives.

3. W-3: Construction & Demolition Debris and Self-Haul Waste Continue to enforce Town construction & demolition debris material recycling ordinance (San Anselmo Municipal Code Section 9-20.01 et. seq.).

ATTACHMENTS

Attachment 1 – Ordinance

ORDINANCE NO.

AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF SAN ANSELMO AMENDING TITLE 10 TO AMEND CHAPTER 3 SECTION 10-3.607, NONCONFORMING STRUCTURES AND IMPROVEMENTS, SECTION 10-4.206, NONCONFORMING STRUCTURES AND EXCEPTIONS TO STANDARDS, AND SECTION 10-3.405, MINOR INTRUSIONS INTO REQUIRED DEVELOPMENT STANDARDS FOR RESIDENTIAL PROPERTIES TABLE 4B TO ALLOW THE REPAIR AND/OR REPLACEMENT OF FOUNDATIONS FOR LEGAL NONCONFOMRING RESIDENTIAL STRUCTURES

WHEREAS, the Town Council desires to help facilitate, encourage, and provide an efficient ministerial streamlined review process for property owners to improve their residential structures to address any public health, safety, and/or welfare deficiencies related to the repair and/or replacement of foundations for properties with legal nonconforming setbacks; and

WHEREAS, Section 10-3.607 of the San Anselmo Municipal Code provides regulations and procedures for addressing existing uses and existing buildings and improvements which are not in conformance with provisions of this chapter as of the date of its adoption or amendment and allows a nonconforming structure to be improved or reconstructed "in-kind" provided there are no changes to the dimension, design, or location; and

WHEREAS, the "in-kind" repair or replacement of foundations necessary to comply with the Town's current Building and Fire Codes is difficult, or sometimes not possible, without changing the dimension, design, and materials of a foundation and related structural improvements and therefore would require a discretionary Variance; and

WHEREAS, the proposed Ordinance Amendment will ministerially allow the repair or replacement of the foundations for nonconforming residential properties without the need for a discretionary Variance, specifically allowing:

1. Properties with legal nonconforming setbacks located within a Special Flood Hazard Area to repair or replace the foundation of a residential structure as necessary to meet current Building/Fire Code, and allow the overall height of the structure to be correspondingly increased to the extent necessary to comply with the Town's Flood Management Ordinance and FEMA requirements; and

2. Properties with legal nonconforming setbacks to repair or replace the foundation of a residential structure necessary to meet current Building/Fire Code, and allow the overall height of the structure to be correspondingly increased to the extent necessary to accommodate the repaired or new foundation; and

WHEREAS, the adoption of the proposed Ordinance Amendment in the public interest and is consistent with the Town's General Plan Objective No. 16 "to protect the community from danger to life and property caused by flooding" and General Plan Policy 16.2, which requires the Town "To only allow development within the 100-year floodplain which is consistent with the Town's adopted Protection of Flood Hazard Areas and Water Course Ordinance"; and

WHEREAS, the Ordinance Amendment is consistent with the San Anselmo Climate Action Plan 2030 policies A-1 (Preparation and Response to Local Hazards), E-5 (Streamlined Permit Process), and W-3 (Waste Reduction); and

WHEREAS, the Ordinance Amendment is consistent with the Marin County Multi-Jurisdictional Local Hazard Mitigation Plan policies MLT-3 (Adopt, amend as needed, and enforce updated versions of state and federal regulations for Building and Fire Codes so that optimal standards are used in construction and renovation projects of public and private buildings and infrastructure), FLD-1 (Maintain participation in the National Flood Insurance Program and manage beyond minimum requirements as appropriate for local conditions. Consider improving Community Rating System (CRS) score if benefit exceeds cost for a given jurisdiction), and FLD-2 (Incorporate flood Planning and planning into local permitting and planning); and

WHEREAS, the Ordinance Amendment will allow and encourage property owners who own property in Special Flood Hazard Areas as defined by the Federal Emergency Management Agency to be able to comply with the Town's Community Rating System; a voluntary program that encourages and rewards communities for going beyond the minimum requirements of the FEMA's National Flood Insurance Program; and

WHEREAS, Section 10-3.607 of the San Anselmo Municipal Code provides regulations and procedures for addressing existing uses and existing buildings and improvements which are not in conformance with provisions of this chapter as of the date of its adoption or amendment and allows a nonconforming structure to be improved or reconstructed "in-kind" provided there are no changes to the dimension, design, or location; and

WHEREAS, on March 6, 2023, the Planning Commission conducted a duly noticed public hearing for the Ordinance Amendment and voted to recommend Town Council approval; and

WHEREAS, public notice of the Town Council hearing to consider the Ordinance Amendment was published in the Marin Independent Journal on March 31, 2023; and

WHEREAS, the Town Council held a public hearing on April 11, 2023, to consider the Planning Commission recommendation and introduce the draft Ordinance.

NOW, THEREFORE, THE TOWN COUNCIL OF THE TOWN OF SAN ANSELMO DOES ORDAIN AS FOLLOWS:

SECTION 1: California Environmental Quality Act. The Town Council finds and determines that the adoption of this Ordinance Amendment is exempt from the California Environmental Quality Act ("CEQA") pursuant to CEQA Guideline section 15301 involving

the minor alteration of existing residences involving negligible or no expansion of use beyond that already in existence; and CEQA Guideline section 15601(b)(3) because it can been seen with certainty that there is no possibility that the adoption of the Ordinance Amendment may have a significant effect on the environment.

SECTION 2: The above recitals are true and correct and incorporated as findings herein.

SECTION 3: Section 10-3.607(f)(1), Nonconforming uses and improvements, is hereby amended to read as follows:

(1) Any nonconforming building or improvement may be maintained, repaired, enlarged, extended, or structurally altered provided the enlargement or alteration complies with the use, setback, height, lot coverage and other site development requirements of the zone in which the structure is located, as well as other development regulations applicable to the area in which the structure is located and/or a permitted exemption listed in Section 10-3.405 Table 4B.

SECTION 4: Section 10-4.206, Nonconforming Structures and Exceptions to standards, is hereby amended to add subsection (c) to read as follows:

(c) The Town may permit exceptions as permitted in Section 10-3.405 Table 4B.

SECTION 5: Section 10-3.405, Minor Intrusions into Required Development Standards for Residential Properties Table, Table 4B, is hereby amended to add a new provision to address Foundation Repair and Replacement and read as follows:

Foundation Repair and Replacement					
	Front	Rear	Interior Side	Street Side	Review Required
1. Properties with legal nonconforming setbacks and located within a Special Flood Hazard Area as designated by the Federal Emergency Management Agency (FEMA) are permitted to repair or replace the foundation of a residential structure as necessary to meet current Building and/or Fire Codes. The property may be raised, and the overall height may be increased to the extent necessary to comply with Title 7, Chapter 11, Protection of Flood Hazard Areas of the San Anselmo Municipal Code and FEMA regulations, as amended from time to time.	No Change to Existing Setback	No Change to Existing Setback	No Change to Existing Setback	No Change to Existing Setback	E

2. Properties with legal nonconforming setbacks are permitted to repair or replace the foundation of a residential structure as necessary to meet current Building and/or Fire Codes. The property may be raised, and the overall height may be increased to the extent necessary to accommodate the repaired or new foundation.	No Change to Existing Setback	No Change to Existing Setback	No Change to Existing Setback	No Change to Existing Setback	E

SECTION 6: Severability: To the extent allowed under State law, the Town Council hereby declares every section, paragraph, sentence, clause and phrase is severable. To the extent allowed under State law, if any section, paragraph, sentence, clause or phrase of this Ordinance is for any reason found to be invalid or unconstitutional, such invalidity, or unconstitutionality shall not affect the validity or constitutionality of the remaining sections, paragraphs, sentences, clauses or phrases.

SECTION 7: Inclusion in the San Anselmo Municipal Code. It is the intention of the San Anselmo Town Council that the text in this Ordinance be made a part of the San Anselmo Municipal Code and that the text may be renumbered or re-lettered and the word "Ordinance" may be changed to "Section", "Chapter", or such other appropriate word or phrase to accomplish this intention.

SECTION 8: Effective Date. This Ordinance Amendment shall go into effect thirty (30) days from its adoption. Prior to the expiration of fifteen (15) days of adoption, this Ordinance Amendment or a summary thereof pursuant to Government Code section 36933, shall be published at least once in a newspaper of general circulation, along with the names of the members of the Town Council voting for and against its adoption.

THE FOREGOING ORDINANCE was introduced at a regular meeting of the San Anselmo Town Council on April 11, 2023, and was adopted at a regular meeting of the San Anselmo Town Council on April 25, 2023 by the following vote:

AYES:
NOES:
ABSE
NT:
ABST
AIN:

Mayor Steve Burdo

Attest

Town Clerk, Serge Avila

STAFF REPORT

TOWN OF SAN ANSELMO Item #: 2A

MEETING DATE: April 25, 2023

AGENDA TITLE: Update on Preparation of Objective Design and Development Standards (ODDS)

FROM: Heidi Scoble, Planning Director
Lindsey Klein, Senior Planner
Bob Brown, Consultant

RECOMMENDATION: That the Town Council receive and file an update on the ODDS project.

BACKGROUND/DISCUSSION

Why should the Town Adopt Objective Design and Development Standards (ODDS)?

Changes in State housing laws over the past few years have sought to increase housing production by limiting the review authority and process timeframe for approval of new development applications by local jurisdictions. Determinations regarding the completeness of an application submittal and decisions related to project approval or conditions of approval are required to be based on objective design and development standards (ODDS) identified by the jurisdiction.

Senate Bill 35 (SB 35) requires a ministerial approval process based only on compliance with adopted ODDS for projects adding two or more new housing units (i.e., a new single-family home and second unit, apartments or condos, or mixed-use projects where at least two-thirds of the floor area is residential, supportive or transitional housing and emergency shelters) and which provide at least 10% low-income units and pay prevailing construction labor wages.

The Housing Accountability Act (HAA) also applies to projects adding two or more housing units on sites zoned for residential or mixed use. The HAA is more widely applicable since it has few prerequisites such as providing affordable housing. The HAA precludes a jurisdiction from denying or reducing density for projects which comply with all adopted ODDS. Discretionary design review is still allowed for HAA-qualifying

projects, but conditions requiring design changes cannot result in the project being infeasible or increasing the cost of any deed-restricted affordable units proposed.
Assembly Bill 2011 (AB 2011) will become effective July 1, 2023, and allows housing development (five or more new units) on commercially zoned parcels along commercial thoroughfares meeting minimum width standards. AB 2011 includes numerous qualifications, including provision of affordable housing and payment of prevailing construction labor wages. AB 2011 also establishes minimum allowable densities and building height based on the size of the project site and width of the commercial thoroughfare (up to 60 dwelling units per acre [du/acre] for sites over one acre in size and on a street greater than 100 feet wide). AB 2011 also requires ministerial approval of projects meeting the adopted ODDS but allows design review based only on the ODDS.

Since SB 35 and AB 2011 require ministerial approval of qualifying projects, the California Environmental Quality Act (CEQA) is not applicable. Both laws impose time limits on determining compliance with the adopted ODDS (60 days for projects up to 150 units and 90 days for larger projects). A summary of the requirements of these State laws is included as **Attachment 1**.

ODDS are defined by the State Department of Housing and Community Development (HCD) as those that "*involve no personal or subjective judgment by a public official"* and being "*uniformly verifiable by reference to an external and uniform benchmark or criterion available and knowable by both the development applicant or proponent and the public official*." Some of the Town's existing zoning and subdivision codes are objective, such as those that define required building setbacks, height limits, floor area limits, parking requirements, etc. However, many standards, particularly those that define allowable design attributes of new construction pursuant to the requisite findings for Design Review in Section 10-3.1506 of the San Anselmo Municipal Code, are subjective and rely on the discretion and interpretations of decision-makers in the design review process.

How were the Draft ODDS Prepared?
In 2019, the Town was awarded a $160,000 grant under Senate Bill 2 (SB 2) to work on a collaborative effort with other Marin County jurisdictions to create ODDS for projects which would require objective, ministerial review under new State laws. This countywide effort selected Opticos Design Inc., an architecture/planning firm from Berkeley, to develop a template form-based code specifically oriented towards communities in Marin County ("Marin County ODDS Toolkit"). Form-based zoning codes regulate building form and design quantitatively and to a greater extent than traditional zoning codes and are therefore well suited as objective standards. Opticos has gained notoriety for its codes that promote "missing middle" housing types, which are smaller scale multi-unit buildings that mimic the size and character of large single-family homes, engage the

street frontage to create more pedestrian-oriented streetscapes and reduce the visibility of parking.[1]

To develop the Marin County ODDS Toolkit, Opticos performed detailed analyses of the size and character of existing buildings found throughout communities in the County and worked with local stakeholders, including local architects and developers, to identify feasible and desirable development outcomes. The Toolkit includes objective design and development standards for a range of building types and architectural styles at various densities and based on their intended location within neighborhoods, along major corridors, or within local mixed-use centers. During the customization process, each jurisdiction chose to incorporate the specific zones and building types that most closely match the existing development patterns and scale of local neighborhoods, corridors, or downtowns.

The Marin ODDS Toolkit carefully regulates building location, proportion, and form, including standards for allowable street frontages and parking location. The Toolkit also provides objective standards for slope development, privacy of adjacent residences, landscape, lighting, and screening requirements. The different zones, building types, and architectural design standards have been well thought-out and tested through application in other jurisdictions which have implemented very similar form-based codes.

Public outreach on this countywide approach began in 2019 with Planning Department staff hosting a booth at Country Fair Days to introduce the ODDS project to the public. In-person workshops were intended but were cancelled due to COVID 19. Instead, a countywide survey on design preferences was conducted from April through July, 2020. Due to staff outreach efforts, San Anselmo residents submitted 291 of the 541 (54 percent) total survey responses (see Attachment 2). The project also has a dedicated Town webpage since its inception (ODDS project webpage). The San Anselmo Planning Commission received updates on the ODDS project on June 15 and November 16, 2020.

Due to the onset of COVID, staff turnover and a shift in priorities to preparing the State-mandated Housing Element update, the work on the ODDS project was suspended. However, Opticos completed the draft Marin County ODDS Toolkit in February 2021. At that point, each participating jurisdiction was expected to select applicable portions of the Toolkit and edit these to customize the form-based code for that jurisdiction. To date Corte Madera, Belvedere, and the County have adopted localized versions of the ODDS Toolkit, and Sausalito is in the process of customization and adoption.

[1] Actions 3.1(b) and 3.2(a) of the Draft 2023-2031 Housing Element call for adoption of objective design standards that promote missing middle housing types that are sensitive to the existing design character of San Anselmo.

In San Anselmo, the ODDS project was reinitiated in October 2022. At its meeting of October 17, 2022, the Planning Commission appointed Commissioners Asselstine and Strauss, both local architects, to serve as an Ad-Hoc ODDS Subcommittee to assist the consultants in customizing appropriate portions of the ODDS Toolkit for San Anselmo's unique development character. Staff and the consultant team have had three formal meetings with the Planning Commission ODDS Subcommittee to discuss appropriate Toolkit zones and development standards to apply to properties currently zoned for multifamily or mixed-use development. Staff have held two additional informal meetings with the Subcommittee to fine-tune development regulations. The recommendations of the Subcommittee are noted in the following description of the Draft. The Town Attorney, Public Works Director, and Fire Department have also participated in preparation of the Draft ODDS (see **Attachment 3**).

Description of the Draft ODDS

Applicability

As currently conceived, the new ODDS would only be applicable to projects qualifying under SB 35 or the HAA, and to subsequent renovations to those projects. New or remodeled single-family homes, renovations or additions to existing multi-family developments that do not add two or more units, or commercial projects would continue to be reviewed and regulated by the Town's existing codes.

The Draft ODDS would also only being applied to properties currently or proposed to be zoned multi-family (R-2 or R-3) and commercial (C-1, C-2, C-L and C-3) under the Draft 2023-2031 Housing Element, so they would not be applicable to creation of two or more units on a single-family residential (R-1) zoned property, including Senate Bill 9 (SB 9) projects, where the standards of the current Zoning Code would continue to apply.

The ODDS would therefore function as a parallel Zoning Code for these specific project types. If a proposed project cannot meet the objective standards established by the ODDS, then the project would be subject to the traditional, discretionary review process established by the Town's adopted Zoning Code.

Finally, the Draft ODDS references the General Plan and Zoning Code for allowable land uses, maximum densities, and floor area ratio restrictions. In other words, the Draft ODDS are not proposing to supersede or augment the limits or maximums established under those existing regulations.

Design Objectives

The form-based code attempts to accomplish the following design objectives:

- Reducing the apparent scale of multi-unit buildings by restricting their maximum sizes and dimensions, resulting in multiple smaller buildings for larger development sites,

- Reducing the apparent height of multi-unit buildings by allowing a third floor within the roof structure with dormer windows,

- Carefully regulating the design of defined building types to assure appropriately scaled, well-articulated building forms with sufficient and usable open space,

- Creating pedestrian-oriented street frontages with defined street improvements and residential and mixed-use buildings that address the street frontage with entry treatments (e.g., porches) or carefully designed storefronts, and

- Reducing the appearance of parking by requiring most parking behind or under buildings, limiting the size of individual parking lots and requiring substantial landscape screening.

Overview of the Draft ODDS

The Draft ODDS would apply one of three zones to properties currently designated for multi-family or commercial mixed-use. The three zones are the Neighborhood.Small (N.S) zone, the Neighborhood.Medium (N.M) zone, and the Main Street.Small (MS.S) zone. These zones would regulate building area, setbacks, and height, like traditional zoning, and the following components of development:

- **Building Type:** Each zone would also allow specific building types (e.g., stacked duplex, courtyard building, multiplex, etc.) appropriate for the zone from which the developer could choose. Each building type comes with its own specific regulations for maximum building size and dimensions and building form/massing.

- **Architectural Style:** After establishing the allowable building form, applicants would choose from one of four allowed architectural styles (Contemporary, Craftsman, Mediterranean, or Main Street Classical) which include style-specific façade regulations to assure greater authenticity in the design details and also as a means of achieving articulation in the building facades.

- **Private Frontage Type:** Applicants would also be required to select from several private frontage types (e.g., porch, terrace, shopfront, etc.) which regulate how the building addresses the public street frontage.

- **Site Regulations:** The Draft ODDS also contain regulations for slope development, landscaping and lighting, privacy between adjacent residential buildings, parking and equipment screening, parking space location and siting, and public right-of-way improvements.

Concurrent Planning Efforts
In addition to preparation of the ODDS, the Town has simultaneously been preparing amendments to the Zoning Code through concurrent planning efforts, as summarized below.

- Housing Element Update: The ODDS will be influenced by the results of the parallel Housing Element Update process now underway. The Draft 2023-2031 Housing Element submitted on January 26, 2023 for State review identifies housing opportunity sites with allowable residential densities ranging from 12 to 30 units per acre to accommodate the Town's RHNA allocation. These higher densities are reflected in the customized Draft ODDS to ensure consistency across Town regulations. The Town will have more clarity on the status of the Draft 2023-2031 Housing Element and any resulting implications for the ODDS following the State's review.[2]

- Economic Development Committee (EDC) Land Use Table Updates: In 2022, the EDC formed a subcommittee to implement Action 2.4 in the 2022 EDC Action Plan, "Consider modifications to the Downtown zoning land uses to attract desired businesses." The subcommittee assessed the current Land Use Regulations Table (Table 3A) in Section 10-3.302 of the Municipal Code for conformance with State law requirements, recurring or common requests from community members, and modern planning and land use best practices, such as comparison of the Town's current land uses to the North American Industry Classification System (NAICS) business classifications.[3] Since the land uses for the ODDS will be regulated by the same table in the Zoning Code, Town staff is reconciling the EDC's work with the Draft ODDS to ensure consistency across Town regulations. EDC's work will result in a draft updated land use table brought to the Planning Commission for consideration separately.

Next Steps
The Planning Commission will review the Draft ODDS and recommendations from the Planning Commission ODDS Subcommittee on May 1, 2023. Planning Commission feedback will be used to revise the ODDS for a Planning Commission hearing on May 15, 2023, to consider recommending adoption to the Town Council. Adoption of the ODDS would be done concurrently with adoption of Zoning Ordinance amendments to rezone housing opportunity sites identified in the 2023-2031 Housing Element, to implement programs of the new Housing Element, to address State law requirements, and to implement recommendations of the Economic Development Committee. Formal Town Council consideration for the adoption of the ODDS and related Zoning Ordinance amendments is anticipated to be scheduled for June 2023.

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[2]HCD has 90 days to review the first draft submittal within a planning period. Therefore, the Town expects to receive contact from the State on April 26, 2023.
[3] The NAICS is the standard used by Federal statistical agencies in Canada, Mexico, and the US to classify establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy. Classifications are listed by type of economic activity.

FISCAL IMPACT

The customization of the San Anselmo Draft ODDS is funded from remaining State SB 2 grant funds for work by Opticos. To assist Town staff, the Town Council authorized a Professional Services Agreement on April 26, 2022, with planning consultant Robert Brown in an amount not to exceed $27,000.

GENERAL PLAN CONSISTENCY

Actions 3.1(b) and 3.2(a) of the Draft 2023-2031 Housing Element call for adoption of objective design standards that promote missing middle housing types that are sensitive to the existing design character of San Anselmo.

CEQA AND CLIMATE ACTION PLAN CONSISTENCY

Adoption of the ODDS and other Zoning Code amendments to implement the new Housing Element will be assessed as part of the environmental document being prepared for adoption of the Housing Element.

Climate Action Plan 2030 Measure T-9 (Smart Growth Development) calls for adoption of zoning regulations that allow for infill, higher density and mixed-use development near transit and within walking distance to shopping, schools and services.

ATTACHMENTS

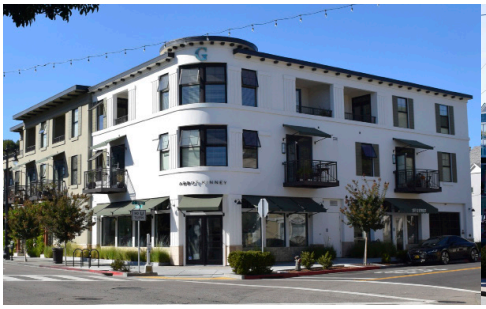
Attachment 1- Summary of SB 35, Housing Accountability Act, and AB 2011
Attachment 2- ODDS Survey Summary Report – August 2020
Attachment 3- Draft ODDS
Attachment 4- Draft ODDS Zones Map

Summary of HAA, SB 35 and AB 2011*

	HAA (Govt. Code 65589.5)	**SB35** (Govt. Code 65913.4)	**AB 2011**
Applicability	All housing developments (2+ units): residential only (incl. SF home + ADU), mixed use (min. 2/3s sg. ftg. residential), transitional and supportive housing, and emergency shelters.	Jurisdictions included on HCD's SB 35 Statewide Determination Summary where there is insufficient progress to meet RHNA for a particular income category. Housing developments (2+ units) with: ▪ GP/zoning allows residential or mixed use ▪ Min. 10% low-income units ▪ Construction workers paid prevailing wage (on projects >10 units)	100% affordable housing projects on sites zoned for commercial development where office or retail uses are permitted or with min. 15% low-income units (rental) or 15% low or 30% moderate (ownership) on sites along "commercial corridors" (min. ROW 70' wide). ▪ Construction workers paid prevailing wage ▪ More than 5 units ▪ Must complete Phase 1 environmental assessment
Exclusions		▪ Properties including wetlands, very high fire severity zone, floodplain, habitat for protected species or mobile home site ▪ Demolition of rental units (past 10 years) or units subject to rent/resale price controls ▪ <u>Demolition of building on local, state or national historic register</u>	▪ Not adjacent to industrial site ▪ Not within 500' of freeway ▪ Min. 50' frontage along commercial corridor ▪ Vacant site does not contain tribal cultural resources ▪ Not within high fire severity zone ▪ Other SB35 limitations (wetlands, flood zone, etc.)
Limitations on Local Authority	Cannot reduce density or deny if project complies with objective design and development standards (General Plan, zoning and subdivision stds.) unless finding a specific, adverse impact to public health and safety and impact can't be mitigated any other way. Conditions cannot lower residential density or have effect of lowering overall number of units. Conditions for affordable housing & emergency shelters cannot have a substantial adverse impact on viability of the affordable units.	Ministerial approval if project complies with objective standards. Parking: min. 1 space/unit; no parking required within 1/2 mile of transit stop, historic district or within 1 block of car share station.	Ministerial approval if project complies with objective standards. Can do design review based only on objective standards. <u>Allowable density</u>: 100% affordable projects: 30 du/acre Mixed-income projects: Sites <1acre: 30 du/ac Sites ≥1acre on comm. corridor <100' wide: 40du/ac Sites ≥1acre on comm. corridor 100' wide: 60 du/ac Sites w/in ½ mile of transit facility: 80 du/ac <u>Max. building height</u> (mixed income projects): Sites on comm. corridor <100' wide: 35'

	HAA (Govt. Code 65589.5)	SB35 (Govt. Code 65913.4)	AB 2011
			Sites on comm. corridor 100' wide: 45' Sites w/in ½ mile of transit facility: 65' Plus numerous setback requirements. No parking required.
CEQA	CEQA applies	Exempt from CEQA	Exempt from CEQA
Process	Consistency review of objective standards completed in 30 days (projects ≤150 units) or 60 days (projects >150 units) from submittal No more than 5 hearings (unless legislative approval needed – e.g. GPA, zone change)	Consistency review of objective standards completed in 60 days (projects ≤150 units) or 90 days (projects >150 units) Review cannot exceed 90 days (projects ≤150 units) or 180 days (projects >150 units) from submittal Can hold public oversight meeting by the Planning Commission (focus on compliance with criteria including objective standards)	Consistency review of objective standards completed in 60 days (projects ≤150 units) or 90 days (projects >150 units)

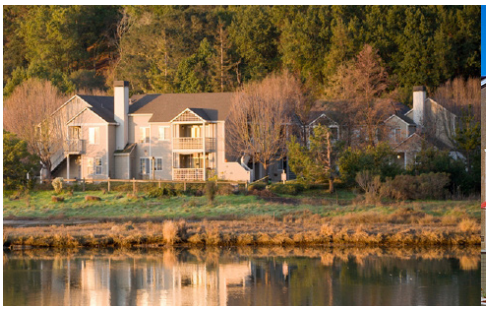
* Note: This information is presented as a summary of complex legislation and does not attempt to detail all provisions of the law.



County of Marin
Survey Summary Report

Objective Design and Development Standards

DRAFT REPORT | AUGUST 2020



LWC

COUNTY OF MARIN

Introduction

Project Summary

The Marin County and Cities Objective Design and Development Standards (Project) is a county-wide effort, among 10 jurisdictions with grant funding from the California Building Homes and Job Act (SB 2). The Project is aimed at creating a toolkit to ensure that new multifamily housing and mixed-use developments are appropriate to their surroundings and meet the communities' expectations of high quality and attractive development. The participating jurisdictions include: City of Belvedere, Town of Corte Madera, Town of Fairfax, City of Larkspur, City of Mill Valley, City of Novato, Town of Ross, Town of San Anselmo, City of Sausalito, Town of Tiburon, and Unincorporated Marin County. Each jurisdiction can refine and adopt the toolkit to meet the unique needs and preferences of each community while complying with state mandates and remaining eligible for funding.

Project goals are to address individual preferences while leveraging similarities such as physical conditions, development patterns, community character, and common regulatory contexts among the jurisdictions.

Along with assuring that multifamily and mixed-use development is contextually appropriate and in keeping with community expectations, the Project is intended to support participating jurisdictions' compliance with recent State housing legislations, particularly SB35, the Housing Accountability Act, and SB330, the Housing Crisis Act of 2019. These new laws specify that project review is done at a ministerial level with no discretionary approval by a design review board and/or Planning Commission for qualifying projects, and that new developments are evaluated with objective design standards. Given that new State law limits local discretionary review, Marin County and participating jurisdictions are evaluating their current standards and identifying opportunities to improve and refine them to better assure that communities' retain control of future development outcomes and the look and feel of their neighborhoods. Objective Design and Developments standards are measurable, easy to quantify, do not require interpretation, and facilitate review and approval process.

Survey Introduction

The online survey is part of a broader community engagement effort which is a priority for project managers at the County and individual jurisdictions. See **website** for more information. The intent of the survey was to gather feedback from the community on their preferences on the elements of design for multifamily and mixed-use development. The feedback from the surveys is intended to complement and inform the consultant team's research on existing regulations, standards, and guidelines and to better position each community to attain the type of development that they find attractive, contextually appropriate, and that broadens the availability of housing. The objectives of the survey are to help introduce the Project and guide the community to additional information on objective design and development standards and the recent State housing legislation; gather constructive feedback on preferences and priorities on multi-family development; identify challenges and opportunities; and understand the perspective of the community in addressing housing needs.

Survey Methodology

In order to reach the greatest number and broadest cross section of individuals, the consultant team administered an online survey via SurveyMonkey, a popular online platform. The survey was posted or

"active" for 111 days, starting in April 2020 through July 24th, 2020. LWC provided links to the survey for the jurisdictions to post on websites, Facebook pages and distribute via flyers, handouts, emails, and other methods. The survey generated 541 responses from residents, property owners, business owners and operators, special interest groups, County and City staff, elected officials, and civic leaders.

The survey (English version) was vetted by the County and each of the jurisdictions and was made up of 41 questions and took approximately 10-15 minutes to complete. The survey was also translated and posted in Spanish and Vietnamese. Participants were assured that their participation would be handled with confidentiality; that survey results would only be reported in aggregate format, with no personally identifiable information included in project reports or communications.

The survey included seven respondent profile questions (Gender, Race, Age, Residence, Tenure, and Position in community), 33 general countywide questions, and one open-ended question to gather additional comments. The general countywide questions were subcategorized into three distinct contexts: Core, Suburban, and Edge. Four example developments were provided for Core and Suburban contexts and three examples were provided for Edge Context. Each had three corresponding questions. Participants were asked to provide their perspective on physical characteristics of residential and mixed-use development in three settings: Core, Suburban, and Edge. A photo and brief description (see Page 5) of the three settings was provided in the survey and is illustrated next.

Three jurisdictions (Belvedere, Mill Valley, and San Anselmo) submitted additional questions to supplement the general, Countywide questions. They were added at the end of the survey where respondents who reside or work in those jurisdictions could opt to respond. See Appendices D, E, and F.

CORE CONTEXT

In Marin County, a Core is a traditional downtown or main street area. Areas where the mixing of uses is a primary characteristic and daily destinations are within a short, 5 to 10-minute walk of most dwellings. (For example: Rafael Town Center and Mill Valley Downtown).

SUBURBAN CONTEXT

The Suburban context describes areas typically developed after WWII (1950s) with wider roadways and more surface parking. In these areas the separation of uses is a primary characteristic and driving is usually required to reach daily destinations. (For example: Strawberry).

EDGE CONTEXT

Edge areas typically have clustered or lower-intensity development that is adjacent to elements of the natural environment, such as local waterways, agricultural, or open space. (For example: Point Reyes Station next to Tomales Bay Ecological Reserve).

Survey Result Summary

Respondent Profile

In the 111 days it was posted, 541 individuals completed the survey. The majority of respondents identified themselves as Residents (511). This question allowed respondents to select more than one response, or all that applied. Respondents also identified themselves as Landlord/Property Manager/Owner (84) and Business Owner/Operator (68), Developer/Builder/Contractor/Architect/Designer (56), Worker Employed in the County (52) and Member or representative of a government agency or district in Marin County and Worker in Marin County (33), 12 chose Other.

541 people completed the survey, the majority identified themselves as Resident (511).

Most of the respondents identified themselves as residents of San Anselmo (291). 90 respondents identified themselves as Mill Valley residents, followed by Unincorporated (35), Corte Madera (24), Fairfax (20), Larkspur (22), Sausalito (16), Tiburon (9), Belvedere (9), and Ross and Novato at 6 each.

More Owners (450) responded than Renters (66).

Respondents were nearly evenly split (269 to 272) on having lived in more than one Marin County community.

Responses were split on having lived in more than one Marin County community (269 to 272).

The majority of respondents Own their homes (450) and 66 identified themselves as Renters. 25 respondents Preferred Not to Say or chose Not Applicable.

Most respondents were Female (309), with 210 Male participants. 23 respondents Preferred Not to Say or chose Not Applicable.

More women (309) participated than men (210).

The majority of respondents was over 65 (190), followed by 55-64 year olds (149) and 45-54 year olds (124), then 35-44 year olds (51) and the 25-34 year age class (25). Only one person under 18 and two people in the 18-24 age class responded.

Respondents were generally "older", in the 65+ age class (190), followed by 55-64 year olds (149) and 45–54 year olds (124).

The overwhelming majority of respondents identified themselves as White (446) with 12 respondents identifying as Asian/Pacific Islander, 11 Hispanic/Latinx, 3 Black/African Americans and 1 Native American. 69 respondents preferred not to state their race or identified as "Other".

Most respondents identified as White (446).

Preferences on Design Characteristics

As described in the Survey Methodology, for each of the photo examples within the Core, Suburban and Edge contexts, respondents were asked their perspective in three questions, 1) the level of appeal and 2) what characteristics make the example appealing and 3) what improvements they would make to improve the design of the example. Responses to each of these multiple-choice questions with accompanying graphs and charts can be found in Appendix B. Respondents were also given the opportunity to provide a written response to each question which generated 1203 individual comments (see Appendix C for the list of comments). There was also an opportunity at the end of the survey to add a general written comment on issues that may not have been covered in the survey. All the multiple choice and written responses are summarized next.

SUMMARY OF DESIGN APPEAL REPONSES

While responses on level of appeal varied among the examples, consistent themes arose in the characteristics that appealed to respondents and the design improvements they would make. These themes offer important insight into the community's design preferences.

Across the three contexts, the community noted a clear preference for developments that maintain the scale and character of the neighboring development, and use articulation to reduce mass and bulk. Responses consistently cited "Building articulation," "Building height," "Building setback," and "Landscaping/plantings" characteristics when considering if the design of the development was appealing or needed improvement. The "Area between the building and the roadway" and "Screening" were mentioned frequently as valued design characteristics that influence the appeal of the development and need improvement.

Consistent themes in the most appealing design characteristics:

- Building articulation,
- Building height,
- Building setbacks,
- Landscaping,
- Building height and
- Relationship with Neighboring structures

CORE (What do you find appealing and what improvements would you make)

Generally, there was consensus for more landscaping, trees, plazas, outdoor space, balconies, bike parking and storage, greater setbacks and articulation to reduce building mass/bulk, blending in with nearby buildings (contextually appropriate design), high/higher quality design elements, updated/refreshed exteriors, better choice of colors, and hidden parking.

Items on which there was dissenting comments or lack of consensus included modern versus traditional style, more versus less height, more versus less density, and more versus less parking.

SUBURBAN (What do you find appealing and what improvements would you make)

Generally, respondents agreed that more outdoor space, landscaping, decks, porches and open space was appealing as well as bicycle parking and storage, high/higher quality/attractive materials, perpetuating community character, greater setbacks and articulation to reduce bulk/monotony, solar on rooftops, hidden/underground parking and attention to (context) blending in with the neighborhood.

There were conflicting comments on more versus less density, height, modern versus traditional design, taller versus height limits/reduction.

EDGE (What do you find appealing and what improvements would you make)

Generally, comments were in favor of solar on rooftops, car charging options, more outdoor space, pool, tennis and basketball court and landscaping, community garden, playground, blending with neighboring buildings and environment, hidden/underground parking, unique/individual design, less monolithic, keeping with the character of Marin, better quality, attractive materials, and articulation to break up "boxiness" and bulk.

Items on which there were dissenting comments included support for taller buildings versus limits or reduction of height, higher versus lower density, and to build more housing opposed to limiting or restricting development at the edge.

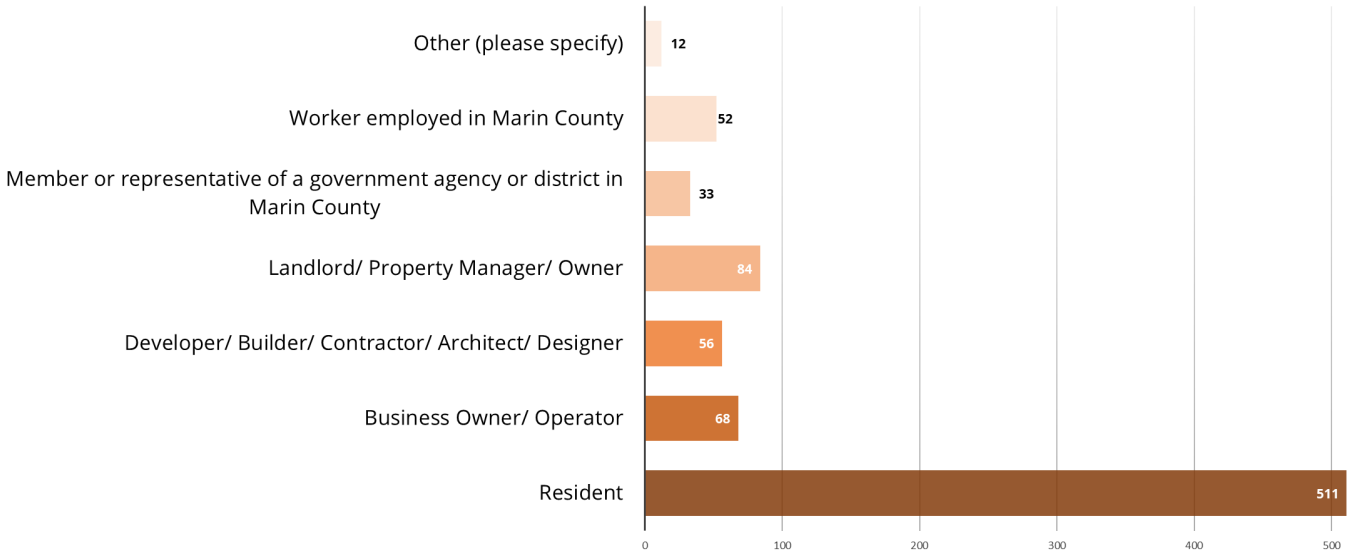
Additional Comments (summary of comments not included in the write-in responses and multiple choice)

- Prioritize LEED Standards
- Need more affordable housing in Marin
- Just build more housing
- Encourage density in commercial areas and near transit
- Impose a building moratorium
- Consider walkability transit, and access to goods and services
- Consider fire risk
- Need objective design standards
- Consider people with disabilities

A handful of respondents thought the survey was too long or confusing, while a similar number thanked the City for the opportunity or voiced support.

APPENDIX A: Respondent Profile Questions

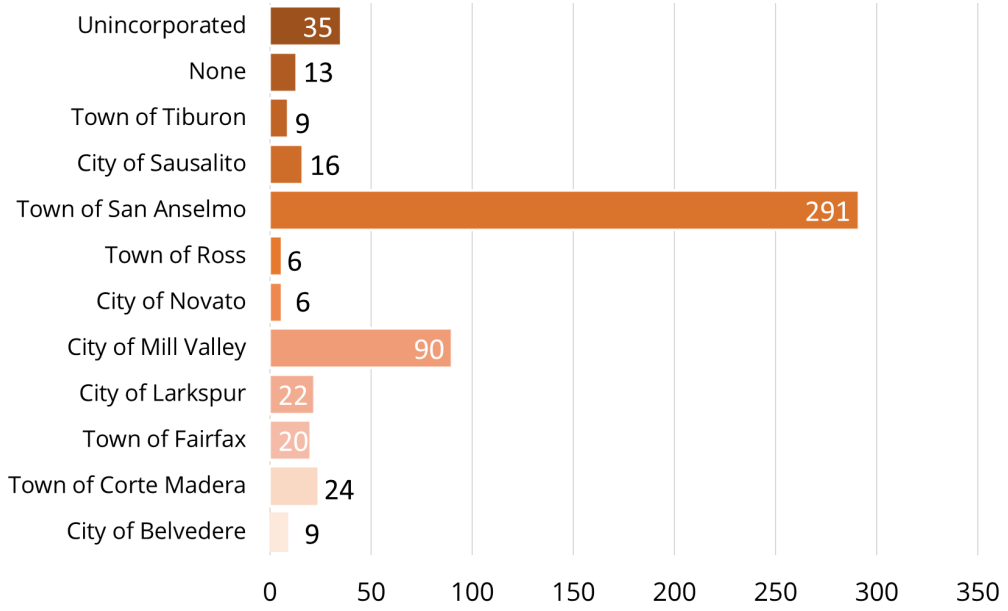
Question 1: I am a: [select all that applies]



"Other" includes:

- Renter
- Landscape Architect
- Homeowner
- Live in Ross on the border with SA
- Renter, lessor, elder
- Member Strawberry Design Review Board
- Planner
- City Planner outside of Marin
- Planning Commisioner
- Intended resident
- Renter- low income
- Active transportation advocate

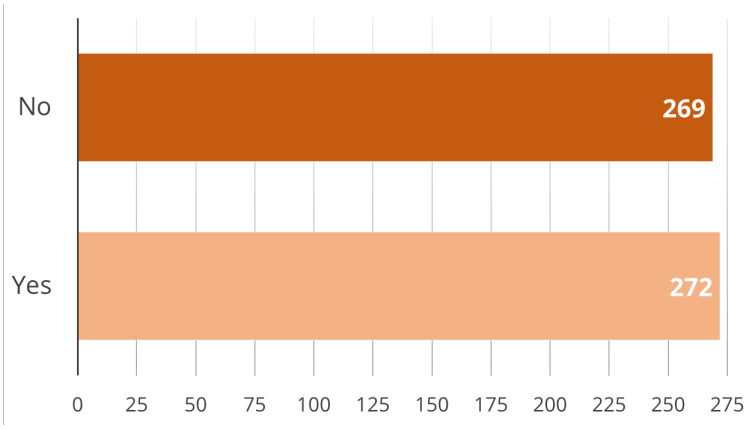
Question 2: In what Marin county community do you reside?



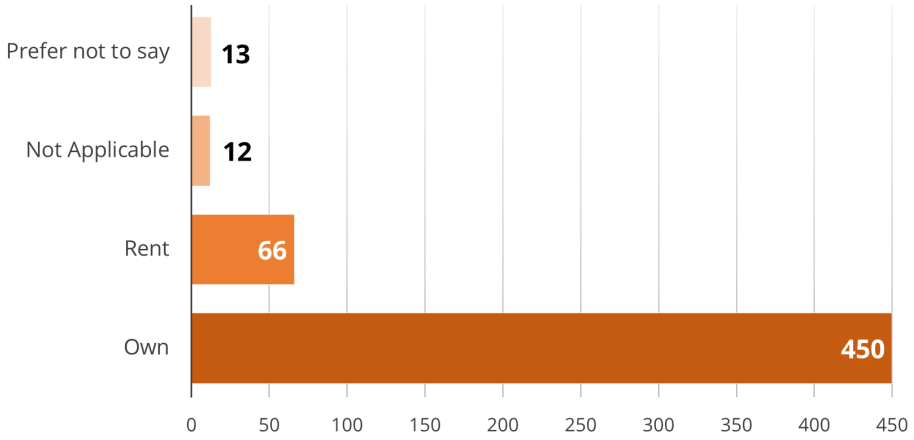
"Unincorporated Marin County" specified below:

- 94973
- 94960
- 94941
- Almonte
- Greenbrae
- Homestead
- Homestead Valley
- Kentfield (2)
- Marin City
- Point Reyes Station
- San Rafael
- Sleepy Hollow (7)
- Tam Valley (6)
- Terra Linda
- Tam Junction
- Woodacre (3)
- Other

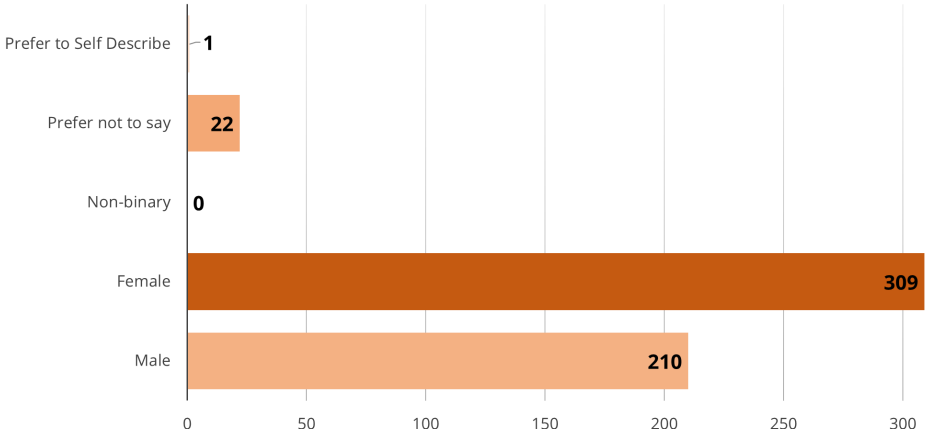
Question 3: Have you lived in more than one Marin County community?



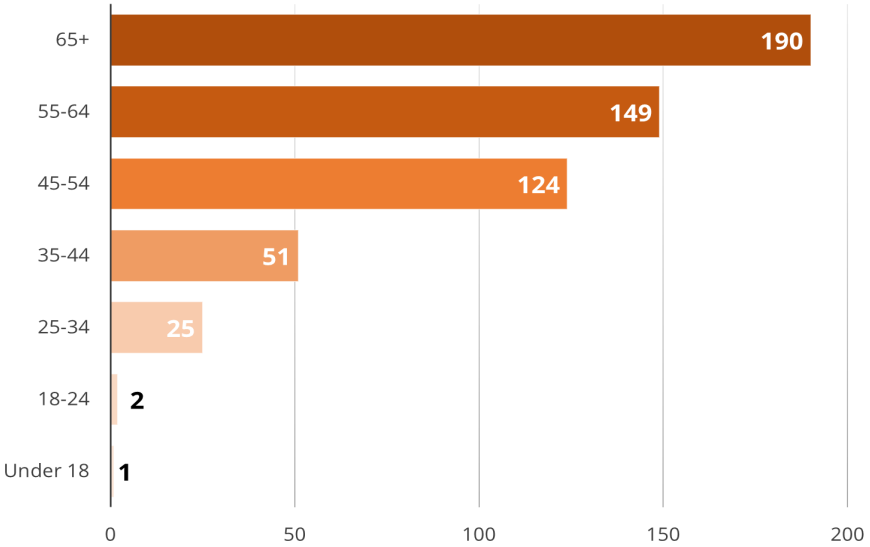
Question 4: Do you own or rent?



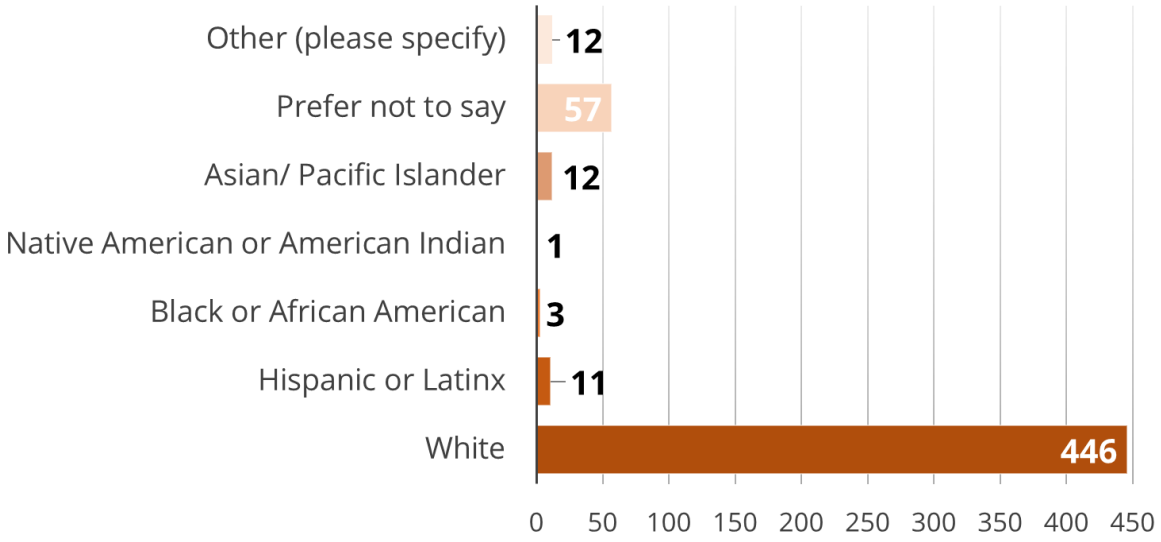
Question 5: What is your gender?



Question 6: What is your age?



Question 7: What is your race or ethnicity?



Other (please specify):

- Other
- Mixed race 4 or more races
- Euraian America
- Eurasian
- Irish
- Human
- Mixed
- Caucasian. “White” is neither a race nor an ethnicity.
- Mixed race
- White, Jewish
- Muli-racial
- decline

APPENDIX B: General Countywide Questions

Respondents were provided examples for the three placetypes (Core, Suburban, and Edge) and asked to identify if the design of the development is appealing or unappealing and what improvements they would make for the design to be more appealing.

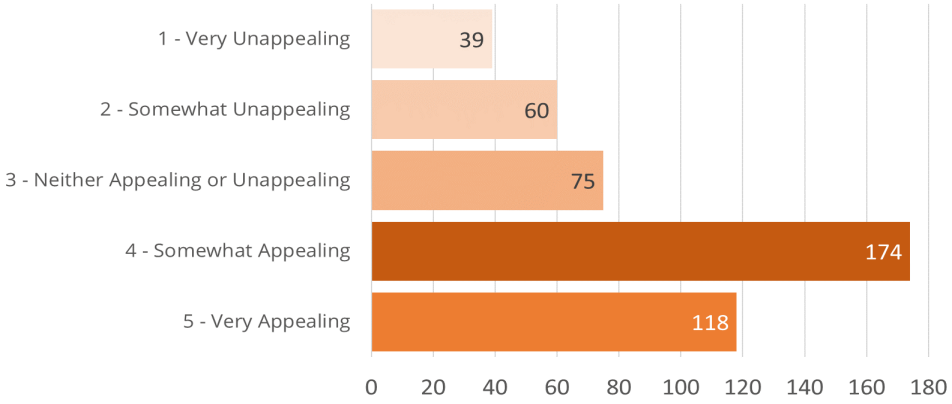
Core Context

Most respondents agreed on the design of the first example to be the most appealing and rated the other three examples as somewhat appealing. Respondents found "Building Articulation" and "Building Height" to be the most appealing characteristics of the design of Example 1 and recognized "Landscaping/plantings" and "Area between the building and roadway" as improvements they would make. Most respondents identified Example 2 as somewhat unappealing, primarily due to: "Landscaping/plantings," "Screening," and "Area between the building & roadway." Comments also identified colors and materials as unappealing design elements. Core context examples three and four were generally identified as somewhat appealing designs. Most respondents found "Building articulation" as an appealing characteristic for both developments. For Example 3 and Example 4, most respondents recognized "None" of the characteristics as improvements to make, while many identified "Building setbacks" as an improvement to make to the design of both developments.

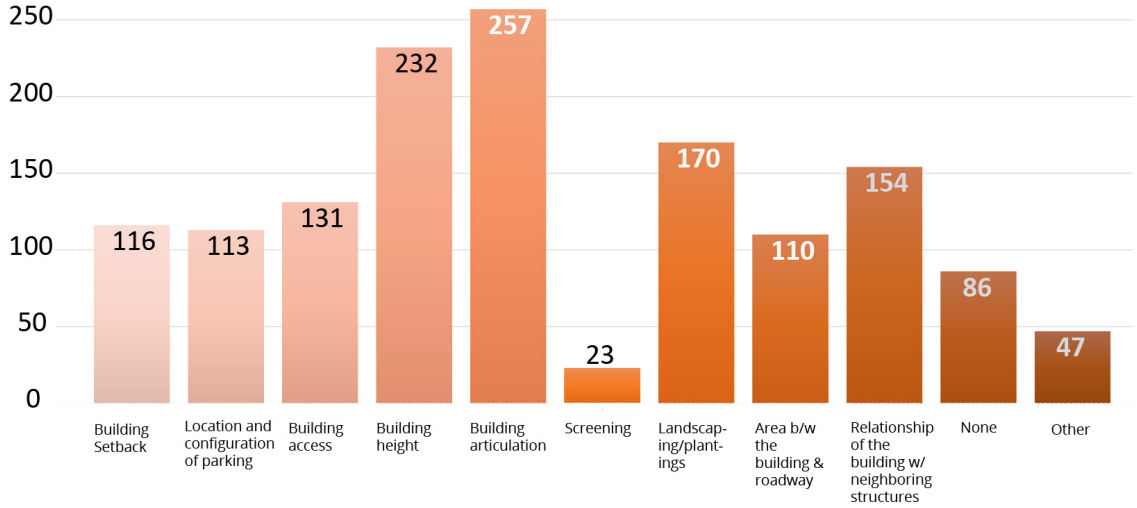
Core Context Example 1

Most respondents found this example to be "Somewhat Appealing" and "Very Appealing." Respondents found the characteristics "Building Articulation" and "Building Height" to be the most appealing. Respondents identified "Screening" as the least appealing characteristics of the development. Participants identified "Landscaping/plantings," "Building setbacks," and "Area b/w the building & roadway" as characteristics that needed improvement. "Building access," "Location and configuration of parking," and "Screening" are characteristics that participants generally would not improve.

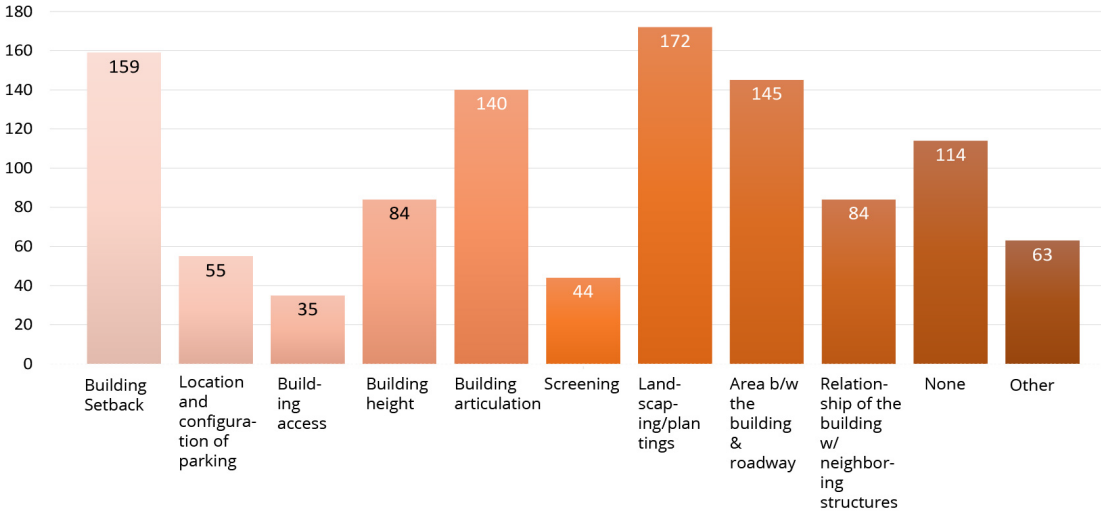
How appealing do you consider the design of the development shown in the image?



What characteristics make the design of the development appealing to you? (Mark all that apply).



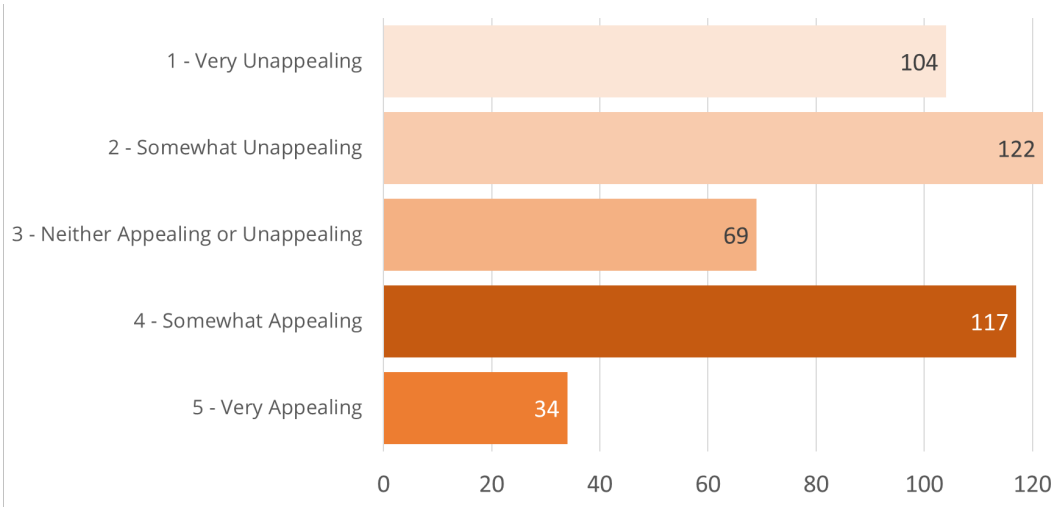
What improvements would you make to the design of the development? (Mark all that apply).



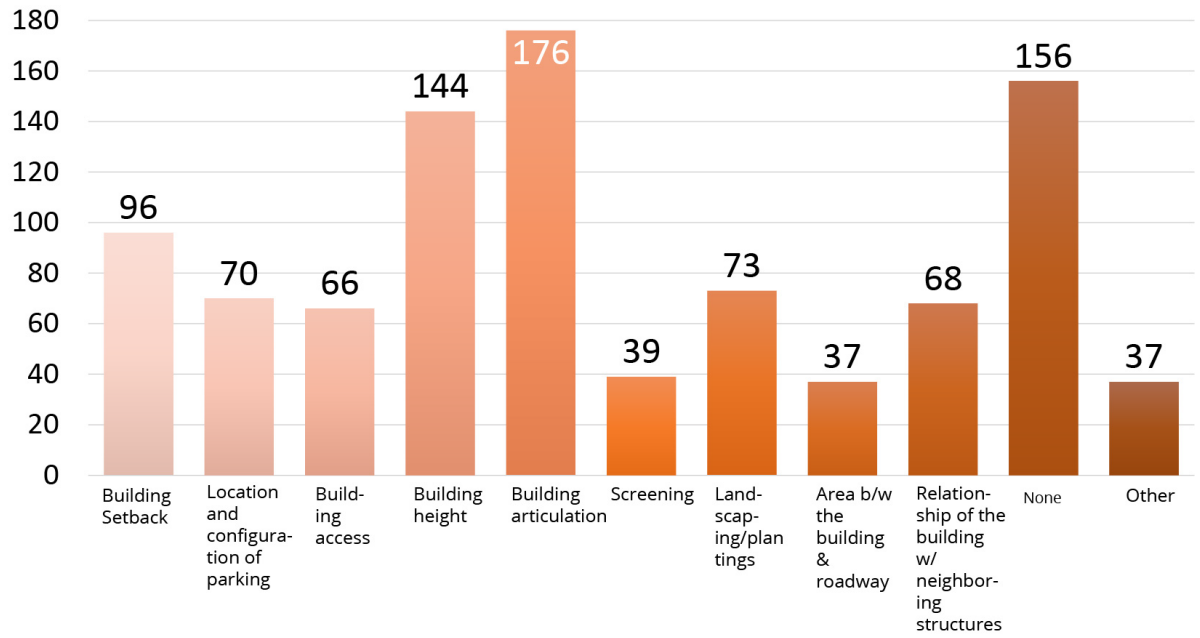
Core Context Example 2

Most respondents found this example to be "Somewhat Unappealing" and "Somewhat Appealing." Respondents found the characteristics "Building Height" to be the most appealing as well as "None" of the characteristics to be appealing. Generally, respondents distinguished "Screening" and "Area between the building & roadway" as unappealing characteristics. Participants identified "Landscaping/plantings" and "Area between the building & roadway" as characteristics that needed the most improvement. "Building articulation," "Screening," and "Building setback" are identified as characteristics that need improvement.

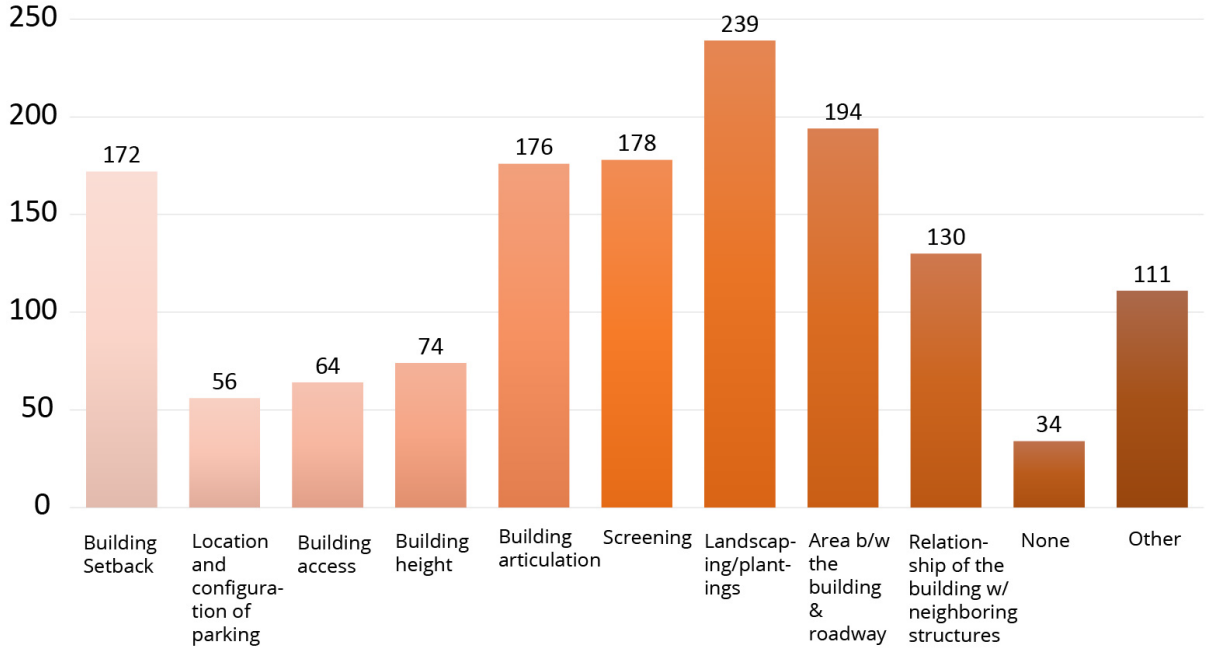
How appealing do you consider the design of the development shown in the image?



What characteristics make the design of the development appealing to you? (Mark all that apply).



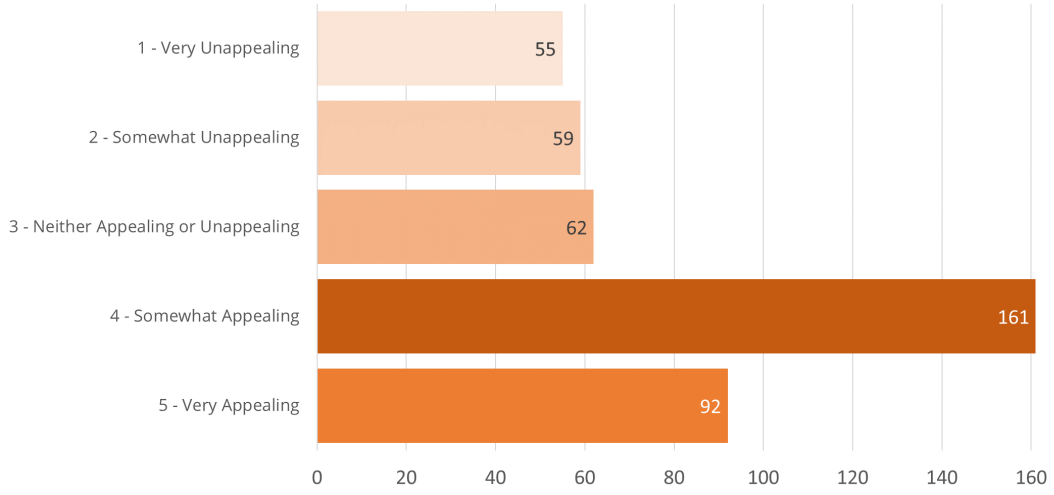
What improvements would you make to the design of the development? (Mark all that apply).



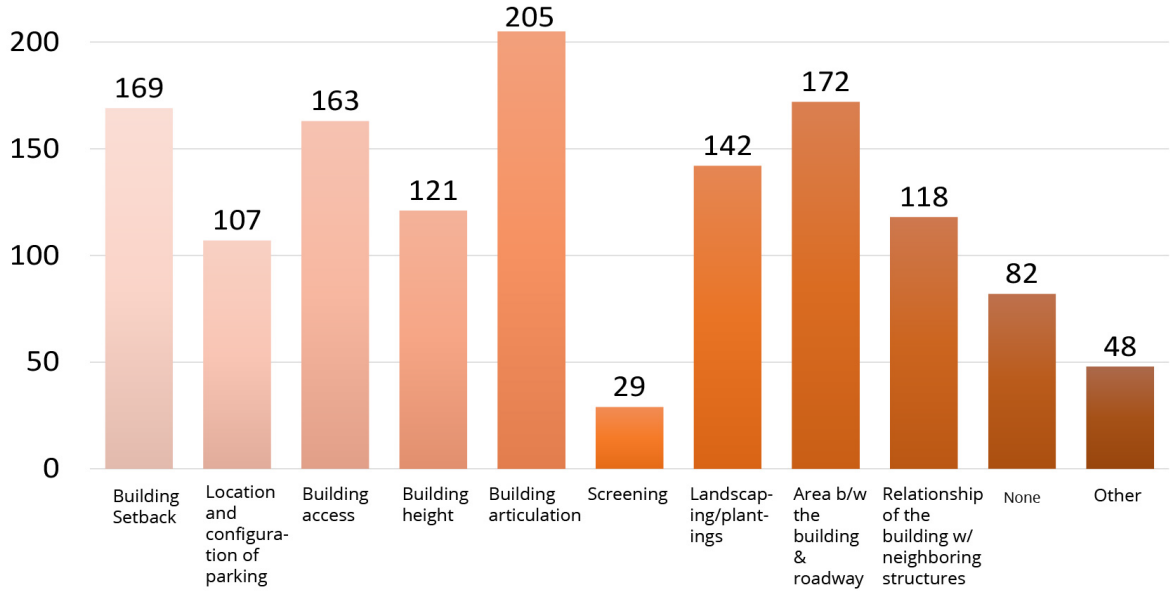
Core Context Example 3

Most respondents found this example to be "Somewhat Appealing." Respondents found the characteristics "Building articulation," "Areas between the building & roadway," and "Building access" to be the most appealing. Respondents identified "Screening" to be the least appealing characteristic of the development. Participants found the characteristics "Building height" and "Landscaping/plantings" to need the most improvement. Many respondents found "None" of the characteristics needed to be improved. Some respondents identified "Building articulation" and "Relationship of the building with neighboring structures" as improvements to make to the design of the development.

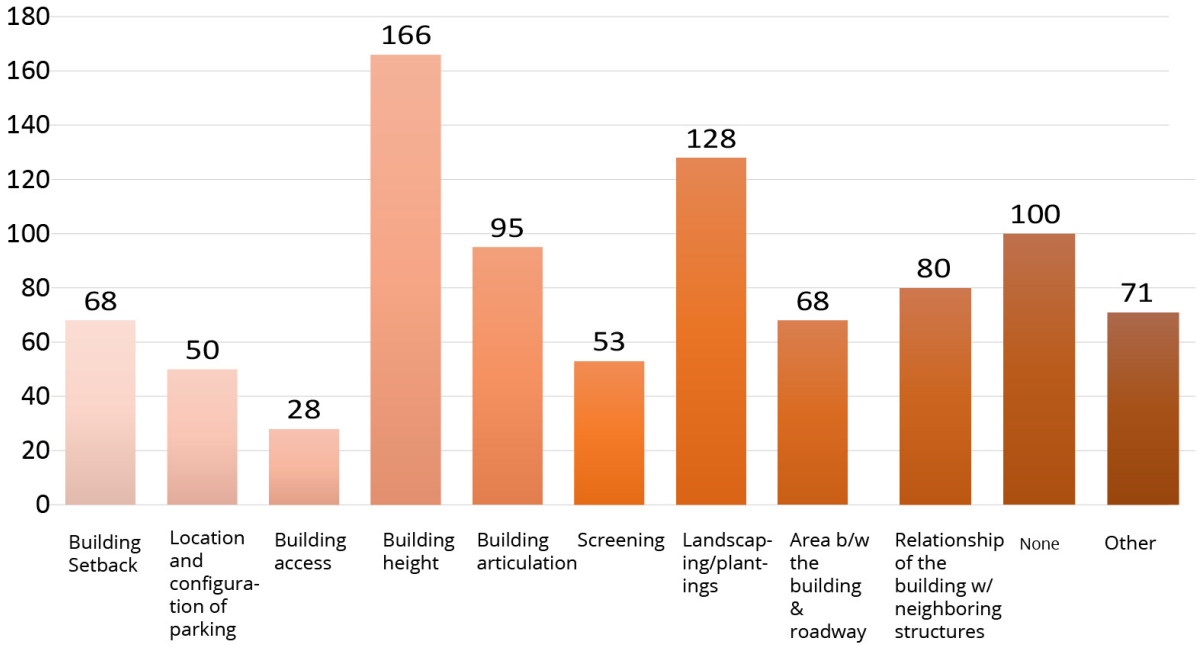
How appealing do you consider the design of the development shown in the image?



What characteristics make the design of the development appealing to you? (Mark all that apply).



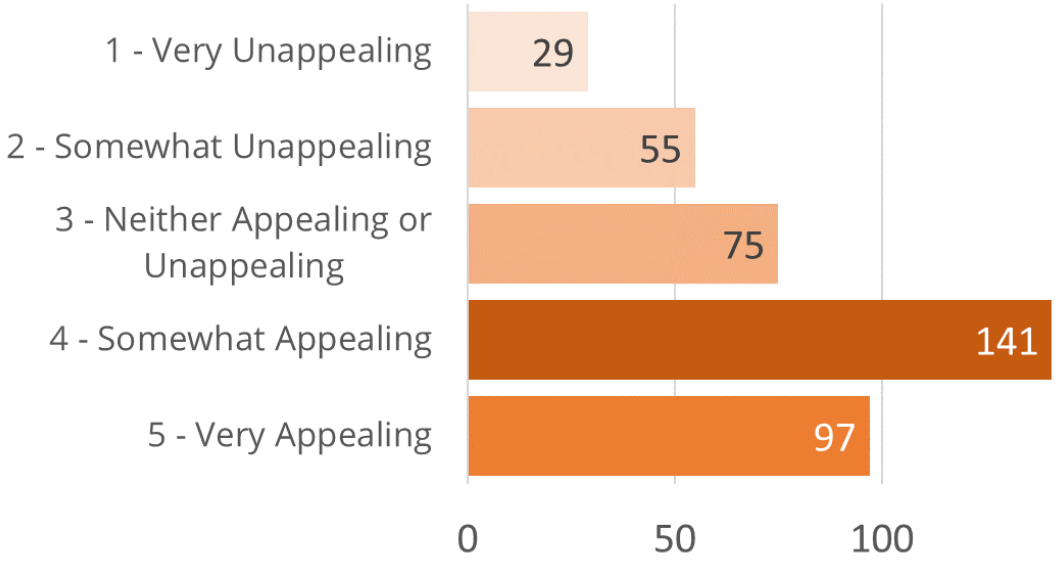
What improvements would you make to the design of the development? (Mark all that apply).



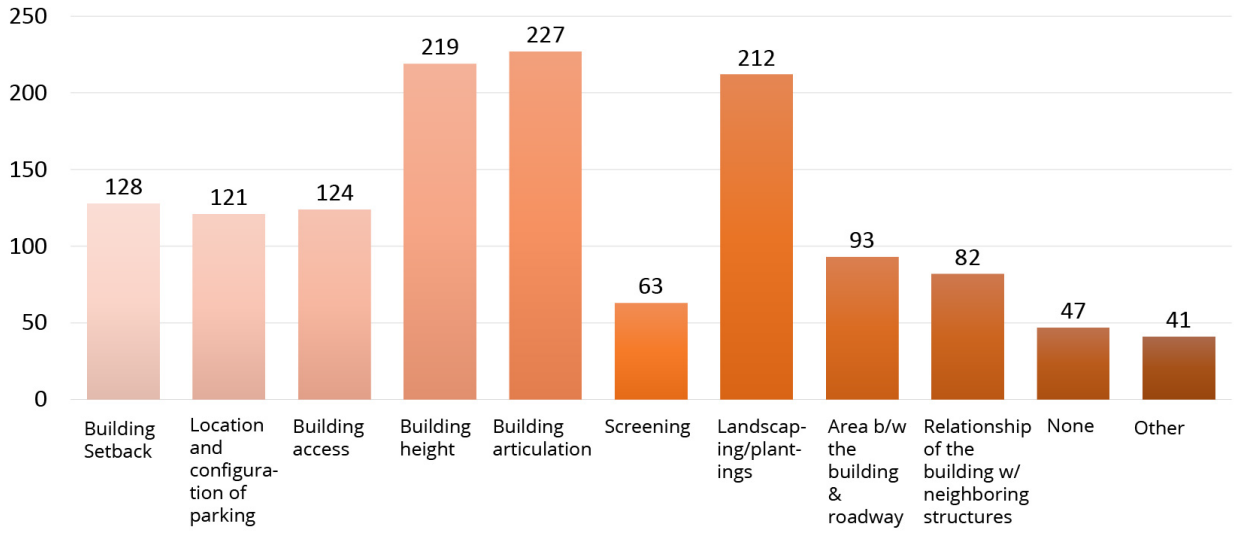
Core Context Example 4

Most respondents found this example to be "Somewhat Appealing." Many respondents found the design of the development to be "Very Appealing." Most respondents identified "Building Height," "Building Articulation," and "Landscaping/plantings" as characteristics that make the design of the development appealing. Many respondents identified "Building setbacks," "Building access," and "Location and configuration of parking" to be appealing. Most respondents found that "None" of the characteristics need improvements. Many respondents found characteristics "Building setbacks" and "Areas between the building and roadway" as improvements to make to the design of the development. Few respondents identified "Screening" and "Building access" as characteristics that need improvement.

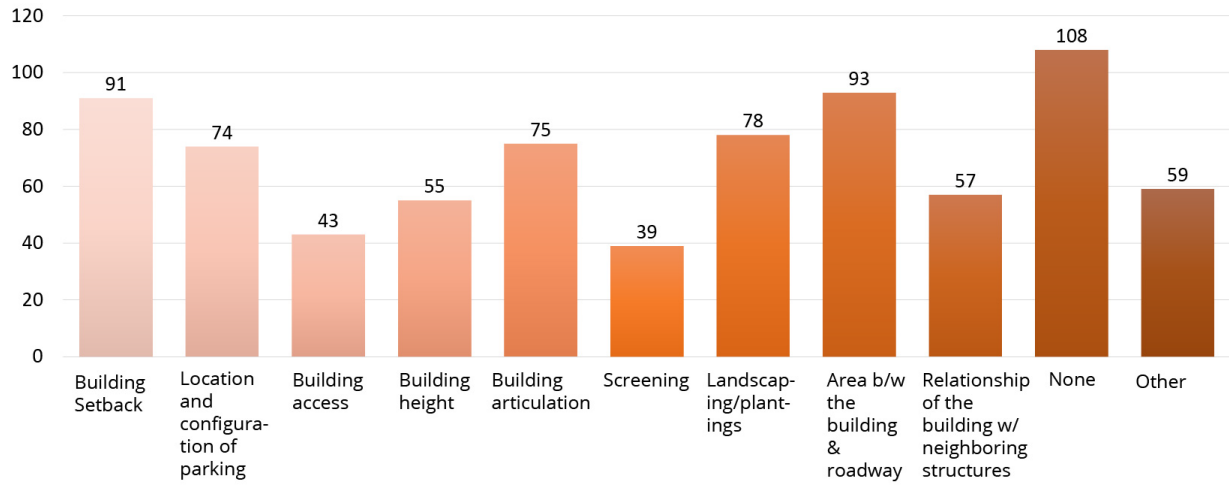
How appealing do you consider the design of the development shown in the image?



What characteristics make the design of the development appealing to you? (Mark all that apply).



What improvements would you make to the design of the development? (Mark all that apply).

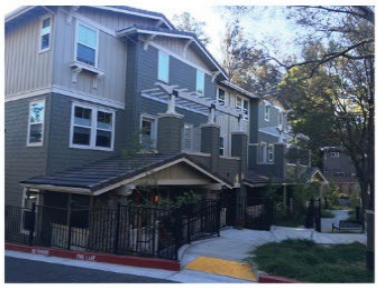


Suburban Context

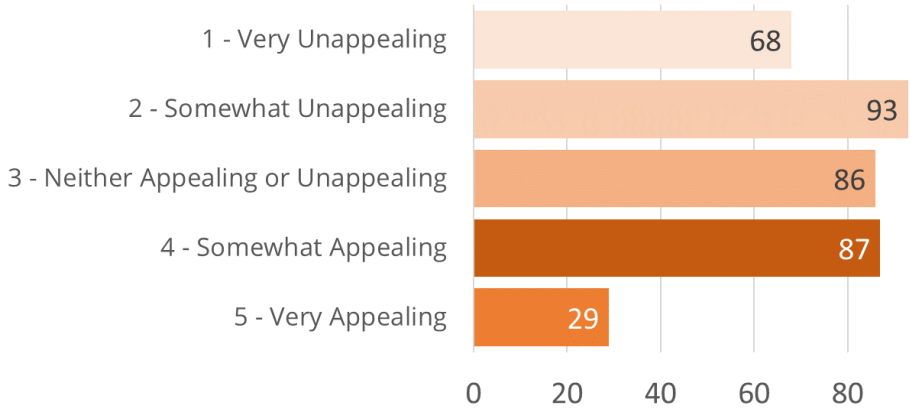
For Suburban Context, there was consensus for Example 4 to be the most appealing design of the development. On the other hand, Example 1 was identified as somewhat of an unappealing design. Examples two and three were found to be somewhat appealing. Most respondents agreed on "Building articulation," "Landscaping/plantings," "Building height," and "Building setback" as the most appealing characteristics that make the design of the development very appealing. Overall, "Landscaping/plantings" and "Building articulation" were determining characteristics for respondents to identify appealing or unappealing designs among the examples. Not many respondents ranked "Screening" and "Relationship of the building w/ neighboring structures" as a deciding factor for creating an appealing design. However, respondents identified these as items for improvement. Additionally, most respondents identified "Building articulation" and "Landscaping/plantings" as appealing characteristics and many respondents identified "Building setback" and "Building height" as appealing characteristics for Example 3. For Example 1, most respondents identified "Landscaping/plantings," and "Building articulation" as an improvement to make to the design of the development.

Suburban Context Example 1

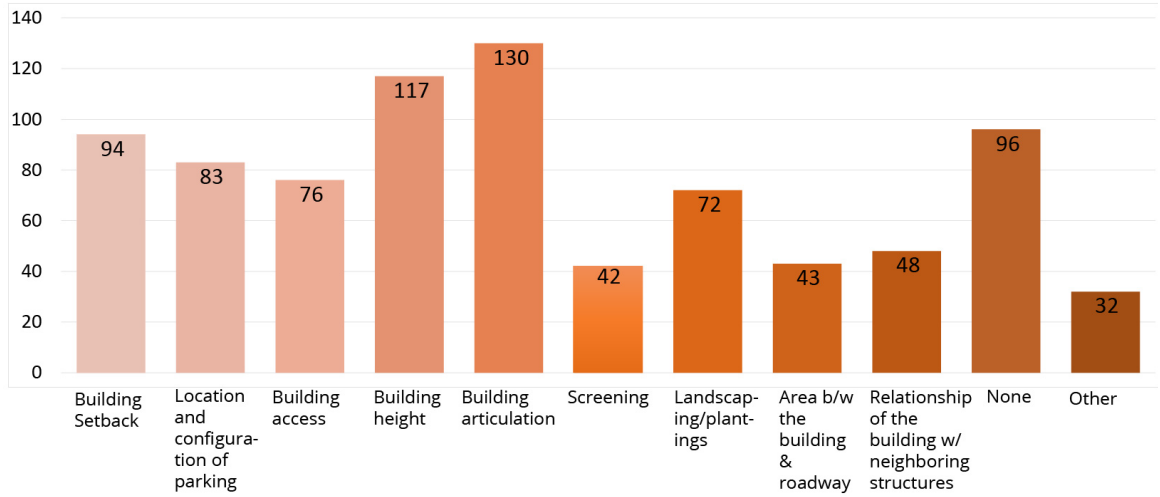
Most respondents identified the design of this development to be "Somewhat Appealing." Most respondents found the characteristics "Building setback" and "Landscaping/plantings" to be the most appealing design elements of the development. Many respondents determined "Building articulation" and "Building height" to be appealing characteristics. Most respondents identified "None" of the characteristics as improvements to make to the design of the development. Many respondents found "Building articulation" as a characteristic to make improvement to the design of the development. Very few respondents identified "Building setback," "Building access," and "Building height" as improvements to make the design.



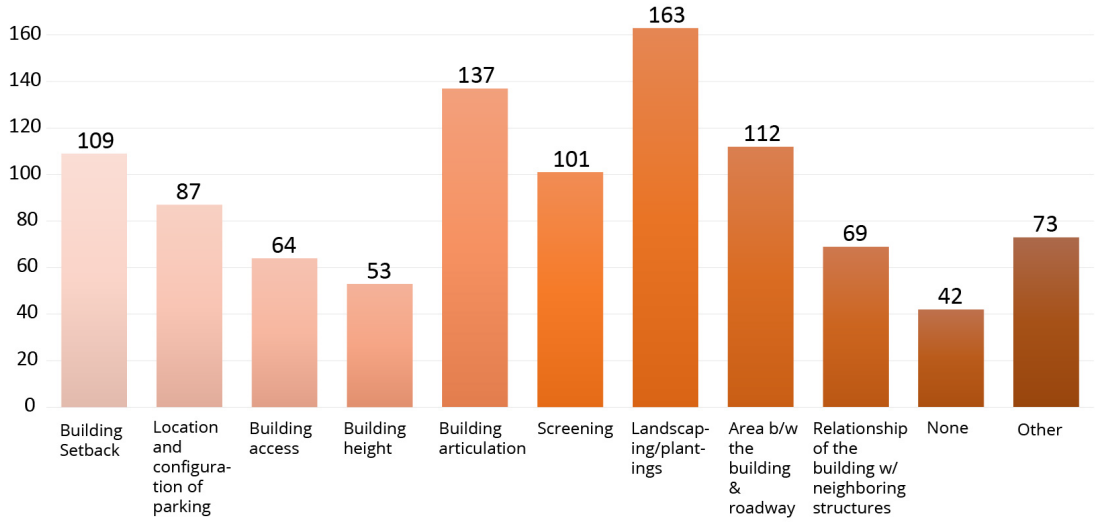
How appealing do you consider the design of the development shown in the image?



What characteristics make the design of the development appealing to you? (Mark all that apply).



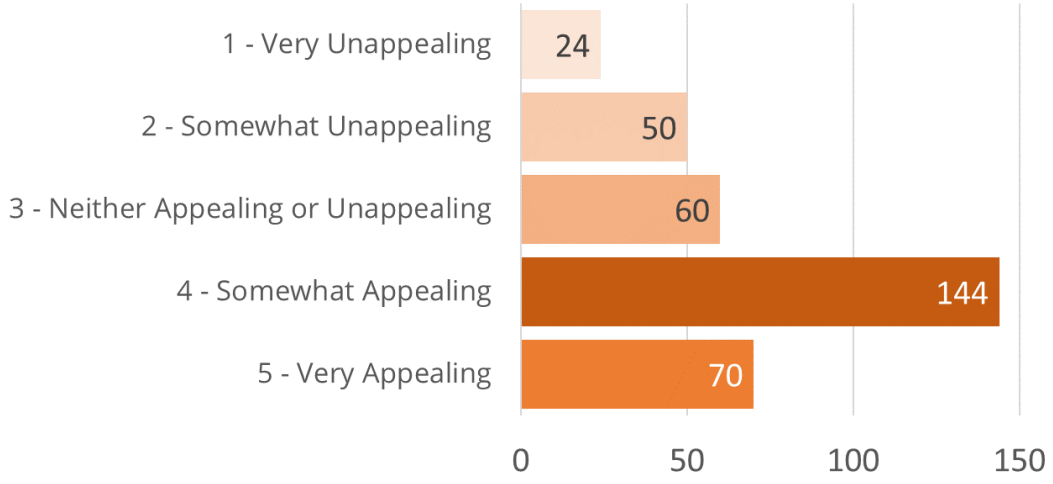
What improvements would you make to the design of the development? (Mark all that apply).



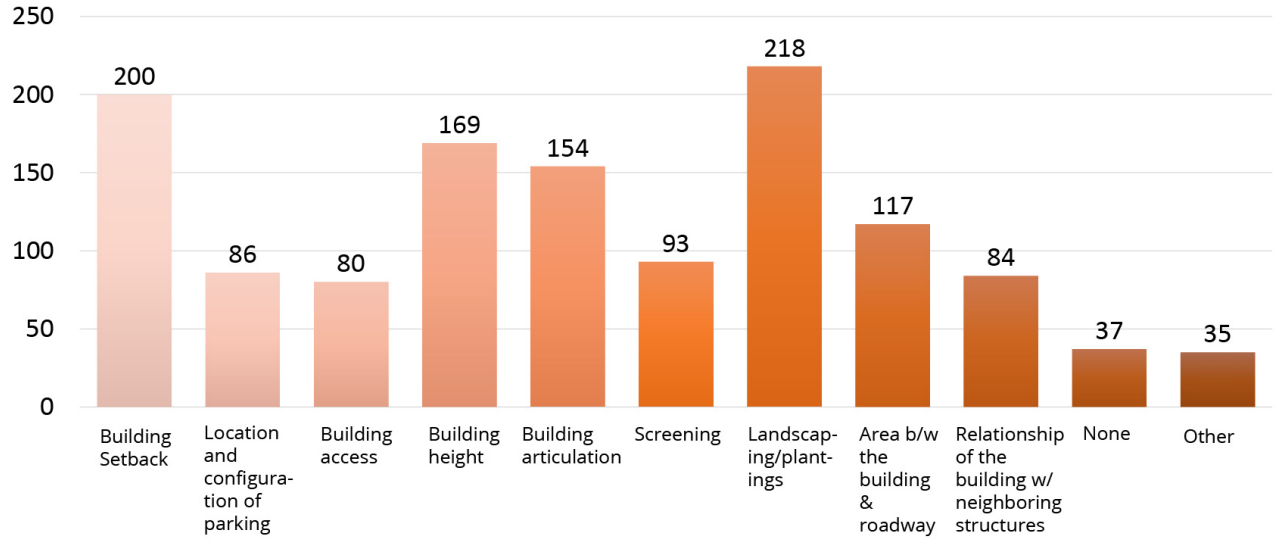
Suburban Context Example 2

Most respondents identified the design of this development to be "Somewhat Appealing." Most respondents found the characteristics "Building setback" and "Landscaping/plantings" to be the most appealing design elements of the development. Many respondents determined "Building articulation" and "Building height" to be appealing characteristics. Most respondents identified "None" of the characteristics as improvements to make to the design of the development. Many respondents found "Building articulation" as a characteristic to make improvement to the design of the development. Very few respondents identified "Building setback," "Building access," and "Building height" as improvements to make the design.

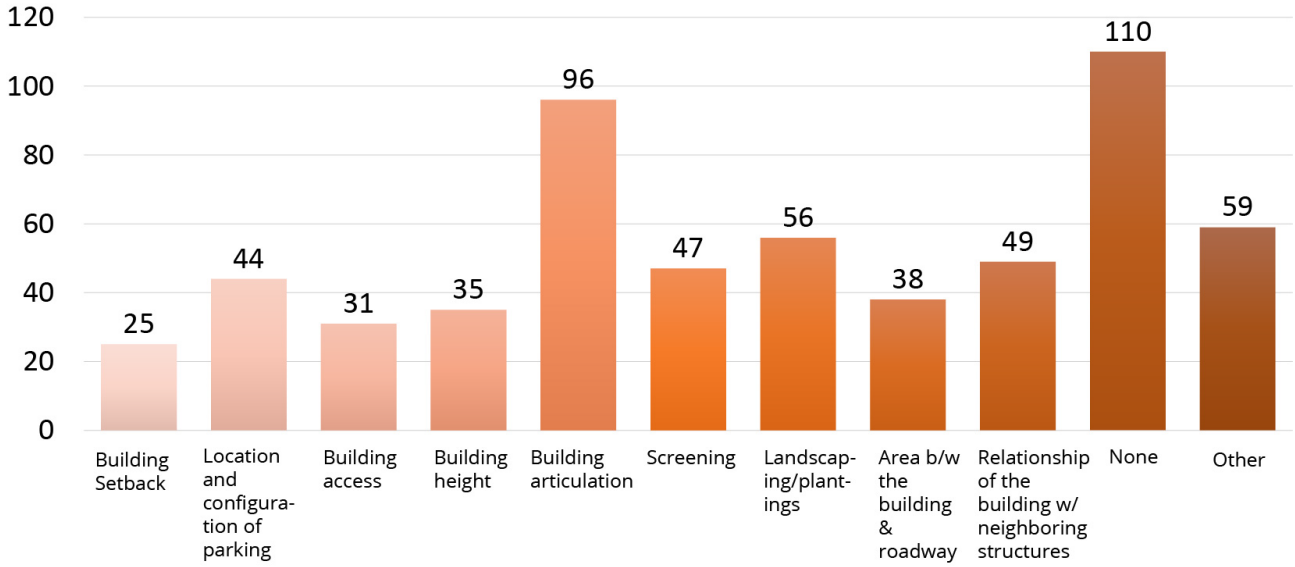
How appealing do you consider the design of the development shown in the image?



What characteristics make the design of the development appealing to you? (Mark all that apply).

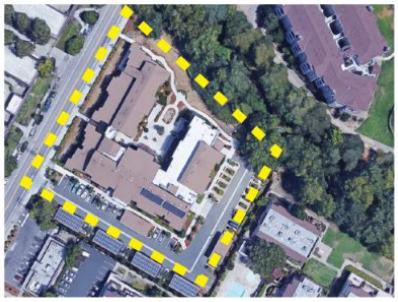


What improvements would you make to the design of the development? (Mark all that apply).

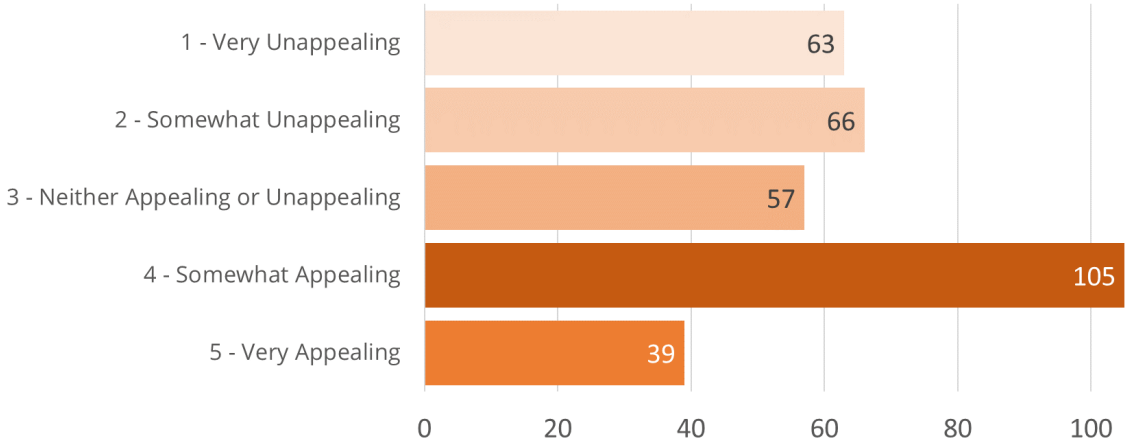


Suburban Context Example 3

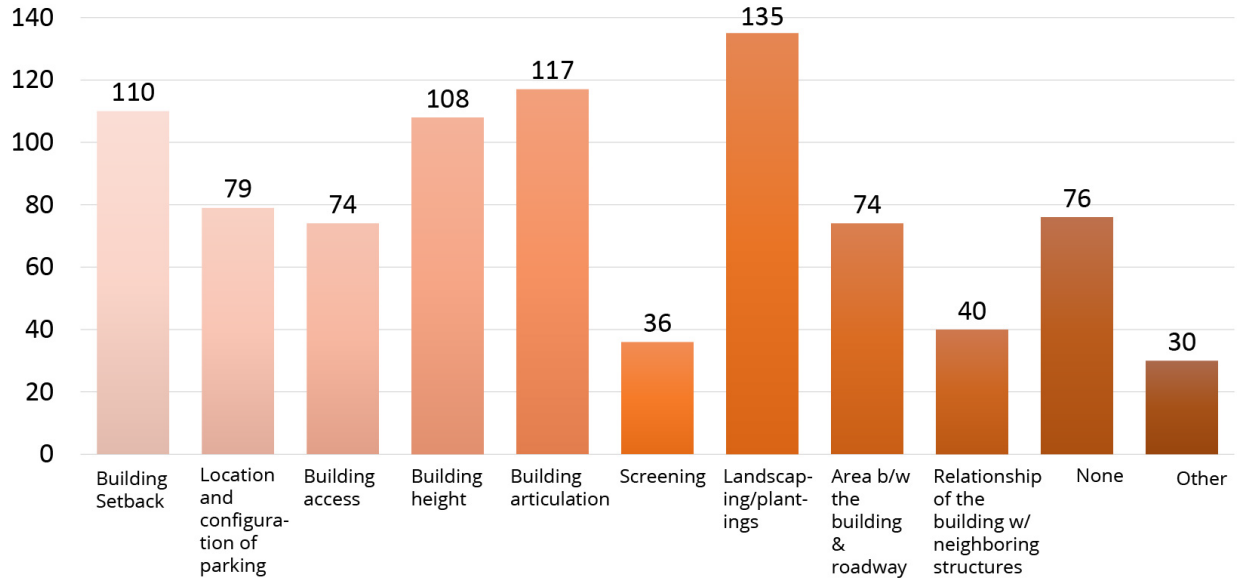
Most respondents found the design of this development to be "Somewhat Appealing." Most respondents identified "Building articulation" and "Landscaping/plantings" as appealing characteristics. Many respondents identified "Building setback" and "Building height" as appealing characteristics. Very few respondents found "Screening" as an appealing design characteristic of the development. Most respondents also acknowledged "Building articulation" as a design characteristic that needs improvement for this development. Many respondents found "Landscaping/plantings," "Area between the building and roadway," "Building height," and "Relationship of the building w/ neighboring structures" as improvements to make to the design of the development.



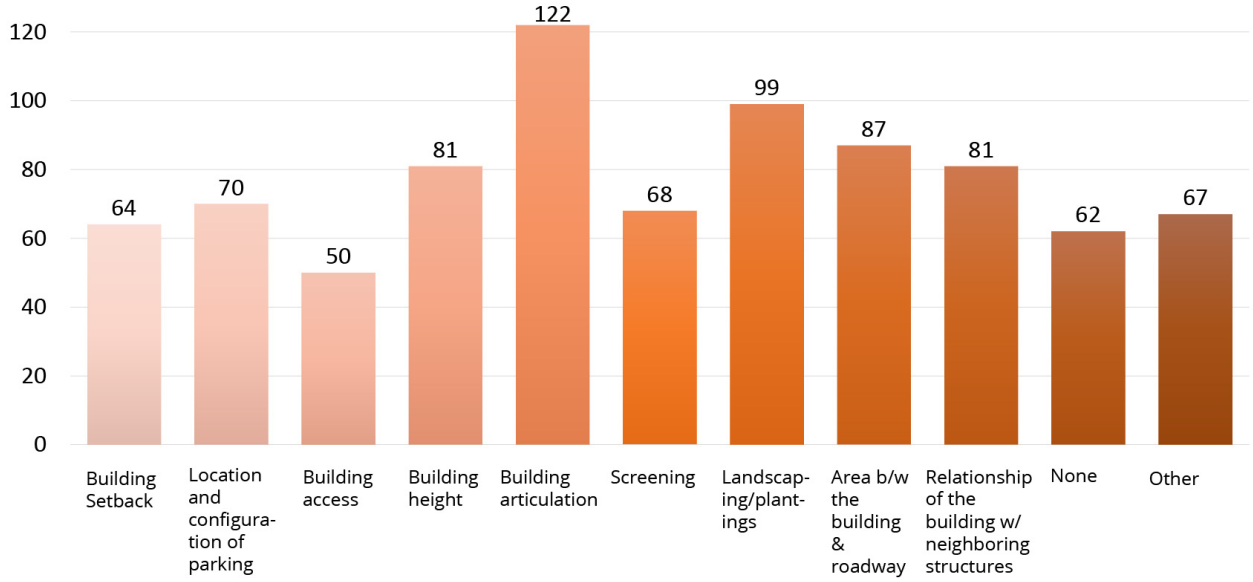
How appealing do you consider the design of the development shown in the image?



What characteristics make the design of the development appealing to you? (Mark all that apply).



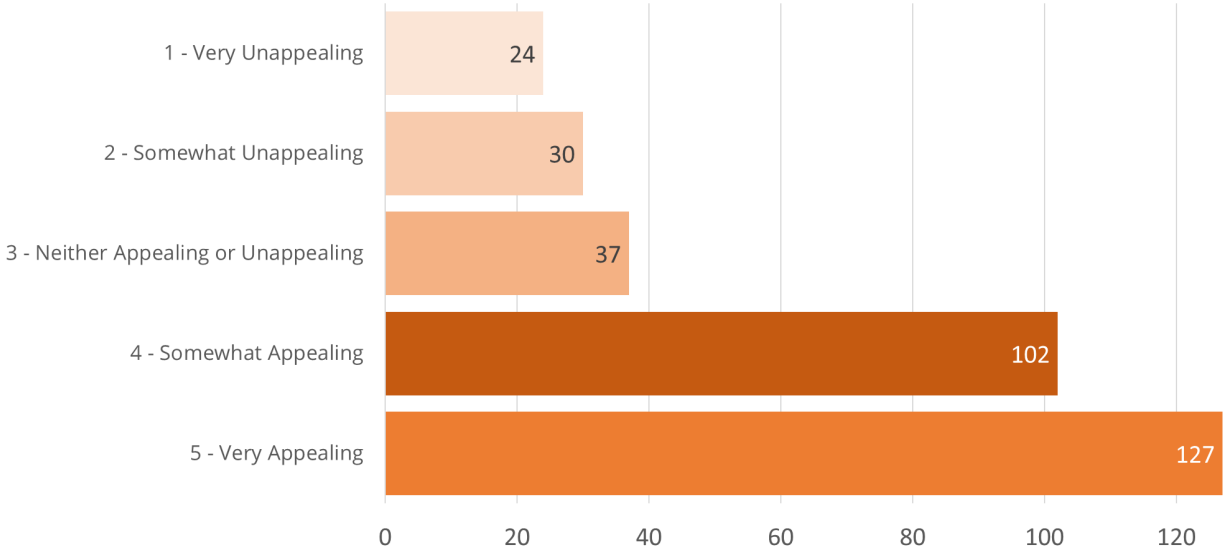
What improvements would you make to the design of the development? (Mark all that apply).



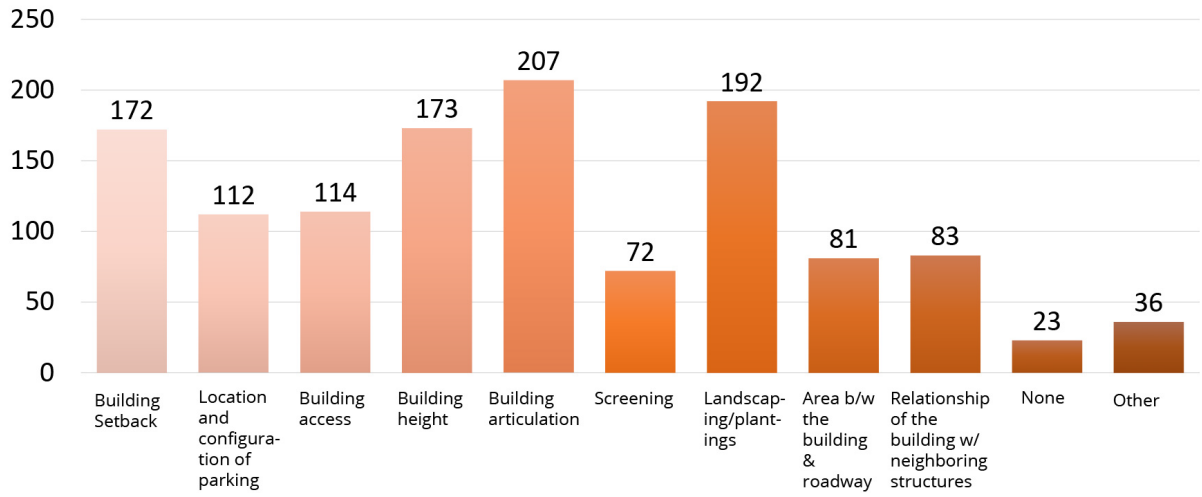
Suburban Context Example 4

Most respondents identified the design of this development to be "Very Appealing." Most respondents identified "Building articulation," "Landscaping/plantings," "Building height," and "Building setback" as the most appealing characteristics. Many respondents found "Building access" and "Location and configuration of parking" as appealing characteristics. Most respondents identified "None" of the characteristics as improvements to make to the design of the development.

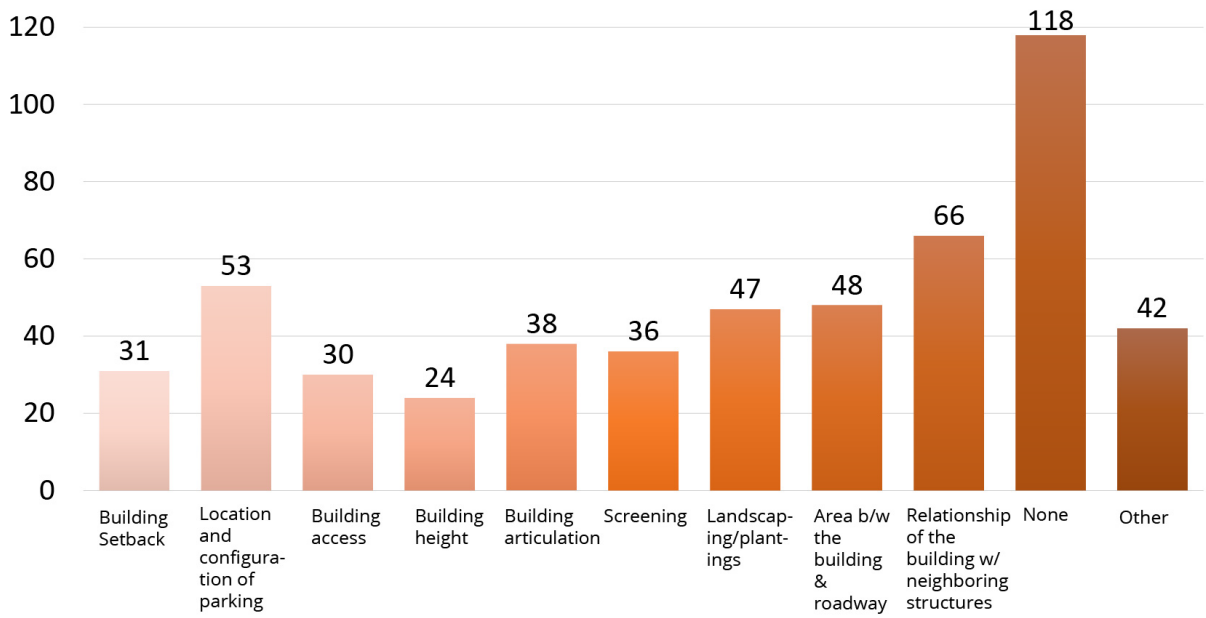
How appealing do you consider the design of the development shown in the image?



What characteristics make the design of the development appealing to you? (Mark all that apply).



What improvements would you make to the design of the development? (Mark all that apply).



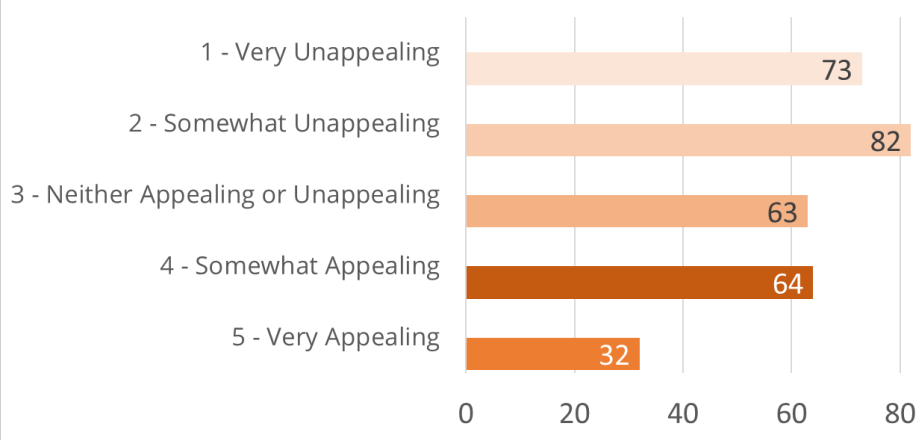
Edge Context

For the Edge Context examples, there was consensus among the respondents that Example 2 was the least appealing design and Example 3 was the most appealing design. Similar to Suburban Context, “Building setback,” “Building height,” “Building articulation,” and “Landscaping/plantings” were deciding factors for the respondents to identify appealing and unappealing designs. Respondents identified “Building articulation” and “Landscaping/plantings” as improvements to make to the design of the developments for all three examples. Respondents identified “Building height” and “Building setback” as characteristics that make the design of the development appealing. The design of the Example 3 development was the most popular in terms of “Building height,” “Building setback,” and “Building articulation.”

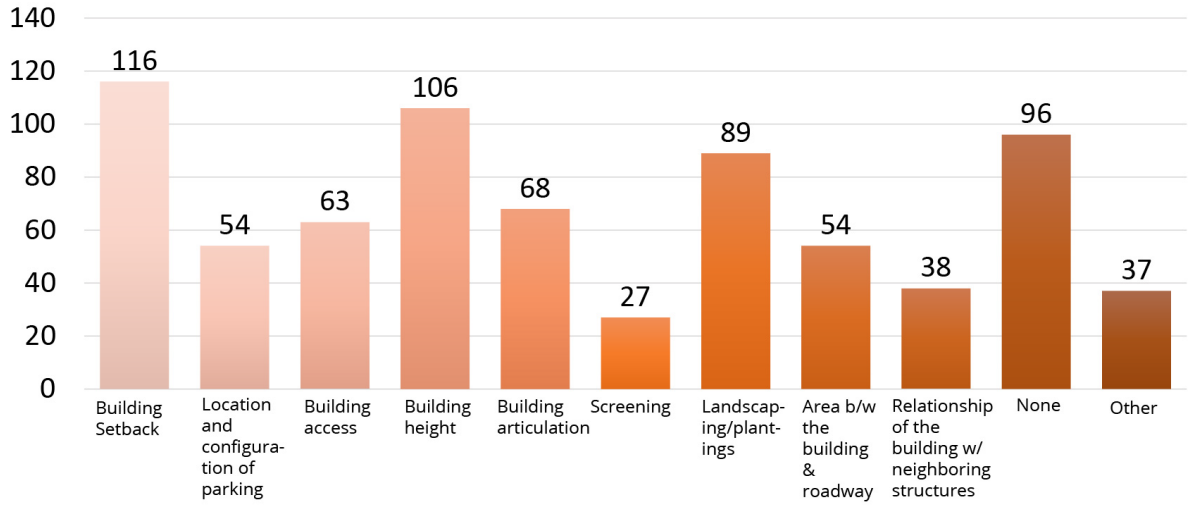
Edge Context Example 1

Most respondents found this Edge development to be “Somewhat Unappealing” and many respondents identified it as “Very Unappealing.” Very few identified the design of this development as “Very Appealing.” Most respondents identified “Building setback” and Building height” as appealing characteristics. Most respondents found the characteristics “Building articulation” and “Landscaping/plantings” as needed improvements.

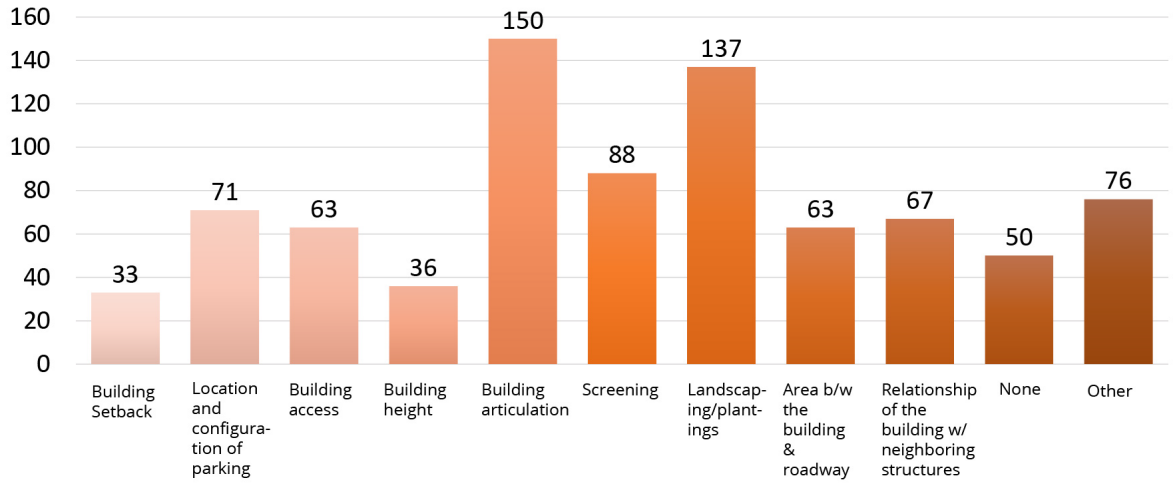
How appealing do you consider the design of the development shown in the image?



What characteristics make the design of the development appealing to you? (Mark all that apply).



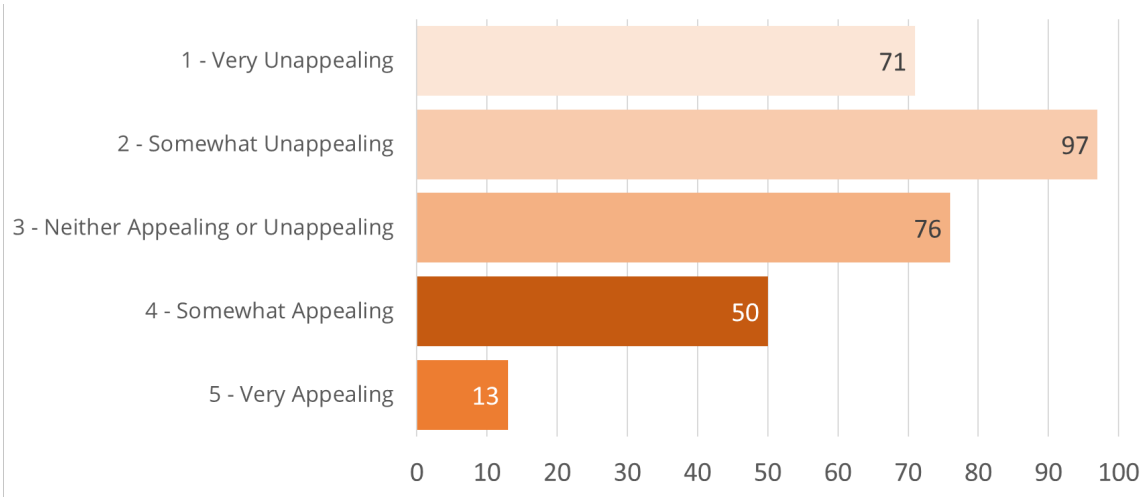
What improvements would you make to the design of the development? (Mark all that apply).



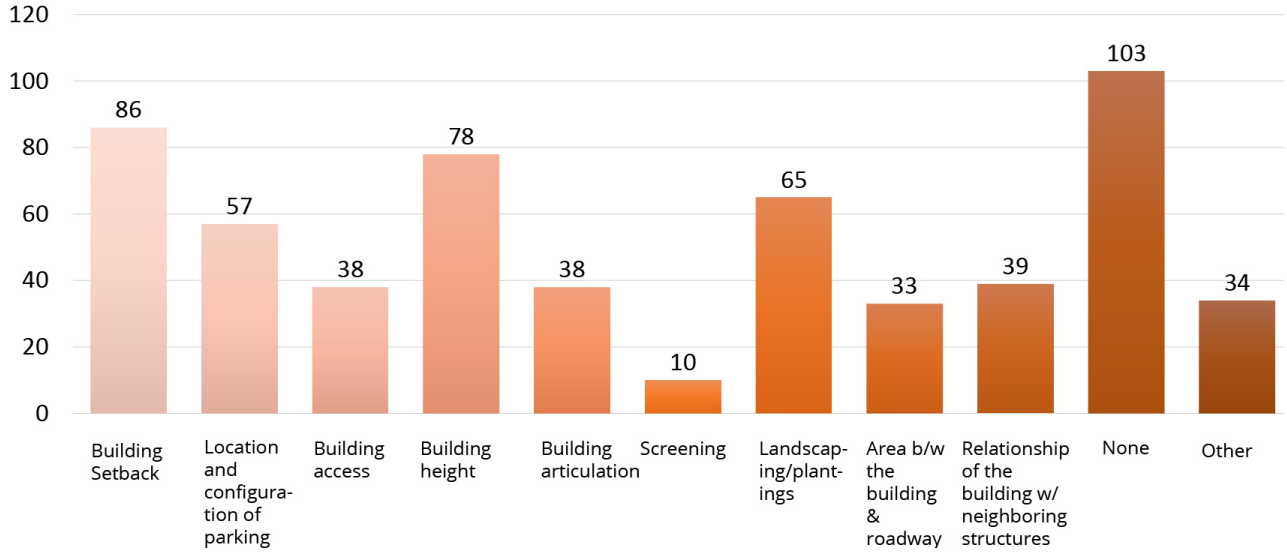
Edge Context Example 2

Most respondents identified the design of this development as “Somewhat Unappealing.” Very few respondents recognized this to be a “Very appealing” development. Most respondents identified “None” of the characteristics as appealing. Many respondents found “Building setback” and “Building height” as appealing characteristics. Most respondents identified “Building articulation” as an improvement to make to the design of the development. Many respondents identified “Location and configuration of parking” and “Landscaping/plantings” as improvements to make to the design.

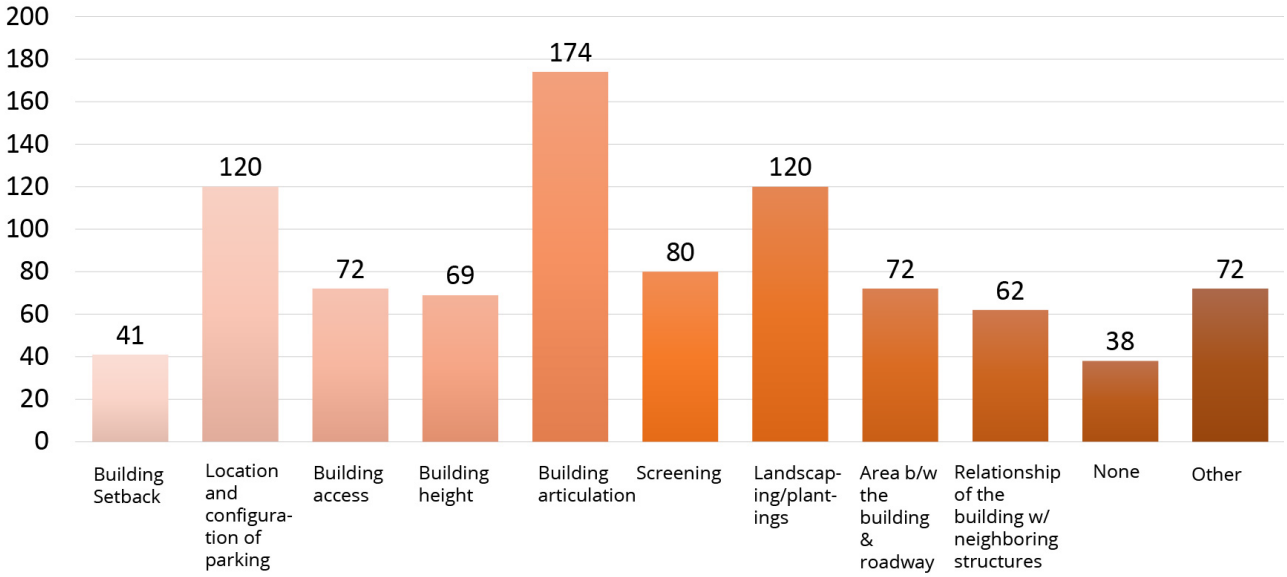
How appealing do you consider the design of the development shown in the image?



What characteristics make the design of the development appealing to you? (Mark all that apply).



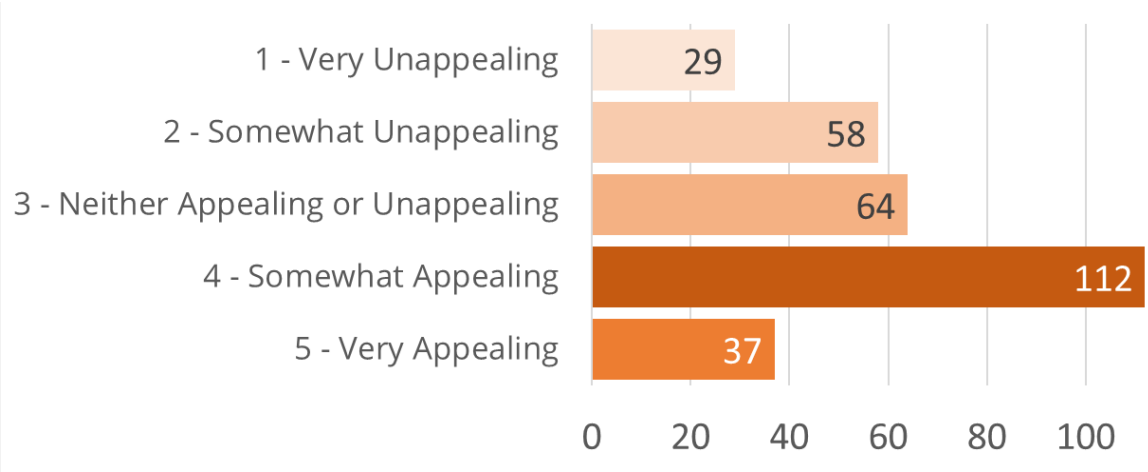
What improvements would you make to the design of the development? (Mark all that apply).



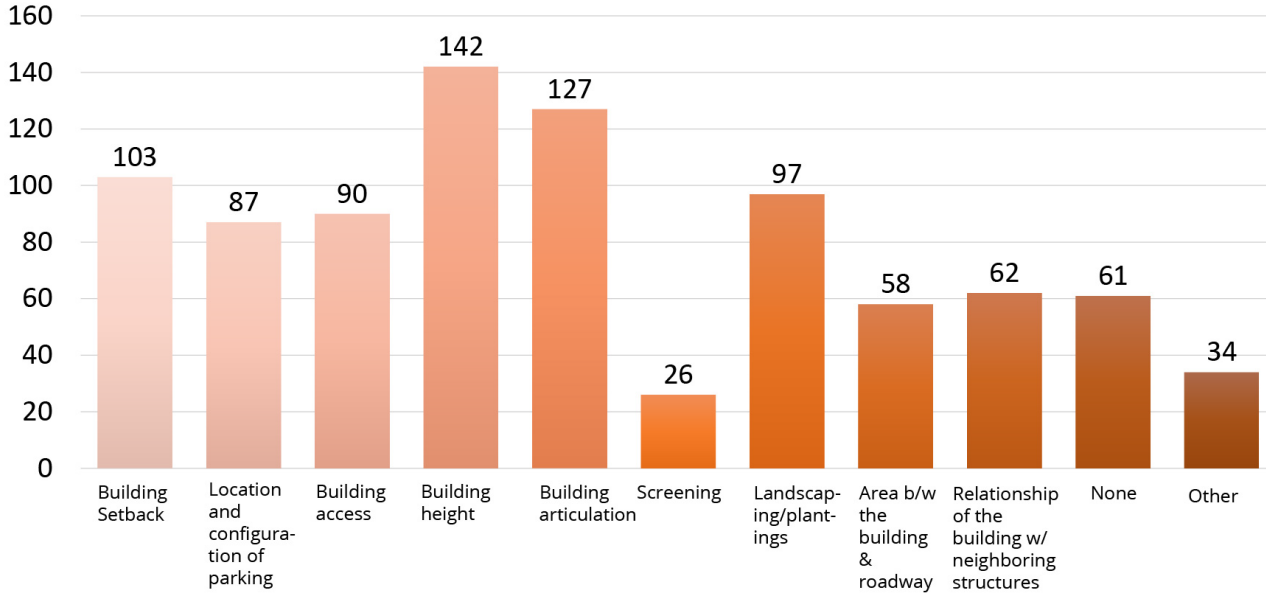
Edge Context Example 3

Most respondents identified the design of the development as “Somewhat Appealing” and found the “Building height” as a characteristic that makes the design of the development appealing. Many respondents found the “Building articulation” and “Building setback” as appealing design characteristics. Most respondents identified “Landscaping/plantings” and “Building articulation” as characteristics to improve the design of the development.

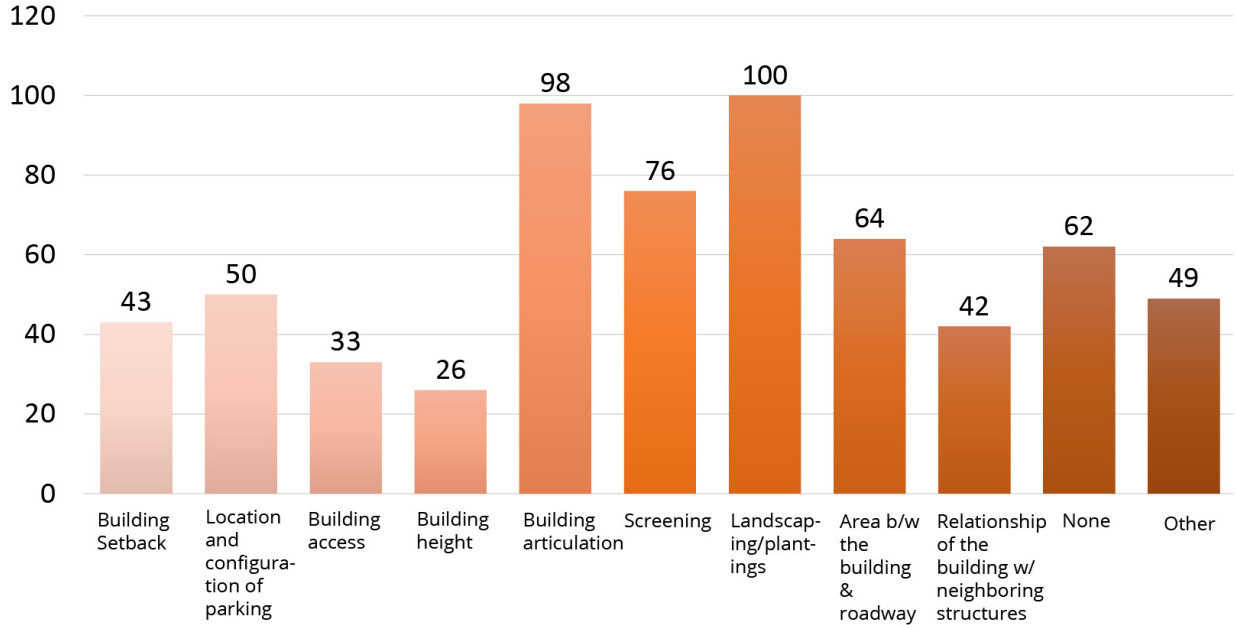
How appealing do you consider the design of the development shown in the image?



What characteristics make the design of the development appealing to you? (Mark all that apply).



What improvements would you make to the design of the development? (Mark all that apply).



APPENDIX C: General Countywide Questions Written Input

Introduction

Appendix C includes unedited responses and comments from the write in questions of the survey. The comments in Appendix C appear as they were entered in the survey by the respondents.

In each of the 33 countywide multiple-choice questions, respondents were given the opportunity to write in comments to 2 questions:

- What characteristics make the design of the development appealing to you?
- What improvements would you make to the design of the development?

Respondents were also given the opportunity to provide a written comment at the end of the survey.

- Please provide any additional comments.

The write in comments are presented below as they were entered and as they appear in the online survey results. A summary of the write-in comments for each context is provided in the Preferences on Design Characteristics of the Survey Result Summary. Positive/appealing and negative/unappealing comments are identified as such in that summary regardless of the question. For example, if a respondent entered a negative comment in response to the "What do you find appealing" question, it was summarized as a negative comment.

Core Context Example 1:

What characteristics make the design of the development appealing to you?	What improvements would you make to the design of the development?
• rounded facade, roof eaves • Needs more set back for community space	• style is retrograde • No parking garage.

- I like the entrance on the corner and the two elongated windows on either side
- Difficult to see where parking is; height of neighboring bldg.; landscaping; bldg. access?!!?
- Mixed zoning use
- Fenestration and other design features
- Clean
- Nice colors and awnings
- Multi-use less town sprawl
- Architectural style
- Answer is assuming it is mixed use with retail at ground level
- Reasonably appealing blend of residential and commercial. Attractive architecturally feature: the curved corner feature. Would like to see better design feature in the decks off the upper floors, but conceptually a good approach to higher density mixed use housing/ retailing for a downtown area.
- Entry and rounded area above entry.
- I like the mixed use storefronts with apartments above.
- The actual classical architectural details (dentals, curved portion, window trim, balconies, etc.). Seems well proportioned too.
- I have no real opinion since I don't know its location.
- With more class- we'd like our property values to rise – that design is taudry. Let's at least have the illusion of affluence like Belvedere, or Mill Valley
- Like balconies and mix of business on ground floor, residential above.
- It's housing for God's sake. Let's build housing and have less cost to do so because of the concept that adding articulation and fenestration is something we deserve.
- Neutral about it. Looks kind of bland.
- Curved lines at the corners.
- Bike parking.
- Mixed use; living space, business, and parking
- I like its light references to Spanish
- Ugly design and protruding outside features
- It's a handsome structure, appropriate up to the sidewalk and I like the entry at the corner. Hard to compare with surrounding area, but
- It's a very generic superblock with revivalist features tacked on.
- Fenestration
- Those balconies look like cages for animals in a pet store.
- See response above. Cant respond without seeing more details.
- Those rooms rent for 4 grand very over priced
- Make one story and move to country with land
- The building shown is of a very ambiguous and indistinct vernacular and lacks architectural character. A building located at a mixed-use zone corner in relatively dense core area warrants more appealing design thinking.
- I really like the building but new, not a lot of character, I enjoy older, eccletic, varied buildings
- In a downtown area to allow light and views altering heights to highlight Key Views such as Mt.Tam or nature scape! NO higher than the 3 stories shops bottom offices middle living top with UNDERGROUND parking or in center of shops with garbage hidden as well in parking structure area
- It's just not an attractive building you are showing, but I love the overall concept.
- I can't tell what green features building has. That is important to me.
- Bike parking and storage
- Lighter colored trim.
- It's very hard to say. The balconies and shutters look fake/ non-functional. Architectural appeal is present but not outstanding.
- Paint a different color.
- Can't see enough to make a comment.
- Allow for use of the sidewalk for retail
- Anything to give it more "character." This development isn't bad, since the existing building has a bit of character already.
- This survey doesn't provide enough information
- everything needs to change.

has a nice scale and rhythm with upper set-in patio on the upper level • The design/ layout of the top floor is the most appealing • mass uses full lot, design symmetrical, subtle detail • Beauty • I like the fact that the resident can walk to the store and coffee shop, or theater without the use of car. I have seen this set up in Sunnyvale and it is very appealing and accessible. • The building selected does not fit the questions asked. • It's very cheap looking, trying to be historic but not successful. • I appreciate the neutral color palette • Smaller Project • I like the shutters and balconies and general simplicity and classic feel of the architecture • Curved corner entrance, awnings, wrought iron details, intricate roof detail, available parking • but not seen from street • It is difficult to see these attribute • the corner rounded entry, awnings, roof detail • Mixed commercial/residential use • Awnings, balconies, stucco and tile roofsuccc • balconies • The Architectural Design, ie. The rounded corner containing the entrance with its own elevated • roof. And the outrigger detailing on the roof overhangs. • balconies	• The building seems massive in scale when compared to the sidewalk. Ideally, the building would be 2 smaller instead of 1 massive, or allow for a height increase, with the upper housing units recessed which would allow for more exterior design and perceived mass reduction. • this is appropriately designed for its location • Make taller to fully utilize the footprint (provide more housing) • Parking is essential. Not providing parking is to deny a reality. Off street parking is always required and proven so during COVID • rooftop garden / patio • Could be taller and more dense given location. Ground floor ceiling height could be taller. • Not so stark white. More vegetation. • Larger & more units • Incorporate garden or common spaces within common building cores. • I'd love to see some outdoor benches. It's welcoming and practical • Too massive • The windows, canopies, and balconies are a bit cluttered- would like to carry the base materials up and define he first floor a little more distinctly from the upper level residential. I's prefer a little warmer colors, but the white and base and dark elements work OK • Good, balanced example of residential/business infill. Timeless. Flexible. • Kinda boring and uninviting • Bicycle access and secure storage • Reduce parking. We don't to concede as much space to cars. More for bikes and walking. • Would like bldg to be bigger. We have a housing shortage • additional cornice articulation- it's a bit flat • More pronounced facade articulation • it looks like its trying to belong to an era it doesn't belong to (presuming this is new) • I dislike the fake traditional character • The outermost part of the structure needs to be the exterior wall. Balconies need to be

	recessed taken out from the inner space. Landscaping needs to be by the edge of the street, not by the structure. wider pedestrian areas are pleasant to me. • Again you have picked a p\builfing that you think is improper, but you are not taking into account when it was built ,what are it's surroundings, etc. A perfect set up for your program. • I'm not convinced we need to insist on historic references and context for objective design • A step-back style (so the top levels are further from the street than the base level), more landscaping, and a deeper setback from the roadway would make these buildings more dynamic and less obtrusive. • Seems way too close to street and seems to skimp a bit on really going down the underlying vernacular which could make it extraordinary. • I cannot tell what the parking is, but I would hope it is covered parking. Ideally it would be a garage underground • Silly balconies/too slab sided accented by bad choice of color • It is very difficult to see these attributes • larger windows, better signage for what is available on ground floor • Such vertical and dense structures might be ok depending on nearby transit options and how big the city is. This may work for San Rafael but does not work for Mill Valley. • Allow variety in style/materials/colors from neighboring buildings. • Massing seems too much in context of downtown Mill Valley as does height; 3 story too tall, maybe ok on miller or other parts of marun • The building needs more height and at least another floor. The tower at the corner is too short - probably limited by the prescribed height so it doesn't work as a design element • perhaps more awnings and balconies • Near transit • retail shops on ground floor; ensure adequate street or visitor parking

	• More greenery, more human materials • Classical design, dramatically increase setbacks to allow for much much more space for • landscaping and garden area, reduce to two stories

Core Context Example 2:

What characteristics make the design of the development appealing to you?	What improvements would you make to the design of the development?
• The tense makes it look like a prison • Variation in color & cohesive are both good • painting • colors • color • clean • Arcutecture of building needs to be of the feel or style or character of the town or area specific. Timeless charm of area. • Prefer move variation in architecture • The fact that its high density • Tacky town USA • Not visually appealing to me • Color • Density too high • The colors are in harmonious with the general area. Not enough architectural interest • Colorful • Lively color • Nice roof line. I like the whimsical variation in colors. • Cutesy imitation, lacks organic feel. Too planned. • Gaudy color scheme.	• Materials vs colors • Unify colors • The roof lines are ridiculous, creating a zig-zag effect, less repetition and more variety in roof lines would be great • Setback doesn't work in thise case; tries too hard to appear to be single family homes when it is a multi-unit bldg. • I think the color and density looks like a mess • Color selection—vivid colors good, but could be better • paint color is too bold; angled roof doesn't fit with Marin style • style and paint job really date the building... • Those pointy eaves are so-o-o boring! • Building too dense & packed in for location. Gives squeezed appearance • Paint color, ugly fencing • I don't care for the paint colors • Looks dated • Stop the building. We need a moratorium. It's to crowded in Marin. Especially since the train in San Rafael blocks access to the freeway And access to downtown several times a day. • Building color palette.

• Use of color, peaked rooflines • Parking appears non-existent; missing common social spaces. • Not unique compared to our town buildings. • Fencing looks tacky • Images don't reveal where parking is located so it is not possible to intelligently answer questions about parking and to some regard setbacks, access and overall site plan design. • It's a low-income development • looks cheap and unimaginitive. But there is a friendly character to it as well. • xxxx • Again another effirt to gain your points. However you do not provide enough infornmation to answer many of the questions. You effort is to replace architrects with formulas and the result will be a formula repested continuly. • I like that the architecture tries to emulate smaller cottage like structures and like the idea of gardens beyond the sidewalk. • Color play • Colors • Buildings jammed together needs more greenery Pickleweed in my opinion is a great low income development with greenery lots of nature and close to grocery shopping and MV community center • The dead space between building facade and street is a waste. Better to have the buildings right onto the street with more internal space. • colors • Lots of colors • building color, lack of entry depth, angle of roof line, lack of second floor setback • Ugly colors, ugly details, ugly landscaping	• I watched in horror when this development was being constructed and am still find it outrageous that those design review entity/ies who were responsible for approving this development, ultimately approved it as-constructed. I understand it was designated as lower-income housing near existing transportation, amenities and infrastructure, however, the completely out-of context architectural character of the buildings' form, color, articulation, and detailing do nothing but amplify the block's high-density, rather than skillfully integrate it into the locale. It appears to exactly what it apparently was: an ill-suited design for too small of a site, trying to accommodate higher density than reasonable for the site area, which sacrificed appropriate frontage setbacks and opportunity for street-facing facade articulation and expression expression that would have better fit a development of this type into the scale and aesthetic relationship with the street and nearby lower-rise development of the area. • Better design • Where is the parking? • Arcutechture needs to be symbiotic to the character of the area, town be timeless and not block VIEWs which create charm of area keeping natrue scape in mind upsetting to see tall buildings darken and block views from in town shopping and touring experiecne don't wipe out the charm and natural BEAUTY • It looks like a Disneyland housing tract. • Not keen on the choice of colors on the building. Also, too many colors. • The fencing is especially ugly and this just looks like tacky condos rather than mixed use • Colors are terrible • Don’t make a row of identical houses. • Bike parking. Storage and infrastructure • Fire the person who chose the colors and start over with the painting • Painting too colorful. • Have building close to sidewalk with retail space on the first floor

	• Aesthetically, it's very bland- no architectural details, no trim, no variation. It's just plain stucco. Looks cookie-cutter and cheaply constructed. • This development is a bit ugly. I can see the designer tried for something that looks like Danish co-housing, which might have been nice but there's something about it that looks like cheap low-income housing. I know we need low-income housing and if it needs to be low-budget then I think this design is acceptable, just not great. • Bldg should be smaller than 1 city block • Make it neutral colors with less roof lines to look less dense • Allow more individuality. • Colors are too brash, needs more ground level plantings • Space between homes • 27 Looks they glued the hotels together from a Monopoly game without a Parker Brothers consent. Redo entire project • find a new architect who doesn't have a poverty mentality in his sense of design. • Awful • paint colors • structure tries to mask uniformity of design with paint; could use some variety in facade and better landscape • less garish colors • Articulation tries a little hard here. Ground floor walk up units are nice, but don't fit the context of this location (would prefer ground floor commercial in this location). Setback and landscaping are nice to have, but seem a bit useless. Colors are a bit much and draw too much attention to • the building, which would be better as a background piece rather than a center piece. • These photos are too limited in scope to be able to accurately access and answer these questions. • Colors • Yuck • Building too close together • The whole look isn't appealing. Housing should blend in. If we are creating mixed use

	and hopefully affordable living for folks then that design shouldn't look anything different than those who are well off in Marin County You need to look at other successful places in the US that have integrated their teal estate and towns in a way that don't separate out low income homes • from higher income. We do that here in Marin and then everyone can say....oh that's the section 8 housing or oh that's where those people live. C'mon....it's over the top expensive here so build enough efficient living that mirrors the look of what is already here • Avoid repetitiveness • I do not the colors, the row nature, the business for the articulation, the fence in front gives it a prison (or dangerous neighborhood) feeling, and it bears no relationship to the neighborhood – it looks like a alien plunked it down in the middle of the night and ran. • better exterior paint, fence looks cheap, no continuity with landscaping • design is ugly • Looks cheap • Design • Design more suitable to Sausalito • Rooftops and colors too busy • Taller would work better given the context • Color of buildings is atrocious • Unique design of each unit. The design shown is to repitative • This development seems to jumble townhome design with higher density core development, resulting in a somewhat uncomfortable feel. A mutifamily building built to the street edge should have a common entry or internal system. Entries to Individual units should be set further back from sidewalk. Additionally, the basic shapes and mix of bright colors to cretae a "village" look appears forced rather than authentic. • Mixed use is a better goal, but shouldn't be a requirement. Projects need to get built. • combine units into one building that does not look like a tract development

	• Miserable cookie cutter elevation. Lousy fence • Phony looking • Simpler more rhythmic features that make useful sense • See comment above. • colors • color • Better architecture • Make it higher to accommodate more housing • I would make it all larger • buildings feel a little like caricatures, need additional detailing • More diverse roof line • materials. articulation and windows all could easily be made better. • xxxx • different colors & more variation in materials • setback further, softer fence/screen, more balconies and bay windows • This looks like piled up matchboxes. The fence and landscaping makes it look cheap and boxed in in a really bad way • color scheme -- too many colors that do not relate to each other • I don't like these colors at all • it's extremely ugly - especially the colors - do not match surrounding areas • Needs much better architectural design • Withut knowing the site and the owners interest impossible to answer. • This looks like a Disneyworld low end hotel • Color is a big issue here, especially for Marin (where earth tones are part of the character). Candidly, they also look dated and overly suburban. • Way too busy with articulation and color changes. Could have more interesting landscaping • This looks like low income housing. It is on too busy a street. The fence is terrible. • Colors and style • do away with, or soften the fencing surrounding the complex. UGLY

	• Roofline too busy/jagged - Looks too much like what it is, a bunch of dwellings mashed together • Variation in materials (not a flat, cheap, stucco finish • Even for a core area of a relatively big city, this seems too dense. • Provide commercial uses on ground floor • We live in MARIN known the world over for beautiful natural space and harmony with nature. These buildings look like they could be in Union City. • Visually this is too much mass, looks chintzy construction, fence looks like a prison, over crowded • Greater height with the same density would allow for more articulation and better interior spaces • colors • limit to 2 colors, use neutral colors, perhaps different shades of one color • near transit • Colors, including the roof color. • white iron fence is uninviting; would like parking at the curb to buffer traffic from sidewalk; can't see parking in the pictures; ensure adequate visitor and street parking • eliminate glaring colors • Colors more neutral • It's just a bit glaring in color and the yard space in front is too shallow. • Materials, • color palette • Less jarring color; more roof form articulation so not so monotonous • Classical design please, reduce height, dramatically increase set-back to allow for ample landscaping and garden, provide underground parking, change color selections, needs higher quality details (railings look cheap) • Front fence too high and insubstantial.

Core Context Example 3:

What characteristics make the design of the development appealing to you?	What improvements would you make to the design of the development?
• I like the public space • Fit a lot of housing in a small area • the adjacent public plaza is the saving grace! • Accommodates housing in downtown area. Provides mixed use zoning • None of your examples allow for review of the site plan to be able to answer the questions appropriately • Even apartments need patios etc. • I like the density • Design features that break up the mass • Too tall • very upsetting that this building BLOCKED Mt Tam views to the downtown area!!!!! This is what I'm talking about...I would NOT want to see this in DOWNTOWN San Anselmo!!!! or Fairfax, CA • Like for larger towns (e.g. San Rafael) but it'd overpower in San Anselmo and other small areas • This just looks much more attractive and is a great mixed use look. That said, it's a little tall perhaps. • Of the 3, this one least appealing. First was my favorite • high density, close to downtown core • Cheap exterior materials and fake architectural like the massively oversized eves. The building on the left is poorly proportioned and it's design is already looking dated. • It is beautifully designed. • Too big	• massing and scale • Ugly, style looks to the past • They are too large. Reduce the massing • Roofline is awkward • That overhanging roof looks kinda odd, out of sync with the building walls. • Balconies to vary large wall surface would be more appealing • Better design with anted patios and common space • More trees • The six story example is way out of scale for any Marin jurisdiction except San Rafael • Add trees • While not totally out of scale with the downtown San Rafael context, it's unfortunate that this development's architectural character was chosen and approved to be a dated post-modern expression - something that looks closer to a 1980's Michael Graves building. • better design • Where is the parking? • Colors are terrible • better Bicycle infrastructure • All of the different window sizes and styles are very confusing to my mind. Again who is picking these colors? • Exterior materials quality • Don't know where the parking is located • Recess the upper floors to increase appeal- add small patios.

- I don't mind it. The tile, finishes, colors, etc. seem a little dated now, but it's not bad.
- Obvious mixed use
- a giant tacky taqueria
- Plaza next door and fountain when it worked years ago
- space to walk around it
- Nice to have height and density with ground floor retail.
- Curves and roof line are well done.
- Over planned. Too plasti. Cheap looking trying to be upscale but it's crap.
- Common social, business, zone with water fall feature to introduce nature elements
- Whatever, it's fine
- It looks like something found in a large city urban core
- I really like the courtyard plaze
- retail below units
- Massive
- Atleast they tried
- Height of first floors ample
- Approve of the parking location and configuration because I know the building but wouldn't be able to answer based only on images.
- Interesting architecture
- Should be this tall or taller
- It resembles a suburban shopping center.
- xxxx
- See pervious comments
- The courtyard is a nice feature
- Like the rounded elements
- Roof detail
- Not sure which of the two buildings you are referring to
- With small downtowns in Larkspur, mill Valley, San Andelmo our "core" doesn't look anything like this. We need to cherish our downtown heritage and refresh it not cheaply urbanize it. I think the refresh of downtown Larkspur is a good example.
- It is interesting that images of San Rafael Buildings are shown but San Rafael is not a partner to this survey and project.
- scale of the building is too large for suburban marin
- It looks like a SoCal Mall from the 80s. Just simply and ugly design. What could be done to improve it? Paint it white, but the ugly design can't be helped.
- Make it fewer stories, not so tall
- Too high, no need for different colors, or stucco but understand it might be more affordable.
- fire the architect - gross - SO tacky
- Awful
- they look like Olive Garden
- I like this building on 4th Street but its height would overwhelm places like San Anselmo
- The common area needs cluster areas either via seating, planting or architectural structure
- Massing is fine, its a box. This building falls short in articulation and materials. That said, it is of its time. Hopefully we can do better now...
- I get a stomach ache when I look at the building. I'm not sure why. If the buidling was a person, I think they'd be a jerk.
- more tree plantings
- Colors
- This architecture is already dated. It' s like a car with fins
- Larger & more units
- Too Big
- Again....don't make the building stand out but design it in a way that it fits in and complements the usiness and other downtown buildings around it. Load it up with greenery and beautiful landscaping
- Way to tall and imposing
- Doesn't fit with town
- Architectural style is terrible
- The structure is acceptable, but the pastel colors and (contemporary mediterranean?) design appear similar to anything built on the penninsula or East Bay. The scale is actually approariate to the urban location but could be more ocnsistn vwith Marin bulding and have a bit more receding or softness at the upper level. The grill eaves at the curved elevations have no relation to anything and appear awkward. s it elevates. The

• This is for a city, not Unincorporated Marin • Facade articulation, balconies, brackets, fine grained detailing (in one of them)	• Good that SR has areas that can be more dense • One portion too tall, even perhaps for San Rafael • Puzzling from street how to enter the homes. Make evident. • Better architecture • Make it taller to accommodate more housing • Make larger with more community amenities • cost benefit analysis needs to apply to height • This building would be out of place as a core development except San Rafael or Corte Madera. It is way out of scale for the other communities. • its just such a generically corporate development that could be found anywhere, USA. • xxxx • I dislike the fake traditional or post modern look • Improved architectural design • Your list of simplistic questions never fits the subject which is the poorblem with this whole process • I think it is key that buildings "step back" / are tiered. This would allow height without the feeling of something looming over the street. Deep upper level balconies are also an opportunity for additional landscaping, which softens the look of a large structure. • Ugly design • Too tall, too geometric and pointy facing street • It seems like it is all commercial - I didn't think anyone lives there - I thought is was all offices. • Color and style • Messy-too many different design alements • A large building face should not have one material painted different colors. It is still a mass of stucco with no character. • Which building? • There is no sense of place with these photos. Part of what makes Marin SPECIAL is each of the towns have embraced their sense of place. Neighborhood connections are important. Affordable housing does not have

	to be generic and lacking in a sense of place. SF tore down beautiful old Bictorian and demolished the local community in the 60s with the idea that they were providing new accessible housing for an African American neighborhood. It didn't work. It destroyed middle class and low income black families in the name of progress. These photos are terrible haven't we learned anything from the colossal failure of Marin City. The top down idea of making the flea market into a generic big box shopping mail is a travesty. Support locals with small infill building projects that make sense for their neighborhood. • Such vertical and dense structures might be ok depending on nearby transit options and how big the city is. This may work for San Rafael but does not work for Mill Valley • Limit high density buildings more than 2 stories to major transportation corridors. • More room for large street trees to help minimize massing • near transit • The courtyard/square of this project is very uninviting. The colors are so boring, the round corner is not an attractive use of space or materials. • Increased setbacks at higher levels • reduce the height and bulk of the buildings • It's too large/chunky • Too tall and rounded design doesn't fit with architecture of downtown San Rafael • Need smaller scale for Unincorporated Marin, greater setbacks, much much more landscaping, •

Core Context Example 4:

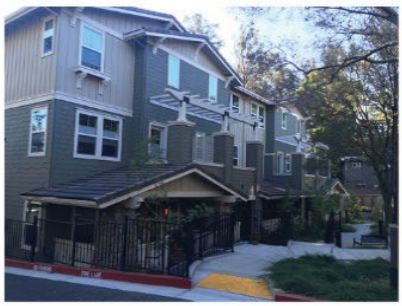
What characteristics make the design of the development appealing to you?	What improvements would you make to the design of the development?
• Entries should be at street level • A reasonably aesthetic design. • Everything its really ugly • None of the aerial views are sufficient to answer ½ the questions regarding the building. This applies to all the examples. • Traditional Marin development mass and bulk with great design • Move to county • Side looks fine, but the front of the building is not nice looking • I'm confused by These photos. Photo number two is quite appealing, is it the same building just from you as far • There are some decent elements of a recognizable Architectural style • It seems to fit within the parameters, while also being very aesthetically pleasing. The style fits within the context of Mill Valley. • I like the variation with the balcony/, etc. • Fix your survey. Pictures are of 2 different buildings. • looks like a cheap motel • colors • It lacks interest. Too homogeneous • Nice complex with good scale, articulation and materials. • Corner structure is good. The rest is short and timid. • Copy, copy, copy, copy • tile roof, big windows • Not much really. It's ok but definitely not grrat	• This could be a taller bldg; slightly more articulation and more invisible parking • The entries should not be up steps. They should be at street level. • could have gone with a more dense plan • The images appear to be different buildings. one I like more than the other • Make it attractive? • It looks outdated needs underground parking with park in center of buildings • As this development backs onto a creek/natural waterway, I would have allowed a larger setback to the riparian zone to allow for possible on-site stormwater management, flood protection, and integrity of the riparian corridor habitat. • great design • Greenscapes rooftop use • Can't discern how the first photo relates to the second. 2nd photo much more appealing. • Can't tell from this if building has any green features. • better Bicycle infrastructure • Hard to say. I like the use of trees. There is a more integral use of trees here than in other examples • Design is not appealing but landscaping and balconies etc aren't bad • One picture and set of responses per building • Just ugly • start from scratch

- This looks like a heap 1970's apartment building
- can't see relationship to other buildings, like the spanish look and the softer more mature landscaping
- Again doesn't fit
- architectural design elements are high quality
- Is surface parking in the middle of the lot the only type that is available?
- variation in style and finishes
- Nice architecture
- The buildings attempt to be friendly and present at least a few different materials to help organize them visually..
- xxxx
- architectural details and articulation design are very good
- Nothing is appealing to me
- See previous comments
- I think this is the best recent example of Multi in MV. The only criticism is that the porch roof obscures the storefronts below so it is a difficult commercial space. There also was never enough parking when it was a restaurant and no safe access from Miller south side.
- Architectural style/Spanish tiles, varying wall textures. Don't like outdoor parking it should be covered or underground; underground would allow for shared public space in between instead of parking lots
- Looks like short to tall, front to back, nice
- You are asking what makes it appealing, but you aren't giving options to respond to
- architectural style of the t ypes of businesses included... It seems like you are missing the point of your own survey
- I looked at a BMR and full market rate condo in this bldg. they were really proud about using green materials but the configuration of the space was strange. The one bedroom loft had a door that went outside and looked over the parking lot. Weird! The very small one studio condo was really overpriced for BMR. This building has no common areas, community garden or open space. None of the neighbors know each other. The family
- The lower level of the first bldg is too dark. Allowing natural light and better visibility to the storefront would draw more interest.
- Colo
- Height is too low for downtown SR but maybe good for smaller Marin towns. The awning effect hides the location of front door and access a bit (may be the lighting)
- Seems a bit over-parked. Would prefer interior parking to open lot.
- The photos look like 2 different buildings to me. I dislike the first and like the second.
- Ugly
- Again, the pictures aren't sufficient to answer the questions well.
- Building should be taller
- Fire the architect
- Again....pretty sterile and boring. I think you can do a lot better to make housing that is integrated into the existing landscape and architectural. Look at it this way....step back and look at it and say....does this look like affordable housing? If so then you need to change your design. People living in this housing deserve it
- Choose designs matching character of town
- Go taller in height
- Design and style
- Regarding height -it appears ot e a mix of 2 and 3 story elements. Would like to see a design that accommodates three stories throughout.
- Dark under balcony. Hideous frills.
- Make it taller to accommodate more housing
- Would be nice if it was more monolithic
- surrounding buildings not shown
- This project less-so than other examples, but it still seems like a solution that does not come out of its community (or any community for that matter) and is more image than substance. But we are only looking at photos here--which is not a good way to judge places in the world.
- xxxx
- variation in materials
- retail should be leveled with sidewalk, not raised

housing in the back has no relation to the one bedroom lofts with great traffic noise. • This building was not well designed. Many small businesses have failed here due to the design. An outdoor public/dining area originally appealed but was too cold for comfort. Screening came later and that concealed the businesses inside from street view. It became a dark hole in the facade; not welcoming at all. Commercial bldg is too close to street; imposing. It attempted to address too many development issues and just didn't get it right. This bldg is not commercially viable as a result; many long vacancies between failing tenants. Nice try but not a win. • Good architectural style for Marin • If this is a site on Miller Ave. in Mill Valley, the photos don't do it justice. I like the design of this building in person but not in these photos. • Like buildings of different heights.	• Is not worth the effort. • Make higher, not dense enough • See previous comments • Fillout the porch for visibility of commercial spaces beyond. • I am familiar with his building and it is too close to the street. With more space, the sidewalk area could be more inviting. Because of this issue, businesses cannot seem to thrive in the retail spaces. A good example of the importance of thoughtful design. I do appreciate that it is a smaller building in general. • Style and colors • Too little info to say • Color is less appealing, dark, and uninviting • I would like to see those businesses open. • As mentioned Pickleweed in MV is great and there is another similar low income development next to Larkspur Plaza Dr that I don't know the name of that is also really nice. The area of Larkspur across from Escalle has $2 M homes next to the Larkspur Plaza condos which are very affordable from $ 480K to $650k Which is also next to a Subsidized low income housing complex. All three of them have beautiful nature a sense of shared community and Ex walk to downtown with movies, cafe and grocery shopping. • This mostly works for Mill Valley. It is too vertical though and could benefit from terracing the floors. Also, the restaurant space was poorly designed (too small) and has not worked commercially. • not enough parking, though placement in back is great • More plantings set back from street, this really helps with not feeling so dense, massive • I would have granted another level to the residential units at the rear • near transit • would design parking so that it's in garages instead of the ugly lot in the middle of the buildings.

	• will to have the buildings go one story higher to have parking garages on ground level • should be taller - wasted space • design too modern, lack of second story window articulation • If this is a site on Miller Ave. in Mill Valley, then I like it. The photos do not make it look appealing. • Should be pulled away from creek and allow public access •

Suburban Context Example 1:



What characteristics make the design of the development appealing to you?	What improvements would you make to the design of the development?
• Not great, but at least each home has a driveway. • ugly • high density • There appears to be some sort of courtyard, which is nice • Too many roof lines • Prefer pic on left vs middle pic where do residents in first pic park. • I'm starting to suffer from indigestion - seriously!?? SO tacky • colors • Nice complex with good materials and articulation. • This trap is representative of what has happened to communities around California once planning commission got involved. Go look at Danville to see how it was done right. • these look like they will deteriorate aesthetically • Only the first image works	• higher quality materials • Solar. Electric car charging potential in each 'garage' • More outdoor space • Too clustered • Too much concrete coverage in driveways- add more plants to soften • Have those 2-car garage entrances been seismically strengthened? Ed? • Make it not ugly • Ugly • The sameness of the different units in terms of both color and design in ugly • landscaping only moderately integrated into designs. There are better suburban examples than these. • Underground parking • better design • I guess I don't really understand where the parking is in relation to the entry. • try to make less monolithic

• Looks cheap • BORING! • Reallya can't tell. These examples are terrible for your purposes. • I'm commenting on the left picture • I find ugly buildings unappealing • Same as all previous • some architectural effort- though proportions aren't great • xxxx • These have terrible design • There are millions of examples of this type and the result is due to the architect not playing by some rulrs. This architect I would say is a 6. • The wood panel railing and gable brackets • I appreciate that the colors are neutral. • Balconies, peaked roofs • Lower the building height of these monstrosities • Too dense for most Marin suburbs, maybe okay in bigger cities. • Can't see bldg access or siting from these images. • Curving walkway • Balconies and braces • Is this two different buildings or front and back. The image at the left is more appealing than the one on the right • This is not suburban in Marin	• Parking in secon image - woudl prefer back alley access so it's not all garage at ground level • Houses having individuality gives our town character. Don't like rows of identical houses or townhouses. • better Bicycle infrastructur • It's hard to answer these because a lot of them are just ugly suburban designs. Landscaping helps. • scratch it completely • very static • look like townhouse kits • Seems over-parked. Would prefer garage to lot. Should prioritize open space for residents over parking. • Looks cheap • Colors • Bulldozer • Just not an attractive style. Looks like cheap track housing • too big, too dense, too high • Needs to fit in more with abMarin aesthetic. This looks like a new San Diego development • second photo - bldg needs more unifying design elements to break up vertical fascade • design is ugly • It is very unfriendly at the ground-level due to fences, lage driveways and garage doors are facades. • Too generic • Thius is the tale of two building. The front courtyard elevaitons are very pleaqsent whrreing the rear alley elevations are faily stark and heavy. The building and realy impose ont othe curb, except for the courtyard area. Architecture is pleasant but a little top-heavy given the proximity to street in subrban setting. Would • Reduce parking requirements; consider "maximum" parking standards and to allow projects to propose the parking that is needed start design again • Too much emphasis on garage and parking • Start over • I'm commenting on the right hand photo • Beautify them

	• Same as previous • better proportions on window to wall ratios, more detailing consistent with the intended style • Make larger • variation instead of cookie cutter....but benefit/cost needs to be done • Ouch--make it stop. • xxxx • garage door taking up almost the entire width, dislike fake craftsman style • Just don't like this at all. • Better architecture • Your approach I just figured out is like painting with numbers. • If these buildings were set further away from the road, there would be room for landscaping to soften the look. Again, a step-back/tiered style would also help quite a bit. • Fire lane and bright yellow dotted curb cut and fencing are all obnoxious and make it look like an institution • Lower heights of buildings PLEASE • Style and colors • Color and materials are bland and unattractive; colors are not complimentary - a color consultant should have been used. • Are you asking as if I might be a resident? Neighbor? Business? • It is genetically horrible anytown • Less dense. • a little more public space would be nice • More variety in colors and textures. • Too dense • Porkchop - inarticulate, lack of architectural quality, poorly designed • Pictures are not good enough to determine improvements easily. Bldgs appear like they are trying to be something that they are not -- phony cornices, bracketing, etc. Institutional look with phony attachments which attempt to soften basic box structure. There is little opportunity for residents to make their units their "home". Roadways are not that wide. Need better photos in order to submit a substantive response.

	• I can't determine from these two photos if this is the same building.....it looks like two dissimilar projects. I find the first photo very appealing but not the second photo. • in the first picture, the building is right up against the street, basically no setback. the building in the second picture with just garages and driveways out front is ugly; first picture is much better • Non-stucco siding is good for Marin aesthetic • it looks like a fortress • lighter color • The garage side of the building is not great, the front is better • dont like gated buildings, not pedestrian oriented • BSALCONIES DARK AND INSET AND UNITS NEED MORE PRIVATE OPEN SPACE • Classical design, much much more room for a garden and landscaping, low density • Massing is bloated. Materials are cheap. Detailing is done badly. This is very unattractive. • Metal fence too tall and doesn't fit.

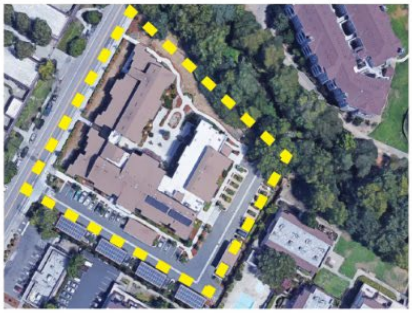
Suburban Context Example 2:

What characteristics make the design of the development appealing to you?	What improvements would you make to the design of the development?
• Great design and layout. Location • The water • Benches by sidewalk • Fits with landscape. • A bit dated looking though • look at the ones in Corte Madera - a bit more upscale - raise the standards!	• Solar on rooftops. Access to electric car charging • Adding front porches encourages neighbors to interact and know each other • Terrible design. • Exterior color selection. White trim poor • ugly

- There may be a lot of usable space and landscaping around the units which would be nice, but hard to see from photos
- colors
- location near water makes it appealing
- Location
- This is the stuff San Francisco area has to endure not what makes the communities attractive. Someone is mixing the point big time. Looking at a van Gogh then making a zillion copies at Printright.
- proximity to water, peaked rooflines
- Construction looks cheap
- look
- Too busy, second photo
- BORING!
- So hard to tell from pictures
- Appealing pedestrian entry. Nice symmetries. Enough space.
- Overall project is appealing, difficult to give detailed feed back with the limited information provided in images
- Ugly, again. To be honest, we all just want beautiful buildings. We really don't care about heights, set-backs, orientation. We only care about landscaping because It can hide ugly buildings.
- Same as previous
- unfair to use because of benefit of water shot and trees in background
- has a tactile character which is appealing--especially in its setting.
- xxxx
- surrounding natural beauty
- Oh, so now we are to like the project because it is out in the woods. Architecture about a 7.
- I like clustering units and parking separately
- water, peaked roofs
- Needs mature trees/plants so these buildings don't stick out Ike a sore thimb
- Color is bland; no one wants pink and purple, but colors need to have an aesthetic quality without being bland.
- There are so many other factors...
- Great!
- more variation in color of individual units - maybe design too
- Take out every other building they are to close.
- This development appears to have been constructed over a wetland which is removing vital ecological habitat and function from the local ecosystem.
- better design
- Looks less suburban and more car dependent
- It's a pretty unattractive older structure.
- looks tight, urban, boxy and not private (from inside or out); have to keep windows covered
- Solar roof or other green features
- Better Bicycle infrastructure
- As mentioned before, I don't think there's much to improve these unappealing beige suburban developments where all the units looks the same. Somehow create more variation? Less beige?
- Refresh structures
- more elegant
- too contrived/no charm
- Kind of a bland and uniform design and there seems to be an inefficient use of the land
- Could be taller. Would be nicer with better materials. Not a fan of parking.
- the color is nauseating. It looks like Barbie doll skin.
- Color besides boring beige
- buildings too close together
- Again....use materials that look quality. How about adding beautiful screened in porches or patios that go out to the open space and water. Maybe some cool architectural themes...seen a lot of tin tyke roofing and more modern but not track tyle
- Better construction
- This is too boxy
- could use higher quality material, set back windows, less kitchy lattice work, more substantial porches/door overhangs
- Materiality could be more 'regional'
- Too generic
- See

• Residences are architecturally 'individualized'. They appear as separate bldgs even though they share common walls. • Proximity to water. • materials have a fine grain texture to them, softening the appearance. The massing is broken up enough to avoid a bloated appearance and long, massive walls.	• The buildings are simple yet fit elegantly with landscaping and surrounds. The building could have some variation to materials and colors to add more of a valliage look than a complex, but that should be subtle. o • Water setting is appealing • More varied and spirited façade • Slightly increase overhangs on front. • See comment above • Again, better architecture. • Same as previous • Make taller • unfair example compared to others because of location • would be better if the masses were broken up a bit more. The internal spaces would benefit from this too. • xxxx • additional material variety • facade too plain • don't really care for this. • No further comment • Looks cheap. Looks like low income housing. Why are there random benches with no shade trees. Lattice work in not appealing. Cannot tell where the parking is located. • Style and color • More sophisticated colors • This survey does not seem well written... • Still too dense for Marin. • Less mass • Sea level rise is an issue here.... • More color, more open space for nature and people. • Architectural design and finishes. • I don't like the materials! • Cheesy 80s/90s chimneys • Needs higher-quality details, higher- quality windows, better landscaping • The parking should be broken into more, smaller clusters. • Photos don't show relationship to street.

Suburban Context Example 3:



What characteristics make the design of the development appealing to you?	What improvements would you make to the design of the development?
• Ticky-tacky • If this is suburban we are in trouble. Way too monolithic • Needs Much taller trees and decks • So many unappealing aspects, yet not lethal. A better approach and re-execution of the landscaping (Boring and unimaginative, 2 sad things) could go along way. • I like the larger sized development. • Unimaginative but ok • Community feel, courtyard • Dreadful - SO TACKY • See last comment • Roofline • very successful medium density project • Truly dreadful • Like the green colors. • colors • The courtyard • Same as previous • xxxx • variety in window types • Better architecture • Ah, denser,bad. There are good projects out there and ,so far we seen maybe two. • Lots of open space. close to downtown but not right on the commercial corridor • General feel - can't articulate • Horrible generic • the area behind/between the buildings is great, makes it peaceful • Varied roofs, building height really help w visual mass and visible court yard too	• Solar on rooftops. Access to electric car charging. • Outdoor space to encourage neighbors to know each other • Too large. Parking should be in the middle of a MultiFamily residential building • Footprint too big • Those entry arbors and knee braces are clunky and poorly designed. • Can't see neighboring structures. • too massive and monotonous. You can pull back the camera but you can't hide the bulk. Ok if not suburban • Underground parking. Trees 10'x taller every unit needs decks • I find this building to be somewhat architecturally brutal and imposing, both in overall articulation of form, as well as color palette chosen for the exterior. The interior courtyard appears to be it's only appealing aspect. • better design • Just try harder! I know your heart is in the right place! • It looks really tall and imposing. Looks like it's trying to be charming, but missed the mark by being too busy & large. • Seems suitable for closer to downtown, not middle of a street with single family home • I like the idea of hiding the cars away (in a garage, underground possibly) so that you can use space to bring more landscaping in and also to have areas people can sit outside,

• This today's version of ticky-tacky little boxes stacked on top of each other. Unimaginative. • Architectural design and colors. • Attractive architectural style here • density too high, lacks second floor articulation • This is NOT suburban in Marin. Too massive.	one or two possibly gated, so that people can go there with their kids to just sit and play out in their "front yard." • Landscaping space allocated is great. Poorly executed • This doesn't look like it would fit in San Anselmo. • better Bicycle infrastructure • I think any of these development designs could be improved by designing more variation into the design so it doesn't look like a huge block of identical units. • don't even think about it - gross • very unappealing • It would be nice to shield parked cars from view, and reduce building height where it would overwhelm neighboring structures • More trees • See last comment • too top-heavy, insufficiently articulated • Too big, too dense • This complex feels disconnected from everything else • Looks a mess--needs simplifying or making more homogeneous • Is there any private outdoor space for each unit? 5 • This is just a travesty. • lower structure density • Facade is a bit flat, relying to heavily on finish materials and awkward rooflines for an attempt to architectural expression. • The interior courtyard's first two stories needed more articulation • The building has an industrial workspace/ loft feel. This is fine in the right context of neighborhood • Confused architecture. What does it want to be? • Looks like office building not homes • Too long facades and too high. Make 2.5 instead of 3 floors high. • It's just ugly • height stepping • Same as previous • the massing would be much improved if not so blocky.

	• xxxx • additional balconies for units facing courtyard/landscape area • more street trees • Uniformity of structure • beter architecture • Landscapiong young and the top floor is discontinuos. Some designers like that idea--bad. • The two-toned colors and complicated rooflines make things feel busy / not sophisticated. This is also a very bulky structure. I do think the landscaping is positive. • Location - this is a very busy street. Again the red zones and the "grand driveway entrance" make this seem like a huge complex or hotel. If these don't have separate entrances the hallways will feel like a hotel. • No bowling lane buildings!!! No 3-4 story high buildings in Mill Valley. • ????????? • Building is a massive, unattractive block. Large flat structures (even with cheap overhangs) will detract from the character of any community (unless you are in Daly City). • J • Tear it down? • This could work if it's close to transit and major roads and walking distance to lots of shops and parks etc. • Seems too much mass for suburban area • Needs more articulation in the building facade - more balconies. Look at the work of LA • Architects Lorcan O'Herlihy for great multifamily work • This is very high density dwelling on a busy street corner with what appears to be difficult access. I am concerned about impact on traffic and other infrastructure such as water capacity in our resevoirs and aging sewage treatment plants. • See comments above. • More open space, more natural areas for play, more color.

	• add street parking to buffer sidewalk from traffic; add retail/shops on ground floor; better building design • ugly apartment looking. Would rather see detached units. • hard to determine residential access point relative to parking • Massive scale/density • More private outdoor space on balconies • This is NOT suburban in Marin. It is too massive and not enough quality landscaping. Too modern. • The parking should be broken up into smaller clusters and screened from the street. The fine grain detailing is good but the walls do not have enough relief. It should be broken up into smaller masses, less continuity of wall planes, especially ones so tall. • Abutting sidewalks narrow and at curb / not landscaped.

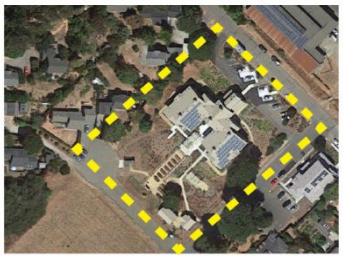
Suburban Context Example 4:

What characteristics make the design of the development appealing to you?	What improvements would you make to the design of the development?
• Building materials appear ecologically sustainable, lasting, fire resistant, and elegant • Good small size • Modern design • Like the look • duplex • scale is nice. varying building planes and colors works. • I'd be happy with this in a street that is otherwise suburban as it looks more to scale • This building looks as if it could "age" well. I like the muted colors and the wood trim. You want to build something that doesn't look weird and dated 25 years from now or beyond. • modern lines • Well designed building. • Nice modern design with good surface variation. It doesn't feel like a giant overwhelming mass of identitical units • Too modern and looks cheap! • heart not beating as rapidly - not bad for a low class neighborhood • Too boxy and similar to every new multifamily townhouse in Seattle, WA and Pacific Northwest • Do not like modern • The design has so!e uniqueness • nice clean, modern, interesting lines, good use of geometry • This one is less overwhelming than the others and is for that reason somewhat more appealing	• windows too large for location - too open to busy road • Would prefer parking to the side or behind building, but can see that it was not feasible in this scenario. Solar on rooftops. Access to electric car charging. • Outdoor balconies • not much yard for a suburb • Underground parking • This building's architectural character is somewhat appealing and at least contemporary and not pastiche historical. However it is strikingly out of context with the adjacent building character. The large forecourt parking area is a seems oversized but is at least partially screened from the street frontage with planting. • better design • Totally cool, but doesn't go with the little cottage next to it. Although it's leaps and bounds better than the sixties era apartment behind them. • May be too modern to fit with much of Marin • Native plants that attract birds or pollinators. Can't tell for sure but plants appear to be nonnative. • better Bicycle infrastructure • Super modern duplex right next door to a turn-of-the-century Victorian on Blithedale. This property seems to check all the boxes but the architectural style is way out of place. • Blend more with the environment! • I give up

• Looks modern and nice, high quality design elements and materials • Attractive as an example of contemporary architectural -somewhat industrial with warm elements patched in. 2 or 4 units? Plantings on frontage soften expansive parking area in front yard. Rial approach- • That 'different' is allowed. • Apertures make sense to usefulness. Increased height of lower floors is welcoming. • You're making me regret taking the survey. Same as previous • xxxx • I like the modern, clean look of it. • These are prefabricated construction; cookie cutter • Someone has to introduce you to good architecture. • This is a great example of a more modern building working and improving context • super cool architecture with big windows • This was a resource use of an awkward high traffic street lot in Mill Valley. • Appealing design. • Modern style presents an interesting contrast to existing structures. • An interesting choice for this survey. Horrible lot on E. Blithedale. Horrible ingress and egress onto busy roadway. Design deserves a better site. • That is just ugly! It has no life, no color. It just looks cold and uninviting. • beautiful design; increases density in a very pleasing design that integrates well into the environment • There is no Marin charm. It looks like a modern commercial building.	• The parking design (whether plants or wall) should obscure view of parked car • Design • Parking is a bit too prominent. Everything else is OK. • private outdoor space? • The only thing lacking here is a third story. • The building is well setback and somewta out of character with immediate (older) sites. Areasonable solution for parking, but rparking lot approach separates the dwelling form the street. • Style is cold. Bad modern. Not appropriate here • Same • Make taller • could benefit nicely with more plantings (area and height) • xxxx • Afchtiect a 61/2 • Again, this is a very "flat" building. • The building is not a style I like, but that is a matter of taste. • This small project works on a busy street near the shopping mail. No sidewalk on that side of the street makes it very car centric. • A bit less dense. • Front yard parking is a big miss • Bldgs should have been set close to the street forming a wall with the open space and parking behind as this is a very noisy corridor • This was a very difficult, constrained site. Builders used modular components for ease of construction on busy road. The design is attractive overall but requires ongoing landscape maintenance to preserve its drive-by appearance. Landscaping has grown in nicely and serves the site well. Too bad the design isn't complimented with a nicer site; but overall, good job. • Design of building too modern, does not fit in with neighboring structures • More color, more open space, more landscaping. • less cemented areas, or more attractive material

	• While I appreciate the more contemporary design of this building, I'm worried that it doesn't fit the surrounding look of the neighborhood. I don't think designs like these survive the test of time if they're out of context with adjacent buildings and the era of those buildings. • Personal opinion - too modern for that neighborhood (but beautiful taken on its own) • too bad there is no front yard space as its the sunny side of the lot • historical design in FX not reflected in any drawings • Underground parking, needs traditional architectural style with classical details, porch, columns. This design looks like a commercial property rather than a residential one. Needs landscaping and garden for a residence. • The parking is criminal here. This is a very nicely scaled and articulated building but it should have incorporated tuck under parking or some other way to conceal the massive paved area at the front. Maybe carports with roof decks above to provide outdoor space?

Edge Context Example 1:



What characteristics make the design of the development appealing to you?	What improvements would you make to the design of the development?
• Solar • Looks like a hospital. Very unwelcoming • At least they are low height. • Landscaping is new and will look nice eventually • everything • AssumiTo be that large, the dev't should have a high percentage of the site set aside for permanent open space. Makes the clustering • Really ugly • I'm familiar with this housing development in Point Reyes Station and the photos posted in this survey do not do it justice, unfortunately. It is well scaled for the context, and the architectural character, material choices, and street frontages are well proportioned and appropriate to the locale. • Looks OK to me • the landscaping will look good once its grown a bit. Like the trellises. Maybe have an area set up with picnic benches, or whatever, that's covered and/or shaded. • Conceptually, placing higher density housing in open space makes so much sense to me. Not in love with this specific example architecturally but proportion of house : land is appealing. • Proximity to open space • Looks spacious! • OMG - DISGUSTING! Like an extended stay complex • Very dull, bland appearance 5/19/2020 4:00 PM • Too ordinary • site and the view	• massing and scale -- opening sizes • Access to electric car charging • Need balconies • Such isolated developments intrude into natural spaces, increasing wildfire risk and separating • residents from populations, exacerbating a car dependent culture.ildfire risk • Landscape needs some large trees • Disconnected from anything but dwelling. Classic ugly, characterless suburban sprawl. • If no open space, a moderately high density development that is crowding up to open space. More approriate surrounded by a built-up area. • This is really ugly. Needs decks . Underground parking the exterior Of building are so flat! • Bldg. Color Paletted • better design • Boring and poorly executed landscaping. I'm sure you can fix! • Looks like an attacking swarm of ugly T-11 sided barns. • Over sized development for the edge setting. Should be near a freeway. • no individual outside access; huge entry looks institutional; windows have no privacy; no connection to outdoors • This does not fit the character of San Anselmo at all! • It can't be helped. It's hideous. It looks like an old folk's home. And it's BEIGE. Ugh. • throw out designs • Looks too big and institutional

• This looks like a medical care facility • designed for large tracts of open space, not infill • projects need to get built, so I guess this had to be • Please! • Enclosing aspect feels like a community. • scale, overall mass and lack of detail • Hideous • Same - basically build more housing • unfair comparison for low cost housing to be compared to for profit • xxxx • view of the mountains; natural beauty of the surrounding area • Bad design • ARchitecturure a5. Young landscaping • Roofline - not too busy - flows • This is just a massive building dumped in a semi developed area. Do we really want to look like Gilroy? • given the amount of space, seems like the public area could be more inviting and put to better use with benches, fountains, better landscaping • looks big • Fits in well in Pt. Reyes Station • planting should be bigger, setback should be to edge or area behind building	• Beter Design • Nothing, this is hideous • Don't know this project. Might be better when landscaping matures. • it's pretty bland looking • the design is too symmetrical, boring. • Looks like a motel 6 • Needs varied colors • sorry, this is awful • The windows are too cookie-cutter • Looks too institutional in the middle of nowhere. What about pools and outdoor recreation. Tennis courts, basketball parks and a community garden and workout facility That's what folks need when they are living out in the remote areas with less access. Look T some of Colorado's incredible housing • color, I don't like the blah beige. A richer color would make it look better. • Too big for the area • This design is not good • Need designs for infill • looks like a motel • planting looks sterile; is there outdoor space for residents? • Stay away from open space • This looks like a huge assisted living complex • this looks totally out of context with the setting • The building doesn ot look that inviting, somewhat like a complex o. YThe contry barn elements are pleasant. The site appears to waste a lot of space for swaths of ground covers. Breaking up the buildings and creating more units and landscaped outdoors areas for a village would be more inviting. • too massive at the entrance; isolated; I assume this to be senior housing where isolation exists internally as well • Long walk with groceries. Banal elevations. • Can't see any other neighboring structures so don't know how it fits in • BORING and UGLY • Just make it beautiful please! • Same - basically build more housing • Make taller

	• cost benefit needs to be applied to low cost housing; aesthetics need to be lower priority than making units affordable for low income • seems to have damn near no relation to what seems like beautiful terrain. Like it fell from the sky... • xxxx • additional variety - building is too uniform looking • too massive, boring design, not enough trees and landscaping • Belongs to a different era. • Too many damn questions. Without ample choices for response. • better architecture • More custom design • Can't wait for the next winner. • Landscaping could be required to be more "full" and green. I also think that having parking in the front creates an uninspired street view. • High density housing should be prohibited. • This looks like it belongs in Las Vegas. • Something too stark about it. Subtle color addition? • We should be building density in cities • Bland colors and surfaces do not contribute to the aesthetics of the community. • Tear it dow? • Is it easy to use bikes around there? • Landscaping space good, but needs more trees to blend into environment • This is NOT cluster housing - it's bilateral symmetry makes this look like one institution instead of a series of homes - terrible - Sea Ranch is cluster housing / Fischer Friedman's project above Sausalito is also cluster house - way more impresive • smaller • More color! More palces for kids to play. • Design no appropriate for the envirnment • All • ugly building; windows are too small; looks like an area better suited to single family homes with ADU's to increase density • would rather see detached units.

	• edge should receive some treatment in transition • Scale - why such density on the edge? • Hide parking area with trees and landscaping, needs dramatic landscape improvement, increase quality of windows, add balconies, add classical detailing • Parking should be broken p into smaller clusters. It would have been better running the depth of the site, rather than along the roadway. For pedestrians it is a very unpleasant view to walk past all of the cars and paving.

Edge Context Example 2:

What characteristics make the design of the development appealing to you?	What improvements would you make to the design of the development?
• Is that a community space & garden in the foreground? • Can fit a lot of housing in a small area • See prior comments. If the development has permanent open space set aside, it's great. If not, it's a lot of mass jammed next to open space. • Looks good • This is an ode to ugly parked cars. Terrible waste of landscaping effort too. • Yay for solar and raised beds. Nay on everything else. • color same tone as natural surroundings; sense that windows could be uncovered and maintain privacy; minimized height with color; decent roof overhang • Poorly executed. Hide the cars. Improve the landscaping. • If those are solar panels, that's a plus.	• Massing reduction • Create a 'break' or bridge, or breezeway between the two structures so that it does not appear so monolithic. • Looks like a hospital or nursing home. • esp. egregious relationship to surrounding bldg forms. should not be a monolithic block but should instead allow a transition from the single family forms to the larger multi unit form • Too much wasted space. Too much parking. • fenestration is boring • What is that gratuitous mound in the center foreground of the photo on the left? • Don't like parking lot, better use of area with pkg incorporated • Same as before. Classic suburban sprawl with no character. • Too big and too much impervious surface

• Solar panels • Proximity to open space • I'm like the solar panels and space for gardening • no! no! no! seriously????? fire the team! • I like that is is near open, undeveloped space • Again, too ordinary • Solar should be incorporated into every feasible building plan • This looks like a holiday inn • not suitable for infill • Wrong concept for San Anselmo • Looks like a senior living complex. Nice ot have bulk bestled p against hillside, setback from neighborhood. • This is so called "edge" design? Edge of lunacy if you ask me. • Nice enough building I the wrong place • Parking lot is a non-starter • Same - basically build more housing • number of units to be build will drive what can be cost efficient; unfair to compare to smaller facilities • xxxx • design • Seriously, where are you finding these projects • solar • The concept of edge is flawed - unless it is next to a national or state park what is edge now will not be in 5 years. The development itself needs space and community. This is a arch drawing dumped in a field in Gilroy. • like the solar • given the space, would be nice to have it be more visually appealing at the entrance with parking in the back • Bldg design does not appear to follow or respect the contours of the site. The development seems to be just 2 big boxes plopped down on the site. The site is horizontal in nature but the buildings are vertical. The conflict doesn't work very well. • color and wood materials and height not over hill top	• see above • Underground parking. It looks like a school dorm • This building seems very bland and unappealing. It also appears to be a bit massive and blocky given its adjacency to the natural hillside into which it is fit. It would have benefited greatly by more thoughtful articulation of the massing and breaking up of the singular and vertical façade faces. • better design • This is so ugly only someone's mother could tolerate it • Do we have to include more edge developement? • Oversized and high density needs to be near the freeway • move the parking to safe, gated underground parking areas so that you can make the current parking area more appealing - with landscaping, a shaded area, even a playground for small lchildren. Gets people out to naturally socialize with their neighbors (hopefully post-COVID!). Maybe a water fountain - great for relaxing and drowning out car/road noise. • Shade in parking lot, trees or solar panels like at College of Marin • Too massive • Building Design looks too institutional perhaps 2 buildings situated more strategically on the property • Oh my god, just NO. • so bad • do not like • Soften parking design (landscaping, carports, something) to improve entry of building • a different color, just not beige or Barbie doll skin • Looks like a hospital. • too massive without articulation • Clearly need so recreational facilities as otherwise it looks boring. How about patios and cool porches too. • This looks very institutional. • Too much wrong to list • Too big for the area

	• not suitable for infill • no articulation, no set back elements, looks inexpensive and somewhat cheap • Core is better • Finish facade materials are sad. • Design is non-offensive, but bland. Some balnconies and breaking up elements would help to reduce the visual massing. • Integrate with surroundings better, articulate; edge conditions should strive to integrate with nature • More trees • UGLY • Break into blocks so it's not a wall disconnecting from open space behind it. • Same - basically build more housing • can't evaluate in abstract without knowing constraints • the blocky building is made worse by the huge, barren parking area. Not a good edge at all. • xxxx • dislike large parking in front with no screening, add balconies or decks, the site is on or near a hillsite but the design is straight up like it is on flat land, does not make sense. near • I would include a shopping mall for all necessities of every day. • everything - this is just ugly • improve design • Archtecture a 5. • Another example of not trying to look like high density housing that clearly look like a big box with ranch house roof • Again, lush/green landscaping would help; as would a step-back, tiered style. This would keep buildings from looking flat and bulky. • High density housing should be prohibited. • So far these edge concepts look like they hold hundreds of units in very tight quarters. • Reconfigure solar panals-push together rather spaced • Bland, flat surfaces with unsophisticated color make this look like a cheap tract. • Tear it down • too dense

	• terrible project • Project exhibits no imagination at all. Boring. Uninviting. Wouldn't want to live here. Site is nice enough but the project doesn't take advantage of it. • Too large • Again it need more color more area for kids to play, more imagination. It looks cold and uninviting. • Design not appropriate with environs • All • Way too chunky/too much mass • start over; that building doesn't belong in that area with SFH/ADU's; belongs more in a core area with walk-able shops, cafe's etc. otherwise every trip is by car, even in a higher density development. it's too far from good public transit too. • Stands out a fit in landscape, though colors are good blend. • bicycle and walking friendly • Scale - why such density at the edge? • More private outdoor open space for residents • Traditional architecture design with classical details please, underground parking, make separate townhomes, reduce to two stories • Way too massive, not enough facade articulation. Unattractive overhangs. Not enough fine grained detailing.

Edge Context Example 3:

What characteristics make the design of the development appealing to you?	What improvements would you make to the design of the development?
• solar • see above edge comments re open space. Lower density than other edge examples. • It's OK • solar panels • Bravo! • Like the natural landscaping. • If those are solar panels, that is a plus. • Fits well with natural setting. • Proximity of open space • tacky like novato • reminds me of Motel 6 in Pismo Beach • needs variety of color • Blah • The others were so bad that this one looks better by comparison. • Tough to get a lot big enough. • Don't disturb our open space • A darker color scheme would have been more successful • The setback front porch entries maintain a comfortable space from sidewalk. • This is another example of a site that I know very well and base on the site, topography, etc. I think this is any excellent project. • If that was in my City, I'd move. That's the case with this and the previous examples. • Same - basically build more housing • the scale and fragmented character of this project helps make it a better edge project--albeit devoid of character.... • xxxx • natural beauty of the area	• Public or community space. Less sprawl. Access to electric car charging. • varying materials from one bldg to another would help with reducing monolithic development • Don't build this • From the photo on the right I can't figure out where the parking is, except on the street? The street? • Ugly sprawl. • No public access off the end of the cul-de-sac. What's the point of open space if you can't access/use it? • Start over looks like something from the 80's • better design • Where is the parkiing? • Again, I'd rather have it as habitat for critters, not humans. No more edge developement. Infill is a better answer. • front windows look exposed, uncomfortable • One or two would be OK, don't think look of a row of identical houses fits in San Anselmo. • Hopeless • 9abismal all around • bigger windows • Feels like the '80s - too uniform (at least change the paint...) • too dense, packed in • color • Better but agin what's the draw to living here? Where are the amenities...pools, workout facilities, gardens. Why about beautiful expansivenporches and maybe even a

• design • Ah, a crescent, we must be in England. Buildre schlock. No architect got near this project • This is a nice massing with units that are dense but distinct • solar • Solar! And it looks like some have patios. • mediocre • solar panels! • Nice siding for Marin! • building color not natural to environment. like how it steps down hillside and not too tall • ugly solar panels, cheap windows	clubhouse. Again I would look to neighboring states for ideas. You can't just build out in this immense heat without creating outdoor recreation for the home renters or owners • See previous comment • This property would really sing with improved landscaping. • Darker colors • Some variations of amtierials, details and colors of individual building could help to make it more of a village look as opposed to a complex. • Create pedestrian experiences. This is a bedroom community; lacks neighborhood feel. • Can't see neighboring structures so don't know how it fits in • Relationship to the site! • It feels raw. Too parking oriented. • Same - basically build more housing • sameness is stultifying • xxxx • fake craftsman style • It looks compacted, with no centrality, or community feel. It is a drive through. • design • More inviting front yard/porch space and allow buildings to be closer to property lien to create a green space between both sides of parking • Should try to eliminate how many shared walls there are • Color: bland mono-color buildings look institutional and cheap. • If you look in west Novato there are cluster developments like this. They are the worst bedroom communities no community pool with neighbors, library, cafe. It's get in your car and drive to work or school. What about these blog relationship to their community? Bike and walking paths. Community gardens and playgrounds. • make sure biking, walking and kids playing are easy and safe • Edge conditions should allow the edge to 'read' ie there needs to be space between the units. Large monoblock housing structures

	are simple economic vehicles for the developers to maximize their profit - allow development closer to the setbacks IF the buildings have same density with more spaces between them • This survey is too long. • More color, more area for kids to play, more color! • Overall design not appropriate for environment • don't see the advantage of having this type of density in a non-core area; doesn't look walk-able to shops or good public transit being on the "edge" • could be 3 or 4 stories tall • building color change • Disagree with MF housing at the edge • Require traditional design with classical details, underground parking, increase and improve landscaping, separate townhomes would be better • Seems like a lot of paving. I wonder if there could a better way to lay out parking. It's a lot of paving that takes up space that could be landscape. • Looks ok where landscape frontage is more than parking frontage.

Please provide any additional comments.

- I hope consideration will be given to prioritizing elements of the LEED Standards for materials use and energy efficiency. We have no excuse for building any structures that inefficient or wasteful and every responsibility to build intelligently. I'm also hoping that new structures are equipped with solar or are 'solar ready' and offer provisions for electric vehicles to be charged on site. The potential for inhabitants and visitors to congregate in community or sheltered landscaped areas with seating is desirable. Thanks for the opportunity to chime in!
- Please make apartment complexes. Housing is horrendous in Marin. I accept that I won't ever own a home but it'd be wonderful if there was more competition and a one bedroom wasn't $1800.
- How will these units be made available for low income and POC so we can address disparity of race in this county
- Most of these examples do not fit Marin. There are a few I recognized from Mill Valley. Those are okay as they are. The building on 4th St in San Rafael is fine for San Rafael but not for mill Valley
- Encourage more density near commercial areas and access to transportation. Also, allow second units in single family areas.

- Substantially all the architecture was unimaginative and timid. None of the buildings diverged from lowest common denominator mid-century American standard.
- I wish you had provided location types with each building, as some would be appropriate in a mall setting but not in a main street or residential setting and visa versa. Without that reference the building specifics become somewhat meaningless.
- Challenging to answer some of these questions without seeing the neighboring building heights with in the community. Pictures weren't too helpful in showing all the attributes you asked about.
- Please stop allowing edge developments! They're major contributors to car culture and bad for the environment.
- Unable to go back & Check prior responses. Completed on cell. Unable to expand pictures to view site, etc til end. Thus could not see parking, neighborhood, overall site. etc. Sorry
- I don't see how objective discussion of 9 projects out of context can inform objective design standards. The term 'appealing' is not even defined. Do you mean it appeals to my taste. Would I want to live there? Or would I respect the diversity that this project brings to my community and therefore it appeals to me as an expression of someone else's taste. I cherish diversity and would not want 10 of even my favorite building in a community. This process seems like an attempt to legislate style. I think all of the projects would benefit from more design innovation.
- Multi unit housing is vital to our county but adjustments must be made to design to allow for the health and safety of residents based on the current pandemic and to minimize issues if things like this happen again in the future.
- A moratorium would be best for our community or build in Novato or Petaluma they have lots of room
- OPEN YOUR EYES AND REALLY SPEAK THE TRUTH. DO NOT COMPROMISE FOR
- AVERAGE!
- This survey is too long
- I think you are missing a huge piece in this survey. Green design should be leading any new developments. Electric, solar, EV charging stations, community gardens, should be the guts to all of this. We need to look forward with resiliency in mind not just look and parking lot placement.
- Thank you!
- Thanks for both making a plan, and asking for input. Yay. Any new building should incorporate solar, electric vehicle charging and bike parking. I liked that a couple of the examples included raised beds, which is usually lacking for buildings with more density.
- I think urbank= density for larger towns like San Rafael is different than for San Anselmo -bigger towns 6 stories seem fine, otherwise, 3 feels like enough. For all, prefer parking behind or off street without street being all garages,
- High density housing needs to be walking distance from services and transportation. Parking needs to be under buildings or automated underground. Development in the unincorporated county should be minimized.
- Make sure every unit has parking for two cars. Not too tall.
- To be honest, we can't see everything you're asking questions about, E.G. you mention positioning of parking when we can't see an entrance if it's inside, is there

actually designated parking for the building, is there some short term parking close to the front door(s) as well as underground or other parking.

- I support more mixed use and residential development, and am generally supportive of larger structures, particularly near transportation.
- I believe we need more core context affordable housing 5/20/2020 8:03 AM
- Make new buildings as green as possible. Consider fire and how many people would have to use a given road BEFORE you add houses people would have to drive to.
- I'm all for higher density where people can walk or bike to work and errands. There needs to better accommodation for Bicycle infrastructure
- Buildings should require 6 feet of fill dirt to raise them up if they are in a global warming flood zone.
- We need more residential, multi-family, and mixed use properties in our County, so I'm hoping these Objective Standards will make it harder for folks to stop new construction just because of their own specific subjective biases. With that being said, I do think it's really important to make these buildings architecturally consistent with the existing properties. I think the vast amount of people in Marin agree that we don't want uber-contemporary steel boxes next to vintage homes – it's just aesthetically unappealing. I'm for new housing though, so if it fits within the parameters of what you can legally build, then I think it should be built.
- Please make survey shorter and more interesting. 5/19/2020 5:27 PM
- none of these building look amenable to people with disabilities (like a temporary sprained ankle even) - no or close to no personal outdoor space - looks like sardine cans
- This is a terrible survey. All the pictures were insufficient to answer the questions thoughtfully. As well there lacked any clarity. There were 3 different pictures, not always obviously relating to reach other.
- Some of these multi-unit building are huge and hulking, very unappealing.
- When feasible, solar should be included in every building plan.
- hard to do quickly, unsure of parking configuration--but a great start to get impressions. Articulation and interesting rooflines are key
- My hope is that if we do multiple use design that we are very thoughtful in how we approach the development. For downtown areas the building should not be overwhelmingly tall and set back a bit from the street to allow for a feeling of openness. For suburban and edge big developments need to fit in with the aesthetic of Marin. Think more Sea Ranch and less Riverside county
- I think the survey is too long. I try to do surveys, but I almost dropped out of this. It's not just the time it takes, but the images and questions really run together.
- Looking forward to more multi-family and many more ADU's in Marin to help aid the housing shortage.
- Many of the examples provided seem to show rather dense, tightly compacted living spaces that don't necessarily fit the surroundings. There really were only two or three that truly worked within our natural landscapes and still satisfied better housing needs.
- Let us stay with traditional design -- I do not like modern steel and cubes
- It was hard to sometime see the parking and access layouts as I could not zoom in on the screen. Also challenging to review relations ship to neighborhood without more photos and details on the surrounding areas.

- Hard to understand the parking layouts and relationship to major roadways.
- The smaller the better
- The selection of choices is somewhat bizarre. Absolutely not clear what the purpose of the survey is. What does it possibly have to do with "objective" design standards?
- Yes make good designs available as standards to grow “the Missing Middle” please.
- More landscaping. Muted colors. More articulation and better architectural design for some of those examples were very cookie cutter with no interesting elements
- Thank you for doing this! It was a fun survey. I encourage increased density in Marin.
- I hope to see almost none of those structures in Marin. I’m not paying $38k in property taxes for horrible design.
- Just build more housing. Anything you try to build, old, rich white people (or any combination thereof) will complain and spend a lot of time saying it ruins the character of our neighborhoods.
- Just Build more housing. Don't limit it based on parking. And don't cave to NIMBY pressure.
- For height, you should make it so that people can say whether they think it's too tall or too short. And setback should include setback from other buildings/property lines, not just the road. Those two factors more adequately capture the idea of whether someone wants it to be more sense or less dense. Additionally, no consideration public transit proximity, bike parking, alternate transportation. Marin County runs exclusively on cars apparently. This survey doesn't let you say that things should be bigger, taller, denser in general.
- very hard to evaluate without knowing the constraints that were involved in the design; plus the locations of the developments even within the grouping can influence responses. creating ideal "objective" design guidelines is nice exercise but overall objective is getting more affordable housing in Marin and to make the cost onerous in "ideal" objective design guidelines defeats the objective. Yes, subjective is worse but objective in the abstract is just as bad in its unyielding result
- hard to judge places by photos. Keep that in mind. But good lord, what an unfortunate selection to wade through. Nothing seemed to grow out of its context.
- The rebranding of 'form based codes' to 'objective design' doesn't change the problem that it gives one party too much arbitrary, subjective and vague interpretation power.
- Let's make communities, not buildings. Human beings need connection to their surrounding and the people who live in those structures. Thanks.
- Not very helpful survey. Do not feel like my important opinions were sought or submitted. Waste of time.
- I do not think this is a very good survey - actually, I think it is a TERRIBLE survey. The photographs and the maps do not give very much information. More importantly, I question the purpose of the survey, as well. I don't think that there should be a one-size-fits-all approach. "Ugly" or "attractive" are very subjective, and every site is different. There needs to be room for new architectural styles and 21st building materials and approaches. What you are showing is everything that has already been done.
- I am very much in favor of Objective Design Standards and high density housing for ALL Marin communities. I would encourage more material innovation for a more dynamic look and allow more modern buildings, especially in core locations.

- Thank you for engaging the community in this! After taking the survey, my feeling is that we need to set our sights on a higher level of design/architecture in general. Candidly, all images felt very dated and uninspired. (I feel bad saying this, I am a very nice person!) There is a lot of great design out there these days and I am hopeful that we can produce objective standards that bring this kind of innovation to any developments that occur in Marin. Also: I think it is helpful when buildings are set back from the street, the upper levels step back/tier, landscaping is lush / layered, and colors are kept neutral / respectful of nature. Thank you again for all of your work!
- High density housing should be prohibited--anything over 3 stories and 10 units.
- There was no mention nor questions about density of each development and placement within the community. Form must follow function and Mill Valley has severely limited ingress/egress depending on location.
- What bothers me is anything that accents the impression of masses of people living on top of each other Too many modern apartment buildings look like they'll be outdated in 10-years.
- All cities in Marin County need to be approving more housing at all income levels, by accepting higher density development in core areas. State Senator Scott Weiner's plan is the way to make sure it happens.
- 20 units per acre is too much for most cities in Marin, largely due to context and to traffic problems. so less density please. got to make biking and walking a priority in all planning. and less parking. Solana Beach required a 18 unit have 53 parking spots--crazy! please do not come close to this.
- Marin's most beautiful and inviting communities offer variety in the sizes, styles and colors of their buildings. We should avoid dictating a singular approach. Design should take advantage of the natural setting.
- I am definitely an advocate for setting standards on architectural design and dwelling intensity. As mentioned earlier I am concerned about county water supply, sewage and traffic management infrastructure. I am confident that these essential elements will be studied carefully.
- Overall, the designs were substandard. Not appropriate and unfitting to many environs. Cheap materials. No charm.
- This entire series of slides does not represent Fairfax in its character at all, completely out of context.
- Please require traditional architectural design with symmetry and classical details. Please require deep setbacks with elaborate landscaping. Require abundant parking but put it underground or behind a building, hidden with landscaping. Individual townhomes are preferred to apartment buildings. Limit height to two stories. Require project to preserve views, sunlight, and privacy of neighbors. Require environmental impact report for all the areas where these objective standards would apply.

APPENDIX F: Town of San Anselmo Customized Survey

Summary of Responses

To augment the online survey for the Objective Design Standards Project in Marin County, the Town of San Anselmo developed additional questions to gather feedback on the design characteristics specific to the Town. The customized survey presented three multi-family and one multi-use developments examples with questions on the level of appeal and the characteristics that make the example appealing. The survey also included two questions to determine the most important characteristics in making development decisions and to incentivize affordable housing.

The City received 156 responses. Most respondents place importance on the design, aesthetics, and scale/ size of the building in making development decisions for multi-family in the Town. Respondents value incentives such as reduction in fees, increased density, and financial assistance for affordable housing in San Anselmo. Most respondents identified Example 2 as very appealing and Example 1 as the least appealing. Generally, the feedback pointed to "Building articulation," "Building height," and "Landscaping/plantings" as the highest priority characteristics for an appealing and unappealing design. The tables below provide an illustrations of the preferences of the respondents. The write-in comments are included as well.

What topics do you feel are the most important in making development decisions for multi-family in the Town? (Rank – most to least appropriate).

	1	2	3	4	5	6	7	8	9	SCORE
Aesthetics	34	20	20	16	11	13	15	2	1	6.51
Affordable Housing	39	21	8	12	13	11	9	6	10	6.24
Design	16	33	36	23	10	6	5	3	2	6.68
Height	6	15	20	24	22	15	19	9	0	5.41
Landscaping	2	4	12	27	35	30	15	4	1	4.96
Parking	7	12	14	14	20	25	29	8	2	4.93
Scale/ Size of the building	25	27	18	12	15	14	16	2	3	6.25
Views	2	2	8	5	1	6	15	77	5	2.89
Other	4	0	0	0	0	3	3	6	62	1.68

Development incentives are used to help offset the costs of affordable housing. What incentives would be most appropriate for affordable housing in San Anselmo? (Check all that apply)

ANSWER CHOICES	RESPONSES
Increased Height	22
Increased Stories	28
Increased Density	62
Decreased Parking	36
Decreased Setbacks	30
Direct Financial Assistance	61
Reduction in Fees	89
None	11

Other (please specify)	14

- unclear what this question is asking. poorly worded. I think we should give financial assistance to low income families- not developers. developers shouldn't get incentives to build for low income housing- we should just require it on the ethical principle
- Encourage mixed zoning in downtown area (ie res/com)
- MORE HOUSING
- Exactions for other public improvements in the Town, such as open space, flood mitigation, maintenance.
- I don't know
- 2nd unit on/within property
- Affordable housing is an urgent need. Full stop. Be flexible. Be compassionate. GIT 'ER DONE! Please make this a priority. Thank you.
- I have no idea what this question means
- Increasing density is NOT an answer or improvement.
- less is more - quality not quantity
- I think it's okay to increase stories as long as height does not overwhelm surrounding structures (out of scale with neighborhood)
- We have such narrow streets and such a horrible parking situation here in San Anselmo that if we build housing without appropriate parking it will create a nightmare scenario that will be a danger for kids, cyclists and pedestrians.
- This has a great deal to do with the location in San Anselmo, downtown vrs other neighborhoods and terrain.
- Open space concessions

Multi-Family Development Example 1:

How appealing do you consider the design of the development shown in the image?

ANSWER CHOICES	RESPONSES
5 – Very Appealing	35
4 – Somewhat Appealing	62
3 – Neither Appealing or Unappealing	18
2 – Somewhat Unappealing	19
1 – Very Unappealing	10

What characteristics make the design of the development appealing to you?

ANSWER CHOICES	RESPONSES
Building setback	29
Location and configuration of parking	65
Building access	47
Building height	79
Building articulation	98
Screening	29
Landscaping/plantings	19
Area between the building and roadway	19
Relationship of the building with neighboring structures	24
None	16
Other (please specify)	16

- Size
- design
- decent downtown design
- Doesn't look appropriate for San Anselmo
- Nice color choices
- colors
- units look private inside; clever use of color; balconies look pleasant
- This is beautifully designed. Loved watching it be built,
- stylish
- It's not BEIGE!!! The modern design helps too.
- Less - a structure that size will take over and decrease the value of TAX PAYING PROPERTY OWNERS
- It does overlook a corp yard on one side - appealing for owners?
- No indication of nearby buildings making it impossible to answer all questions, as well as parking or entrances..
- Need more trees, foliage, landscaping. Do not make it institutional looking . Blend it in to the existing environment
- I think the exterior is boring, but the location of this building makes it a bit irrelevant.
- Probably the most sever example

What improvements would you make to the design of the development? (Mark all that apply).

ANSWER CHOICES	RESPONSES
Building setback	31
Location and configuration of parking	14
Building access	8
Building height	6
Building articulation	16
Screening	24
Landscaping/plantings	79
Area between the building and roadway	27
Relationship of the building with neighboring structures	23
None	33

Other (please specify)	10

- Too modern for San Anselmo
- better design
- That does not at all look like San Anselmo and also look overly lush - we need affordable housing.
- better Bicycle infrastructure
- Small space to work from
- should have been lower income apartments; not contiguous with sidewalk
- Would prefer one garage entry to maximize open space.
- Too Big for our town
- I'm hoping time will soften the severity as there really is almost zero landscaping.
- Too dark of colors, too modern of architecture

Multi-Family Development Example 2:

How appealing do you consider the design of the development shown in the image?

ANSWER CHOICES	RESPONSES
5 – Very Appealing	72
4 – Somewhat Appealing	54
3 – Neither Appealing or Unappealing	6
2 – Somewhat Unappealing	8
1 – Very Unappealing	3

What characteristics make the design of the development appealing to you? (Mark all that apply).

ANSWER CHOICES	RESPONSES
Building setback	70
Location and configuration of parking	65
Building access	63
Building height	90
Building articulation	95

Screening	57
Landscaping/plantings	107
Area between the building and roadway	46
Relationship of the building with neighboring structures	48
None	8
Other (please specify) • nice traditional design with good landscaping. Wood shingles no bueno (fire) • I feel this is a successful development that incorporates density of units with visually appealing architectural character, conformity with neighborhood vernacular, and did a great job of street facing presentation and screening/greening. • Size of building • Looks more like the area but still, why such large units? • natural wood • I'm a sucker for brown shingles • This one is nice because the design and the shingles fit in to the style of other homes in the area • Cozy and woodsy • Just the design of the building and materials • I like that this feels like many of the older homes in San Anselmo • Very neighbor friendly • How well it fits in with the architectural design of the neighborhood • This one looks very "home-y" which is nice in our small town • Good architectural fit	14

What improvements would you make to the design of the development? (Mark all that apply).

ANSWER CHOICES	RESPONSES
Building setback	12
Location and configuration of parking	9
Building access	6
Building height	7
Building articulation	7
Screening	8
Landscaping/plantings	11
Area between the building and roadway	14
Relationship of the building with neighboring structures	12
None	81
Other (please specify) • Ugly • No wood shingles	16

- better design
- It's just ugly, also all of the pictures in this survey are pretty bad to go by
- Side plantings
- Offer smaller units to increase density and access
- better Bicycle infrastructure
- This one is really nice but anything that can be done to differentiate the units would improve it.
- lesser of many evils - I'd check out Mill Valley
- low income units in this development were never kept as low income units. parking space for low income unit was sold separate from unit, depriving one unit of parking forever.
- I know this structure and like it very much
- Not sure I would use shingles - I notice they start looking bad a lot faster than painted houses
- Too Big for our town
- Less density
- UGLY
- Add solar

Multi-Family Development Example 3:

How appealing do you consider the design of the development shown in the image?

ANSWER CHOICES	RESPONSES
5 – Very Appealing	58
4 – Somewhat Appealing	59
3 – Neither Appealing or Unappealing	11
2 – Somewhat Unappealing	9
1 – Very Unappealing	7

What characteristics make the design of the development appealing to you? (Mark all that apply).

ANSWER CHOICES	RESPONSES
Building setback	97
Location and configuration of parking	48
Building access	59
Building height	77
Building articulation	84
Screening	27
Landscaping/plantings	77
Area between the building and roadway	51
Relationship of the building with neighboring structures	50
None	16
Other (please specify) • friendly traditional moderate density. Good earthtones • When the landscape grows into this housing development it will fit in nicely with the Seminary context. • These are beautiful. • All (again, brown shingles!) • nothing appealing • Just the overall design of the building. Now add bigger porches, outside space and BBQ pits , fire pits, some recreation and a pool • Great for seminary location. Not really high density. • Pretty low density • Beautiful architecture fit	9

What improvements would you make to the design of the development? (Mark all that apply).

ANSWER CHOICES	RESPONSES
Building setback	8
Location and configuration of parking	34
Building access	8
Building height	11
Building articulation	21
Screening	18
Landscaping/plantings	26
Area between the building and roadway	11
Relationship of the building with neighboring structures	15
None	57
Other (please specify) • better design • Wouldn't it be lovely if we could put all power lines in SA below ground? They are so ugly everywhere.	13

Parking lots - always ugly and boring. How about covering the parking areas, cover them somehow with solar panels but not ugly-looking ones and if somehow possible, have landscaping around the panels or somehow all over. I'll leave that to the designers! • need privacy from each other; center space should be broken down individually for private use and screened • better Bicycle infrastructure • This one is really nice too. Same comment as previous one: If there is anything to do to • differential the units, that would improve it. • throw out the design • Vary the design of the facade to avoid uniform bulky feel; obscure parking somehow; add some landscaping in front of buildings • In • Pool, recreation facility, fire pits, bbqs for residents, outdoor picnic areas. All the latest and • greatest affordable multi use building in CA are now building with a lot of amenities. San anselmo is in dire need of facilities to recreate so give the tenants and owners this please • I would add more density • Up the density • Color of the shingle stain • Add solar	

Multi-Use Development Example 4:

How appealing do you consider the design of the development shown in the image?

ANSWER CHOICES	RESPONSES
5 – Very Appealing	48

4 – Somewhat Appealing	51
3 – Neither Appealing or Unappealing	29
2 – Somewhat Unappealing	12
1 – Very Unappealing	4

What characteristics make the design of the development appealing to you? (Mark all that apply).

ANSWER CHOICES	RESPONSES
Building setback	37
Location and configuration of parking	25
Building access	45
Building height	77
Building articulation	73
Screening	9
Landscaping/plantings	11
Area between the building and roadway	25
Relationship of the building with neighboring structures	63
None	20
Other (please specify) • Congrats! Love mixed zoning. Didn't realize there was existing housing here. • cute downtown designs. Great size • integration with commercial development • These building are an appropriate scale and with acceptable facades for their location on the busy SFD Blvd. frontage. • Close to town • B • Who knew!? • Urban feel - helps make downtown lively if people live there • Could be taller • Classic, small old-town feel. Will never date or go out of style. Reminds me of a nice British or European town. • Love option for more downtown living/mixed use • like using second story of ground floor store; adds people to commercial space • Somewhat historic, classic • unclear what I am looking at - apartments over shops or getting rid of the shops • Like the use of living space above retail • charming old building--good conversion to housing • less ugly than most shown - THAT'S what I find "appealing" • Mixed use, with retail on ground floor	26

• Like concept of business on street, home above • I love housing over businesses in Core areas. • Mixed use is nice in a downtown setting • This is very practical and attractive in a smart downtown location. • traditional and classic urban design. • Proximity to core • Historic downtown style; and I like the mixed use commercial on the bottom • Great mixed use concept and building style for 1920s-40s influenced downtown SA	

What improvements would you make to the design of the development? (Mark all that apply).

ANSWER CHOICES	RESPONSES
Building setback	18
Location and configuration of parking	24
Building access	10
Building height	9
Building articulation	25
Screening	10
Landscaping/plantings	54
Area between the building and roadway	24
Relationship of the building with neighboring structures	10
None	41
Other (please specify) • retrofit the roofs with solar and possibly update the facades. • Don't know • Mixed use • Wouldn't expect ground level to be residential • Power lines underground. Repave the sidewalk, ideally with small bricks - like those in downtown Truckee • I am sure parking would be a challenge but I love this idea. • looks outdated, old-fashioned • difficult to determine the plan • better Bicycle infrastructure • Difficult to address issues of parking and entrance based on photo • I'm confused about this one. Are we talking about the units above the storefronts? Confused. It is what it is. • the awnings reduce the ability to see the storefront, and do not seen to serve a purpose for retail stores other than signage. Signage can be inscribed on the window... • back to the drawing board • Could be a total of 3-4 stories to achieve density.	19

- Could be taller in this location.
- Facade needs a "refresh"
- I don't understand! Not my idea of "multi-family"
- Currently not multifamily.
- an opportunity for 3 stories/ additional units

What is your favorite multi-family or mixed use (commercial and residential on same property) building/ development in San Anselmo?

- Love incorporation like last one on SFD & those along SA Ave. Long time resident but can't come up with exact address. Strong proponent of mixed zoning in downtown as long as height limit kept at 3 stories or less
- Tamalpais Movie Theater; SF Theological Seminary
- The building on the corner of Woodland and Cedar
- the duplex row downtown old larkspur street behind the church
- Oak Knoll Ave & SFD property.
- Some of the newer apartments near the seminary
- Does that even exist in San Anselmo :(
- I like examples 1, 2 & 4 from the above pictures.
- The complex at 71 Ross Avenue fronting opposite on Woodland.
- ross street at jones
- Ross Ave condos
- Wells Fargo
- ~ 60 Ross Avenue
- Seminary property
- I don't know any - none where I live
- I like the mixed use buildings in the downtown area. I also like the units at around 35 Ross with the garages. Really hard to answer better without driving around.
- Multi-family Development Example 2
- I actually really liked all the examples you showed. I'm especially partial to the homes that were built at the seminary. I don't know where in town it would work, but I think people might like the old time bungalow courts that were popular in LA in the 20'-30's.
- The new townhomes on Magnolia - though grounds are too concrete and mroe green would be good - but lvoe modernity
- I don't know of any
- apartments off of Ancho Vista in San Anselmo. Behind t he mortuary. Owned by G. Lucas I believe.
- apartments on Woodland, Ross andTamalpais
- The Seminary is a beautiful "classic." Can't think of others - would have been nice to see a couple of pics to prompt us.
- I like anything that fits in to local architectural character. No specific address.
- don't have one; maybe it's good I don't notice them
- None in particular.
- Example 2
- Downtown
- Seminary housing village.
- El Paseo Apts next to Drake High
- 76 Ross Ave

- Seminary on hill new shingle style student housing (Pictured above)
- I think 18 Mariposa checks all the boxes. It's pretty, and provides much needed housing. They're obviously expensive, but at least it's something!
- 76 Ross Ave
- Most of the buildings are on a very small scale and it's hard to tell if there is residential use. Sorry.
- 88 Buena Vista Ave
- san anselmo public library
- Cheda Building 508 San Anselmo Avenue
- 35 Tamalpais Ave
- The buildings around the Russian Orthodox Church on Ross Avenue.
- 76 (Ross Court) and 57 (Sohner Court) Ross Ave
- 500 San Anselmo Avenue
- Ross ave. The wood single ones built in early 90s. Maybe late 80s
- Any downtown building with apartments above. I have always wanted to live in one. I think the ones over Ludwigs (which I believe is used as an office) also the ones over the tea place and olive oil place.
- Sorry I don't know - I'll just go by what you've presented above
- 71 Ross Ave
- None that I know of but there are places outside of San anselmo I like
- There are not enough to choose from
- Multi-family Development Example 3
- THe apartments on top of the buildings along downtowns Main Street. You don't even know they are there.
- I really can't think of anyone at the moment. This might be better as a separate question. I have to get back to work.
- downtown san anselmo near town hall
- I like the mixed use concept found in downtown.
- Not sure at this point
- New condos by Post Office.
- Example #2
- Abbot Kinney Building San Rafael
- Some of the older two story apartments downtown, on Ross, like #57. Not the 80s ones crammed up next to the street.
- ?????
- San Anselmo Avenue business district
- Lipton Tea Gallery Duplex, between SA and Fairfax. I believe it's an historic structure.
- The 3rd you gave above

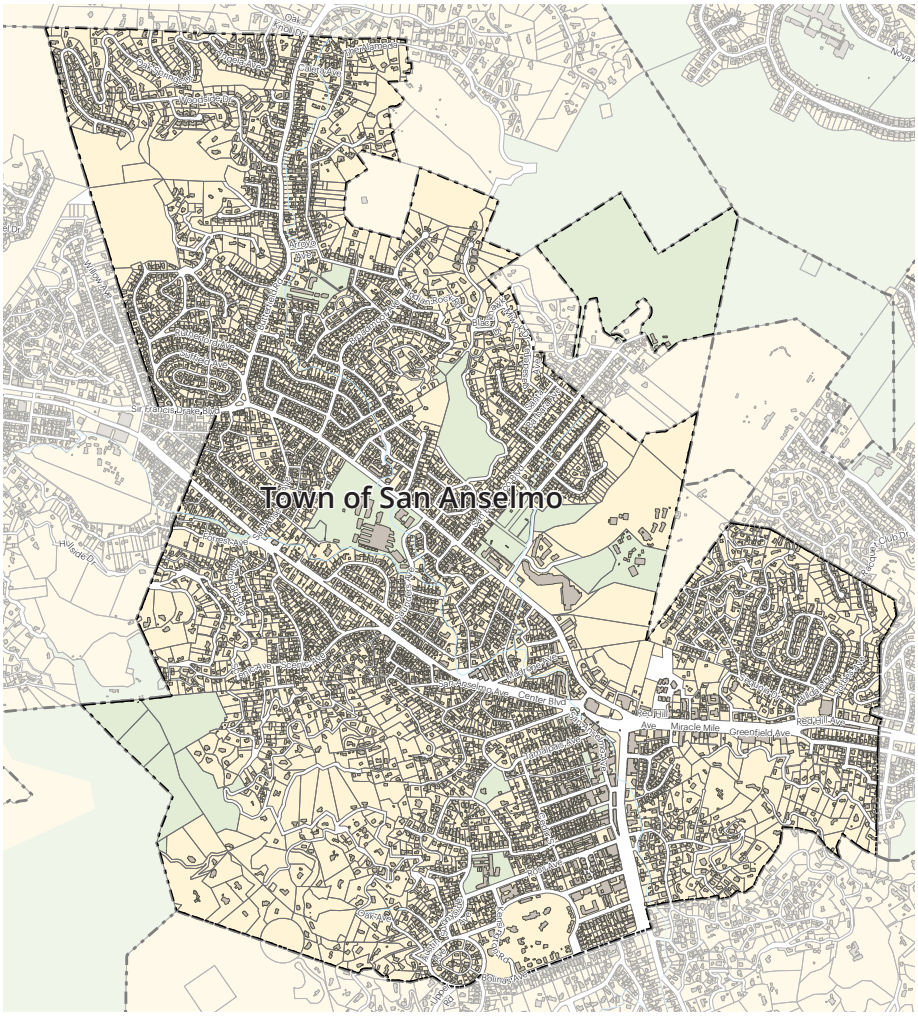
Describe why you like this building/ development (check all that apply):

ANSWER CHOICES	RESPONSES
Architecture	54
Color	29
Materials	33
Building setback	24
Building articulation	36
Building height	35

Configuration and location of parking (if parking is onsite)	23
Street frontage	26
Landscaping/ plantings	31
Amenities	12
Other (please specify)	21

- There all incorporate existing buildings of long duration. Can any vacant commercial sites be converted to affordable housing?
- All fancy duplexes with plant space and parking
- Designs with landscaping
- While shingled exterior may not be the best from the fire-safe perspective, it fits the town residential character very well. I have long admired this complex and grew up in SA.
- historic
- Don't know
- Mixed use
- Solar!!!! Bike parking!!! Electric vehicle charging!!! Communal gardening opportunities on site.
- set back and always kept clean. Does not intrude on nearby residences.
- Don't like
- Old trees
- Private entrance
- Any of the turn-of-The-century commercial/mixed-use buildings we have are beautiful and are what helps define our town. We need more, and if they are architecturally consistent with the existing stock then even better!
- the building is keeping true to it's intended architecture/style. The buildings in San Anselmo would appear much more charming is they did not mix periods for exterior decor-ie. awnings, etc...if the architectural integrity was maintained, it would create a continuity for "Main Street." Also, vertical parking so sidewalks could increase allowing room for landscaping, specifically trees. However, parking is very important in supporting "Main Streets" businesses, so this would have to be established nearby to make up the difference....
- none - I fantasize living in Mill Valley or Belvedere - magical
- historic value
- All of above
- They look like a piece of history with interesting features.
- The fact that it is downtown living will draw more people to shop local and support the downtown merchants.
- n/a
- I'm very partial to its vintage looking storefront windows and the combination of colors. I think it's importanat to include character when you're building mixed use buildings.

Item # 2A
ATTACHMENT 3



Title 10, Chapter 20: Objective Design and Development Standards

Public Review Draft

Prepared for Town of San Anselmo

April 14, 2023

OPTICOS

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Quick Code Guide for Developments Less Than Three Acres

The following graphic is intended as a summary guide. Please refer to San Anselmo's written permit procedures and application standards for all necessary information.

1 Determine your Maximum Zoning Envelope[1]

Identify your zone, see Article 3 (Zones)	a. Select your building type(s)	Subsection 3 of the zone
	b. Comply with building placement standards	Subsection 5 of the zone
	c. Comply with building form and height standards	Subsection 4 of the zone
	d. Select from allowed uses	See Title 10, Chapter 3, Article 3 (Land Use Regulations) for the underlying zone's allowed uses
	e. Comply with parking standards	Subsection 7 of the zone
	f. Select your private frontage type	Subsection 8 of the zone
Identify your building type standards, see Article 6 (Specific to Building Types)	a. Select your detailed massing type	Subsections 3 of the building type
	b. Comply with the standards	Subsections 1, 2, 4-7 of the building type

[1] Developments that propose multiple development sites shall apply this process for each development site.

2 Connect Ground Floor to Adjacent Streetscape

Apply your private frontage type(s), see Article 7 (Specific to Private Frontage Types)	Based on your selected private frontage type(s), comply with the standards	Subsections 1-4 of the private frontage type

3 Design your Building

Identify your architectural standards, see Article 8 (Specific to Architectural Design)	Based on your selected detailed massing type, select your architectural style	Subsections 1-16 of the architectural style

Quick Code Guide for Developments Less Than Three Acres (Continued)

4 Proceed to Approval Process

If adjustments are proposed, see Section 10-20.11.030 (Adjustments to Standards)	Meet the required findings to be eligible for the adjustment to the standard(s)	Section 10-20.11.030 (Adjustments to Standards)
Identify your approval procedure, see Article 11 (Administration)	Comply with the procedure standards	Section 10-20.11.020 (Procedures)

Quick Code Guide for Developments Over Three Acres

The following graphic is intended as a summary guide. Please refer to San Anselmo's written permit procedures and application standards for all necessary information.

1 Design your Walkable Neighborhood Plan (WNP)

Identify your WNP design process, see Subsection 10-20.10.020.1	Comply with the standards	Section 10-20.10.020 (General to Walkable Community Design)
Prepare WNP	Comply with the standards	Section 10-20.10.030 (Walkable Neighborhood Plan)

2 Determine your Maximum Zoning Envelope[1]

Identify your zone(s), see Article 3 (Zones)	For each WNP: a. Select your building type(s)	Subsection 3 of the zone
	b. Comply with building placement standards	Subsection 5 of the zone
	c. Comply with building form and height standards	Subsection 4 of the zone
	d. Select from allowed uses	See Title 10, Chapter 3, Article 3 (Land Use Regulations) for the underlying zone's allowed uses
	e. Comply with parking standards	Subsection 7 of the zone
	f. Select your private frontage type for each building type	Subsection 8 of the zone
Identify your building type standards, see Article 6 (Specific to Building Types)	a. Select your detailed massing type for each building type	Subsections 3 of the building type
	b. Comply with the standards	Subsections 1, 2, 4-7 of the building type

[1] This process shall be applied to each development site.

Quick Code Guide for Developments Over Three Acres (Continued)

3 Connect Ground Floor of each Building Type to Adjacent Streetscape

Apply your private frontage types to each building type, see Article 7 (Specific to Private Frontage Types)	Based on your selected building types, comply with the standards	Subsections 1-4 of the private frontage type

4 Design your Buildings

Identify your architectural standards, see Article 8 (Specific to Architectural Design)	Select your architectural style standards for each building type	Subsections 1-16 of the architectural style

5 Proceed to Approval Process

If adjustments are proposed, see Section 10-20.11.030 (Adjustments to Standards)	Meet the required findings to be eligible for the adjustment to the standard(s)	Section 10-20.11.030 (Adjustments to Standards)
Identify your approval procedure, see Article 11 (Administration)	Comply with the procedure standards	Section 10-20.11.020 (Procedures)

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Article 1: Introduction

Sections:

10-20.01.010 Purpose
10-20.01.020 What is a Form-Based Code?
10-20.01.030 Guiding Principles
10-20.01.040 Applicability
10-20.01.050 Relationship to San Anselmo General Plan
10-20.01.060 Relationship to the San Anselmo Municipal Code
10-20.01.070 Application of the Form-Based Code

10-20.01.010 Purpose

This Form-Based Code (FBC) sets forth the objective design and development standards applicable to housing developments which qualify under California State law for streamlined review and is consistent with objectives of the San Anselmo General Plan to facilitate housing production and preserve the highly valued character and scale of the Town's walkable centers, neighborhoods, and corridors.

10-20.01.020 What is a Form-Based Code?

Form-Based Coding (FBC) represents a paradigm shift in the way that the built environment is regulated. The formal short definition of a FBC is as follows:

Form-Based Codes foster predictable built results and a high-quality public realm by using physical form (rather than separation of uses) as the organizing principle for the code. These codes are adopted into city or county law as regulations, not mere guidelines. Form-Based Codes are an alternative to conventional zoning.

-Form-Based Codes Institute

Unlike conventional, use-based codes, FBCs utilize the intended form and character, rather than use as the organizing framework of the code. This FBC is informed by the three physical context types found in San Anselmo: Natural, Walkable, and Auto-Oriented Suburban. FBCs implement the key characteristics that comprise the physical character of different areas (place types) documented across the community. Further, FBCs regulate a series of important elements not just to create a good individual building, but a high-quality place. The terminology in FBCs reflects the intended physical form and hierarchy of different places. For example, instead of a zone being labeled "commercial" or "mixed use," it might be called "main street." The term "main street" ties back to the intended physical form or place, which includes a mix of uses, civic spaces, streets, frontages, and building types that create walkable urbanism.

It is also important to note that while FBCs primarily regulate the intended physical form, they regulate use secondarily. FBCs allow a range of uses that are carefully chosen to maximize compatibility between uses and the intended physical form of the zone. The use-tables in a FBC are simplified and categorized by use-type, and clearly defined, to allow a greater degree of administrative decision-making related to particular uses.

10-20.01.030 Guiding Principles

The FBC is guided by the following principles in implementing the San Anselmo General Plan:

1. Across the Town, the FBC:
    A. Provides clear and effective development standards that allow for streamlined review processes and the predictable production of housing;
    B. Supports a diversity of housing choices appropriate to their location;
    C. Ensures appropriately-scaled infill development;
    D. Reinforces and enhances community design and character in support of the community's vision with: a variety of neighborhoods; main street areas as the cultural and commercial heart of the community; and neighborhoods with centers along pleasant and convenient corridors that interconnect the Town;
    E. Removes barriers to revitalization and reinvestment through clear, objective, and context-sensitive standards;
    F. Ensures that each building plays a role in creating a better whole, not just a good building; and
    G. Promotes development patterns that support safe, effective, and multi-modal transportation options for all users and help reduce greenhouse gas emissions.
2. Within the Downtown area, the FBC:
    A. Reinforces the main street as a cultural and commercial destination accommodating appropriately-scaled infill housing, mixed-use, and cultural development compatible with existing historic buildings; and
    B. Facilitates transitions from single-use areas to mixed-use employment centers that are compatible with adjacent residential neighborhoods and public access.
3. Within residential neighborhoods, the FBC:
    A. Protects the character of established neighborhoods and builds upon and reinforces the unique physical characteristics of the Town's walkable neighborhoods;
    B. Supports new walkable neighborhood patterns through new networks of well-designed multi-modal streets that are safe for pedestrians and cyclists; and
    C. Promotes neighborhoods with quality housing and diverse, context-sensitive housing choices.
4. Along major transportation corridors, the FBC:
    A. Promotes a variety of housing choices;
    B. Promotes small local businesses as an important part of the Town's economy;
    C. Promotes incremental infill and revitalization;
    D. Reinforces neighborhood main streets as centers to continue as social and commercial focal points, with services and amenities for the surrounding neighborhoods located within a safe, comfortable walking distance of homes;
    E. Balances pedestrian comfort and place-making with traffic efficiency; and
    F. Promotes and accommodates high-quality community design.

10-20.01.040 Applicability

1. In areas subject to this FBC, the standards in this FBC prevail unless stated otherwise.
2. This FBC applies to proposed development as identified in Table A (Applicability).

Table 10-20.01.040.A: Applicability

Development Type	Housing Accountability Act (HAA) Applies[1]	Senate Bill 35 (SB 35) Applies[2]
Single-Unit House	No	No
Transitional Housing	Yes	See Multi-Family Housing (2 or more residential units)
Supportive Housing	Yes	
Emergency Shelter	Yes	
Farmworker Housing	Yes	
Multi-Family Housing (2 or more residential units)		
Affordable	Yes	Yes
Market Rate[3]	Yes	No
Mixed-Use Development (at least 2/3 of square footage designated for residential units)		
Affordable	Yes	Yes
Market Rate[3]	Yes	No
Other Development		
Non-Mixed-Use[4]	No	No
Non-Residential	No	No

[1] See Government Code §65589.5 for additional eligibility criteria and specific protections by development type.

[2] See Government Code §65913.4(a) for additional eligibility criteria (e.g., site standards, affordability provisions, and labor provisions).

[3] "Market Rate" refers to projects that do not contain the minimum percentage of affordable housing units to be eligible for SB 35 streamlining. See Footnote 2.

[4] Less than 2/3 of square footage designated for residential units.

3. This FBC also applies to additions or modifications to structures previously approved under the provisions of this Title.
4. Applications proposed for ministerial approval as allowed pursuant to California state law shall comply with all provisions of this FBC unless otherwise stated. For development projects which do not comply with all provisions of this FBC and are therefore ineligible for ministerial processing, the applicant may elect to submit an application for the applicable discretionary review provisions of Title 10, Chapter 3, Article 7 (Zoning Implementation Procedures), Article 14 (Variance) and Article 15 (Design Review).

10-20.01.050 Relationship to San Anselmo General Plan

Maximum densities and floor area ratios established by the General Plan shall apply to all development projects subject to this Title.

10-20.01.060 Relationship to the San Anselmo Municipal Code

1. **Superseded Development Standards.** Development standards contained in the San Anselmo Municipal Code shall apply to all development projects subject to this Article except for the following sections of Title 10, Chapter 3 (Zoning) which are replaced by provisions of this Article unless otherwise noted herein:
   A. Article 4 (Development Standards)
   B. Section 10-3.506 (Parking Spaces: Location)
   C. Section 10-3.508 (Parking Spaces: Siting)
   D. Section 10-3.510 (Parking Spaces: Screening)
2. **Conflicts.** Where the provisions of this Article conflict with other requirements of the San Anselmo Municipal Code, the regulations of this Title shall prevail.
3. **Nonconforming Situations.** The standards of Section 10-3.607 (Nonconforming Uses and Improvements) shall apply to all nonconforming situations.

10-20.01.070 Application of the Form-Based Code

1. The following shall be selected for each development site:
   A. Only one building type per development site is allowed, except an Auxiliary Building (Section 10-20.060.040) may be included within a development site in addition to the primary building type. Parcels with enough land area to meet the zone standards for minimum development site width and depth may have multiple building types, and
   B. At least one private frontage type shall be incorporated.
2. New development on a parcel of at least three acres or at least 700 feet long or deep shall be required to comply with the provisions of Article 10 (Specific to Large Sites).

Article 2: Establishment of Zones

Sections:

10-20.02.010 Purpose
10-20.02.020 Zones Established
10-20.02.030 Sub-Zones
10-20.02.040 Zone Map

10-20.02.010 Purpose

This Article establishes the form-based zones ("zones") to implement the San Anselmo General Plan. The zones are for the purpose of generating and supporting the variety and physical character of existing and new walkable environments.

10-20.02.020 Zones Established

This Section identifies the zones, based on the intended physical form and character of the environments. These zones focus on mixed-use, walkable environments and range in function and intensity from primarily residential areas with a mix of moderate intensity neighborhoods (Neighborhood.Small and Neighborhood. Medium), to moderate-intensity corridors (Main Street.Small).

10-20.02.030 Sub-Zones

1. Sub-zones are slight variations of the base zone (e.g., Neighborhood.Small), are development-site-specific, and mapped on the Town of San Anselmo Objective Design and Development Standards Zone Map. The FBC includes one type of sub-zone:

   A. **Open.** The open sub-zone is applied for either or both of the following purposes:

      (1) To allow more uses than the base zone allows in specific areas but within the same form and character of the base zone (e.g., Neighborhood.Small), except that sometimes additional frontages and signage are allowed within the same form and character of the base zone; and/or

      (2) To more easily allow certain uses that are already allowed in the base zone. In this way, the open sub-zone can provide additional flexibility to development sites located at or near intersections that function or are intended to function as a neighborhood node of non-residential uses.

10-20.02.040 Zone Map

The zones established in this Section are mapped on the Town of San Anselmo Objective Design and Development Standards Zone Map. When any of these zones are applied, the Zone Map shall be updated to reflect such changes.

Article 3: Zones

Sections:

10-20.03.010 Purpose
10-20.03.020 General Requirements
10-20.03.030 Overview of Zones
10-20.03.040 Neighborhood.Small (N.S)
10-20.03.050 Neighborhood.Medium (N.M)
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10-20.03.070 Adjacency Requirements

10-20.03.010 Purpose

This Article provides zones and standards to implement the San Anselmo General Plan to generate and support the variety of physical character of the intended development.

10-20.03.020 General Requirements

1. The FBC uses three form-based zone districts to regulate and generate the intended physical character. Each zone district ("zone") regulates the foollowing eight topics:

   A. Intent: the intended physical character and range of uses;

   B. Sub-zones: whether or not a sub-zone applies, allowing a broader list of building types and/or frontage types in specific geographic areas;

   C. Building type and development site size: the menu of allowed building types and the associated minimum site dimensions.

   D. Building form: the maximum overall building height, minimum ground floor height, and maximum building footprint (coverage);

   E. Building placement: the minimum to maximum building setbacks and requirements for façade design;

   F. Encroachments: allowed encroachments into required setbacks;

   G. Parking: the required location and design requirements for parking and vehicle access; and

   H. Frontages: the menu of allowed frontage types required at building entries along thoroughfares and public/common open spaces.

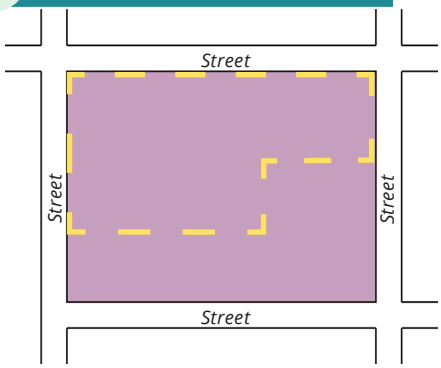
2. Parcels that vary in width or depth shall be measured using the average width and/or depth to apply the standards of this Article.
3. Development standards in this Article apply to primary buildings.
4. Individual building types have specific standards in Article 6 (Specific to Building Types) in addition to the zone standards to further calibrate each type for its context.
5. Encroachments at grade not allowed within a street ROW, alley ROW, or across a development site line.
6. On-Site Parking
   A. Bicycles may be parked anywhere on development site, in compliance with pedestrian and vehicular access standards.
   B. Driveways may be shared between adjacent development sites but shall not exceed maximum allowed width.
   C. Front access not allowed on corner development sites, except where side street access cannot be provided.
   D. Parking spaces may be grouped with those on adjacent development sites [See Figure 2(Example of Applying Development Sites on a Pedestrian Circulation Network)] and may be detached from development sites within the same block, in compliance with parking setbacks and access standards.
   E. Where structured parking is provided, buildings are allowed to abut the parking structure and are exempt from minimum development site depth and rear building setbacks.
   F. Subterranean Parking. Subterranean and semi-subterranean garages are subject to the following, in compliance with the requirement for habitable ground floor nonresidential space in Subsection 4 of the zone:
      (1) Subterranean garages are exempt from the required parking and building setbacks in compliance with the frontage requirements.
      (2) Semi-subterranean garages may project above the adjacent finished grade by up to 2 feet.
      (3) Development sites that provide all required parking in a subterranean or semi-subterranean garage are exempt from minimum development site depth.
7. Development Site. A development site is a parcel or portion of land within a parcel that is delineated from other development sites and/or parcels to accommodate one primary building or building type. A parcel can include multiple development sites, in compliance with Subsection 3 of the zone. Development sites are treated like parcels for the purpose of applying development standards, but are not required to be legally subdivided into individual parcels.
   A. Each development site is required to front onto the adjacent street or internal pedestrian circulation network, whichever is closer. Where Public Frontage Standards apply, development sites shall not include the area of the Public Frontage Assembly.
   B. Table A (Applicability of Development Site Requirements) identifies the requirements for projects which include a portion of a parcel, an entire parcel, or multiple parcels.

Table 10-20.03.020.A Applicability of Development Site Requirements

Project Criteria	Requirement
Project area is at least three net developable acres	Walkable Neighborhood Plan in compliance with Section 10-20.10.030 (Walkable Neighborhood Plan)
The linear dimension of the project area along or perpendicularly to an existing thoroughfare is at least 700 feet	
Project area is through lot of at least three acres	
Project area includes development site(s) which do(es) not front onto an existing public street, within a parcel of at least three net developable acres	
Project area includes development site(s) which front(s) onto an existing public street, within a parcel of less than three net developable acres	Compliance with the standards in Figure 1 (Example of Applying Development Sites on Existing Right of Way Network)
Project area includes development site(s) which do(es) not front onto an existing public street, within a parcel of less than three acres	Compliance with the standards in Figure 2 (Example of Applying Development Sites on a Pedestrian Circulation Network)

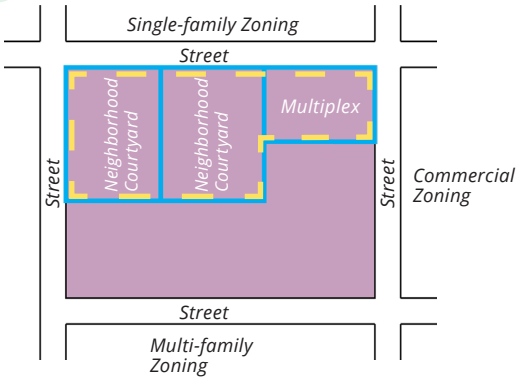
Figure 10-20.030.020.1 Example of Applying Development Sites on Existing Right of Way Network

1 Identify Zone(s)



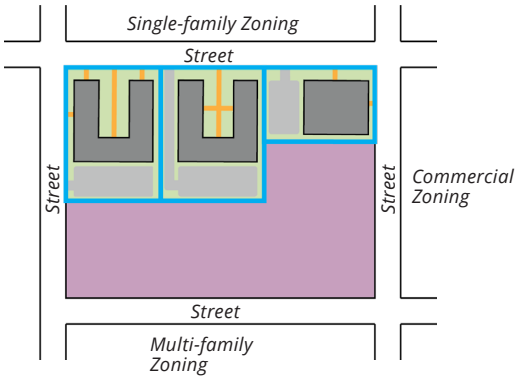
- See Form-Based Zone Map.
- See Article 3 (Zones) for development site requirements.

2 Apply Development Sites



- Select only 1 building type for each development site from the allowed building types for the zone. Apply the dimensional standards for the development sites of each allowed building type. (See Subsection 3 of each zone in Article 3).
- Development sites are allowed to occupy some or all of a parcel in compliance with the standards.

3 Place Buildings

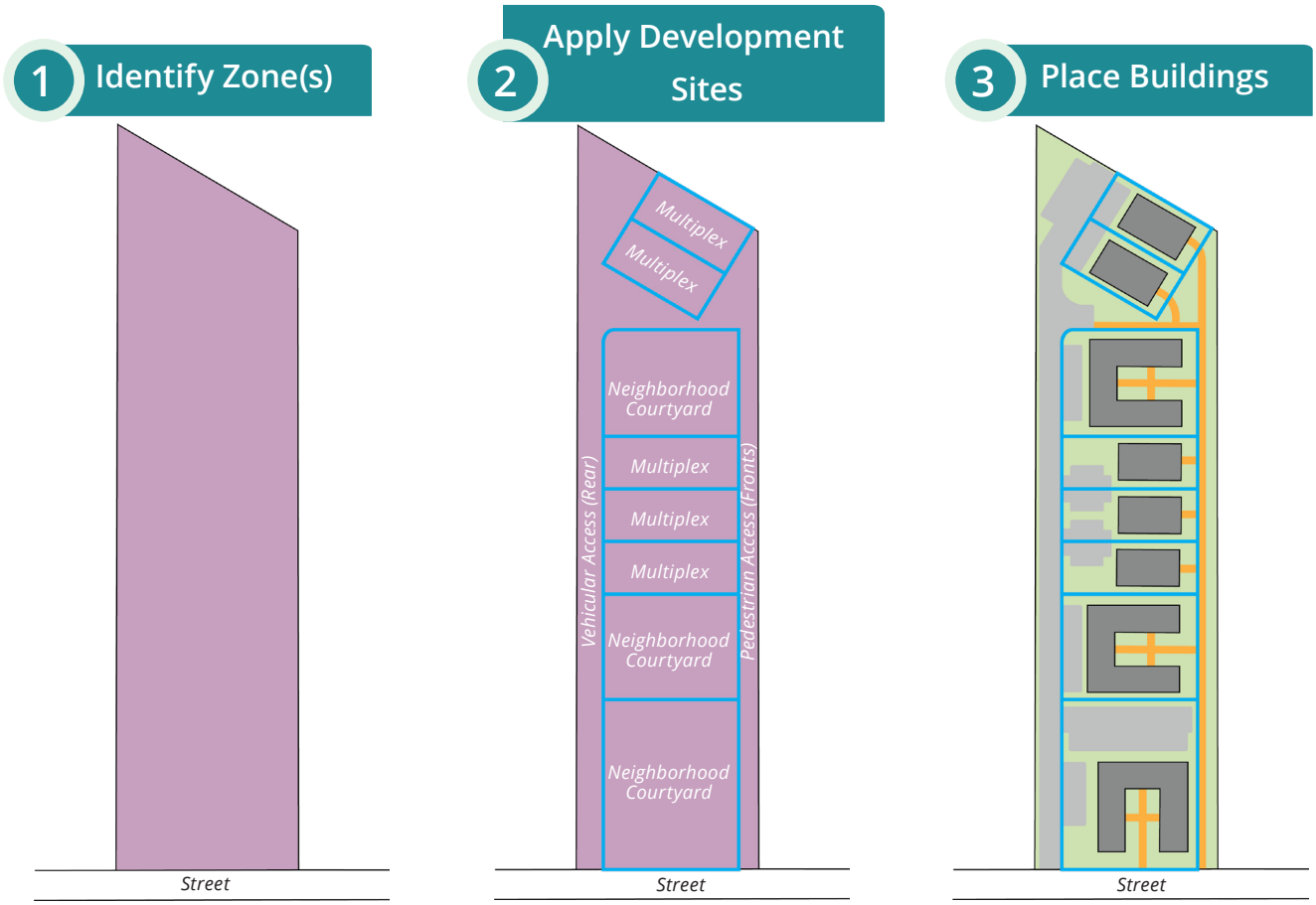


- Place each primary building on its development site in compliance with the required setbacks and other standards of the zone (see Article 3).
- Each building is required to front onto the adjacent street or civic space.
- Select and apply frontage types to each building/unit entry (see Subsection 8 of the zone).

Key

- Project Area
- Development Site Line
- Primary Building
- Example Zone
- Vehicle Access & Parking
- Pedestrian Circulation
- Landscaping

Figure 10-20.030.020.2 Example of Applying Development Sites on a Pedestrian Circulation Network



- See Form-Based Zone Map.
- See Article 3 (Zones) for development site requirements.

- Select only 1 building type per development site from the allowed building types for the zone. Apply the dimensional standards for the development sites of each allowed building type. (See Subsection 3 of each zone in Article 3).
- Projects of at least three acres must include 2 or more building types.
- Development sites are allowed to occupy some or all of a parcel in compliance with the standards.

- Place each primary building on its development site in compliance with the required setbacks and other standards of the zone (see Article 3).
- Each development site is required to front onto the adjacent street or pedestrian circulation network, whichever is closer. The pedestrian circulation network is contiguous and separate from vehicular circulation.
- Vehicular and pedestrian circulation is allowed to be grouped and independent of development sites.
- It is not required that parking for a building occur on the same development site.
- Select and apply frontage types to each building/unit entry (see Subsection 8 of the zone).

Key

- Project Area
- Development Site Line
- Primary Building
- Example Zone
- Vehicle Access & Parking
- Pedestrian Circulation
- Landscaping

10-20.03.030 Overview of Zones

Table A (Zones Overview) provides an overview of each zone and its intent.

Table 10-20.03.030.A: Zones Overview

Less Urban

Neighborhood.Small 10-20.03.040

Zone Abbreviation

N.S

Sub-Zone(s)

N.S-Open. The open sub-zone allows non-residential uses within the same form and character of the base zone.

Intent

A walkable neighborhood environment of small-to-medium footprint, moderate-intensity housing choices, including mixed-use buildings with neighborhood-serving retail and services.

Desired Form

House-Scale Buildings

Primarily Detached Buildings

Small-to-Medium Building Footprint

Small-to-Medium Front Setbacks

Small-to-Medium Side Setbacks

Up to 2.5 Stories

House, Duplex Stacked, Cottage Court, Fourplex, Neighborhood Townhouse, Neighborhood Courtyard, Pocket Neighborhood, and Multiplex

Porch Projecting, Porch Engaged, and Dooryard Frontage Types; Shopfront in Open Sub-Zone

Neighborhood.Medium 10-20.03.050

Zone Abbreviation

N.M

Sub-Zone(s)

None

Intent

A walkable neighborhood environment with medium-to-large footprint, moderate-intensity housing choices, including mixed-use buildings with neighborhood-serving retail and services.

Desired Form

Primarily House-Scale Buildings

Primarily Detached Buildings

Medium-to-Large Building Footprint

Small Front Setbacks

Small Side Setbacks

Up to 3 Stories

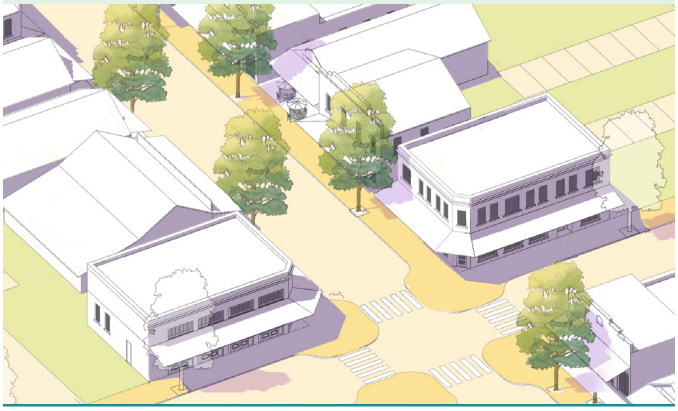
Neighborhood Townhouse, Neighborhood Courtyard, Multiplex, and Main Street Building

Porch Projecting, Porch Engaged, Dooryard, Shopfront and Terrace Frontage Types

Table 10-20.03.030.A: Zones Overview (Continued)

More Urban

Main Street.Small 10-20.03.060



Zone Abbreviation

MS.S

Sub-Zone(s)

None

Intent

A walkable, district of small-to-medium footprint, moderate intensity, mixed-use buildings and housing choices, supporting neighborhood-serving ground floor retail, food and services.

Desired Form

Primarily House-Scale Buildings

Primarily Attached Buildings

Small-to-Medium Building Footprint

None-to-Small Front Setbacks

None-to-Small Side Setbacks

Up to 3 Stories (Up to 2 Stories in Historic Core)

Neighborhood Townhouse, Neighborhood Courtyard, Multiplex, and Main Street Building

Porch Projecting, Porch Engaged, Dooryard, Forecourt, Maker Shopfront, Shopfront, Terrace, and Gallery Frontage Types.

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10-20.03.040 Neighborhood.Small (N.S)

General note: the illustrations above are intended to provide a brief overview of the zone and are descriptive in nature.

1. Intent

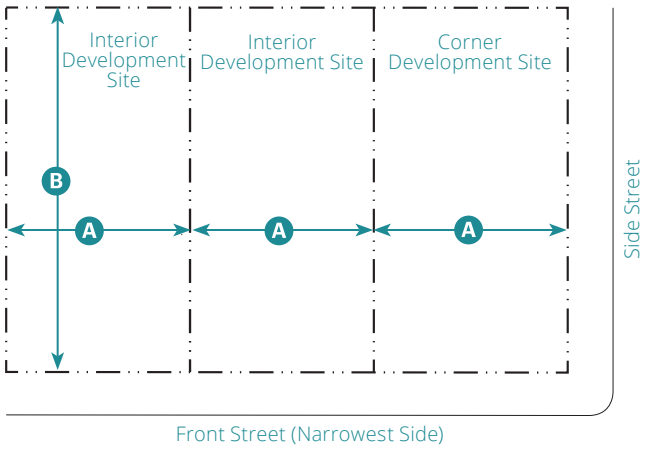
A walkable neighborhood environment of small-to-medium footprint, moderate-intensity housing choices, including mixed-use buildings with neighborhood-serving retail and services.

The following are generally appropriate form elements in the zone.

House-Scale Buildings	House, Duplex Stacked, Cottage Court, Fourplex, Neighborhood Townhouse, Neighborhood Courtyard, Pocket Neighborhood, and Multiplex
Primarily Detached Buildings	
Small-to-Medium Building Footprint	
Small-to-Medium Front Setbacks	
Small-to-Medium Side Setbacks	Porch Projecting, Porch Engaged, and Dooryard Frontage Types; Shopfront in Open Sub-Zone
Up to 2.5 Stories	

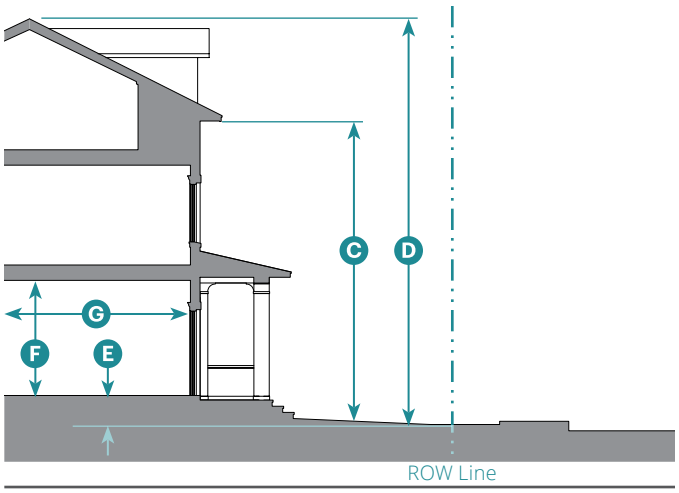
2. Sub-Zone(s)

N.S-Open. The open sub-zone allows non-residential uses within the same form and character of the base zone.



Key

ROW/ Development Site Line



Key

ROW Line

3. Building Types and Development Site Size			
Allowed Building Types	**Development Site[1]**		
	Width A	**Depth B**	**Standards**
House-Scale			
Ancillary Building[2]	N/A	N/A	10-20.06.040
House	50' min.	100' min.	10-20.06.050
Duplex Stacked	50' min.	100' min.	10-20.06.060
Cottage Court	90' min.	120' min.	10-20.06.070
Fourplex	50' min.	110' min.	10-20.06.080
Neighborhood Townhouse	18' min.[3]	100' min.	10-20.06.090
Neighborhood Courtyard	70' min.[4]	150' min.	10-20.06.100
Pocket Neighborhood	170' min.; 300' max.	260' min.; 500' max.	10-20.06.110
Multiplex	75' min.	125' min.	10-20.06.120
Block-Scale			
None			

Each development site shall have only one primary building type.

[1] Development sites of at least 3 acres or over 700' long or deep are required to include civic space and new street(s) per Article 10 (Specific to Large Sites).

[2] The Ancillary Building is not a primary building type.

[3] Represents one townhouse

[4] For an L-shaped building; 100' min. for a U-shaped building

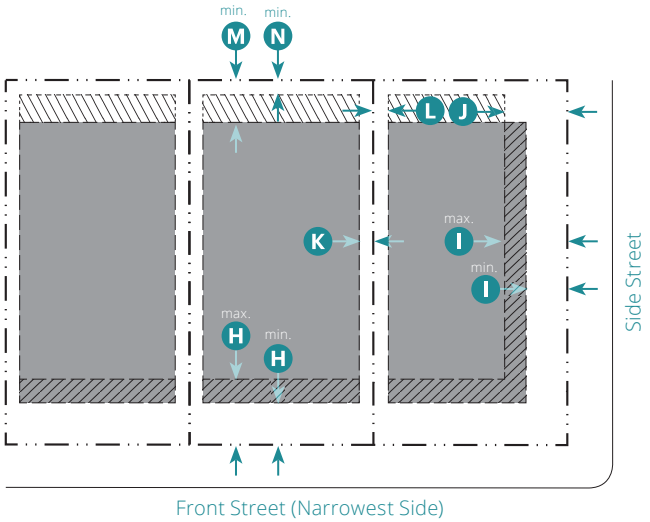
4. Building Form		
Height		
Primary Building[5]		
Stories	2.5 max.	
To Highest Eave/Parapet	24' max.	C
Overall	30' max.	D
Ground Floor Finish Level		E
Residential	6" min.[6]	
Non-Residential	6" max.	
Ground Floor Ceiling		F
Residential	9' min.	
Non-Residential	12' min.	
Accessory Structure(s)[7]	**2 max.**	
Footprint		
Max. Development Site Coverage	See standards in Article 6 (Specific to Building Types)	
Depth, Ground-Floor Space		G
Cottage Court	12' min.[8]	
All Building Types	20' min.[8]	

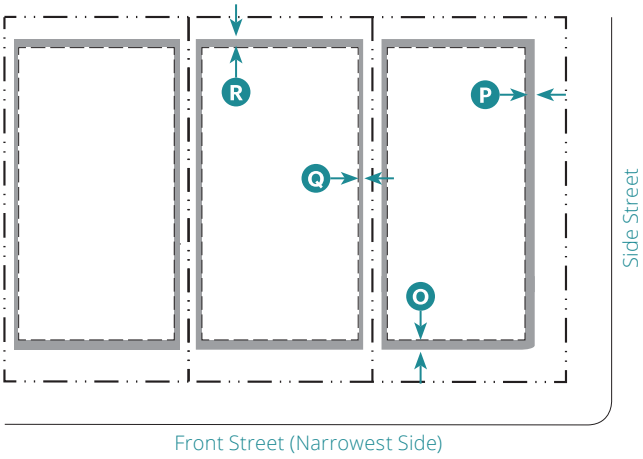
[5] See Article 6 (Specific to Building Types) for refinements to massing and height standards.

[6] Common entries may be set at grade in compliance with local and federal accessibility standards.

[7] Each accessory structure 120 sf max. and 8' max. height if located in required setback areas.

[8] For habitable/occupiable space only





Key

- ROW/ Dev't Site Line
- Building Setback Line
- Buildable Area
- Acc. Structures Only
- Facade Zone

5. Building Placement

Setback (Distance from ROW/ Development Site Line)[9]		
Front (Facade Zone)		H
Interior Development Site	10' min.[10]; 20' max.	
Corner Development Site	10' min.[10]; 20' max.	
Side Street (Facade Zone)		
Primary Building	10' min.; 20' max.	I
Accessory Structure(s)	20' min.	J
Side		
Primary Building	7' min.	K
Accessory Structure(s), Pools, and Hot Tubs	5' min.	L
Rear		
Primary Building	15' min.	M
Accessory Structure(s), Pools, and Hot Tubs	5' min.	N

Building Facade

Facade Zone	Front St.	Side St.
Façade Zone Defined by Primary Building/Frontage (See Subsection 10-20.12.030.2)	65% min.	55% min.

Facade Design

All building facades shall be designed in compliance with Article 8 (Specific to Architectural Design).

[9] Development sites with slopes ≥ 6% shall comply with Section 10-20.05.050 (Slope Standards).

[10] Within N.S. 15' Front Setback Overlay, min. 15' for existing parcels at least 90' deep and 50' wide

Key

- ROW/ Dev't Site Line
- Setback Line
- Encroachment Area

6. Encroachments

Encroachments into Minimum Setbacks

Encroachment Type	Front O	Side St. P	Side[11] Q	Rear[11] R
Architectural Features	3' max.	3' max.	3' max.	5' max.
Private Frontages	10' max.	10' max.	X	X
Patio Covers	X	X	3' max.	5' max.
Stairs/Ramps[12]	3' max.	3' max.	3' max.	5' max.
Decks (Max. 3' Above Grade)	X	X	5' max.	2' max.

Ramps providing ADA or FHA visitability are allowed within setbacks but shall not encroach within public ROWs.

Fences, hedges, and other screen devices are allowed within setbacks as identified in Section 10-20.05.020 (Screening).

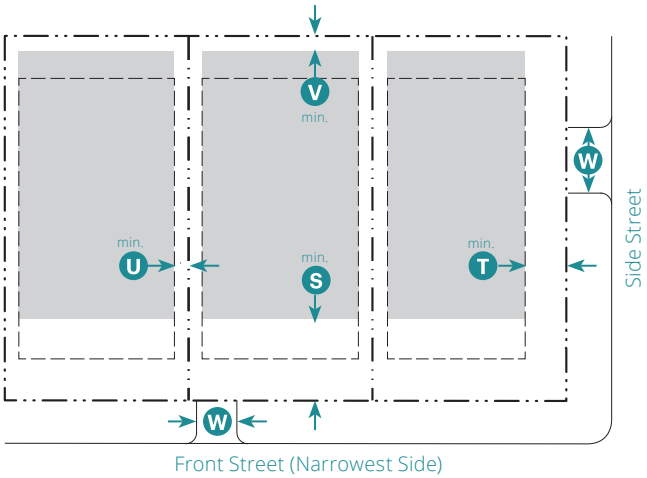
[11] No encroachment allowed for Accessory Structures.

[12] Stairs that are part of a private frontage may encroach into the setback an additional 3' beyond the allowed encroachment of the private frontage but not into the public ROW.

Encroachments into Public Right of Ways (ROW)

Upper story encroachments on front and side street require 8' min. of vertical clearance.

Key X = Not Allowed N/A = Not Applicable



Key

- ROW/ Dev't Site Line
- Building Setback Line
- Parking Area

7. Parking			
Vehicular Spaces[13]			
All Uses[14]	See Section 10-3.502 (Parking Standards)		
Bicycle Spaces[15]			
Residential Uses			
Long Term	1 min. per bedroom (incl. Studios)		
Short Term	0.1 per bedroom; min. 2 per project		
Setback (Distance from ROW/ Development Site Line)			
Front	40' min.[16]		S
Side Street	20' min.		T
Side	5' min.		U
Rear	5' min.		V
Driveway[17]	**One-Way**	**Two-Way**	
Curb Cut/Width	8' max.	Not Allowed	W

Curb cut width along alley may exceed 8'.

[13] See Subsection 10-20.05.040.4 for additional standards.

[14] See Article 4 (Use Standards) for the underlying zone's allowed uses and permit requirements.

[15] See Subsection 10-20.05.040.3 for additional standards.

[16] 10' min. allowed for parking courts of 6 or fewer spaces. See Subsection 10-20.05.040.8.C.(2).

[17] See Subsection 10-20.05.040.8.B for additional standards.

8. Frontages	
Allowed Private Frontage Type	**Standards**
Porch Projecting	10-20.07.040
Porch Engaged	10-20.07.050
Dooryard	10-20.07.060
Shopfront[18]	10-20.07.090
Allowed Public Frontage Type	**Standards**
Street	10-20.05.060.C.1

[18] Open sub-zone only

10-20.03.050 Neighborhood.Medium (N.M)

General note: the illustrations above are intended to provide a brief overview of the zone and are descriptive in nature.

1. Intent

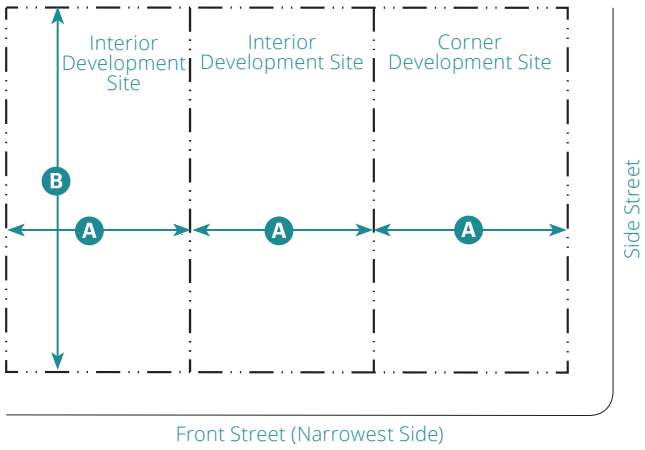
A walkable neighborhood environment with medium-to-large footprint, moderate-intensity housing choices, including mixed-use buildings with neighborhood-serving retail and services.

The following are generally appropriate form elements in the zone.

Primarily House-Scale Buildings	Neighborhood Townhouse, Neighborhood Courtyard, Multiplex, and Main Street Building Frontage Types
Primarily Detached Buildings	
Medium-to-Large Building Footprint	
Small Front Setbacks	
Small Side Setbacks	
Up to 3 Stories	

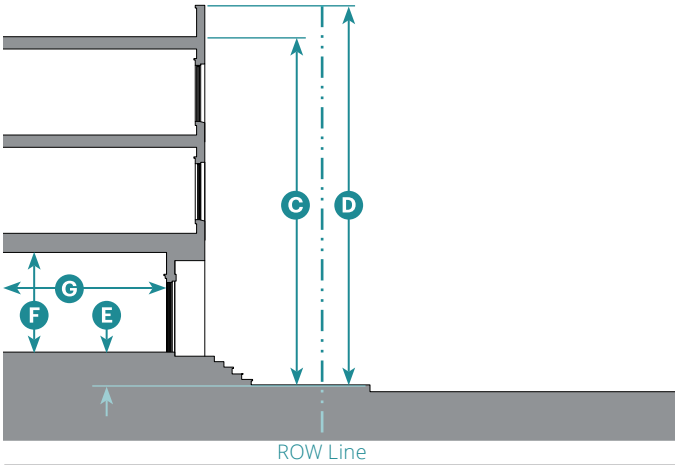
2. Sub-Zone(s)

None



Key

ROW/ Dev't Site Line



Key

ROW Line

3. Building Types and Development Site Size			
Allowed Building Types	**Development Site[1] Width A**	**Depth B**	**Standards**
House-Scale			
Ancillary Building[2]	N/A	N/A	10-20.06.040
Neighborhood Townhouse	18' min.[3]	100' min.	10-20.06.090
Neighborhood Courtyard	70' min.[4]	150' min.	10-20.06.100
Multiplex	75' min.	110' min.	10-20.06.120
Block-Scale			
Main Street Building	25' min.	100' min.	10-20.06.130

Each development site shall have only one primary building type.

[1] Development sites of at least 3 acres or over 700' long or deep are required to include civic space and new street(s) per Article 10 (Specific to Large Sites).

[2] The Ancillary Building is not a primary building type.

[3] Represents one townhouse

[4] For an L-shaped building; 100' min. for a U-shaped building

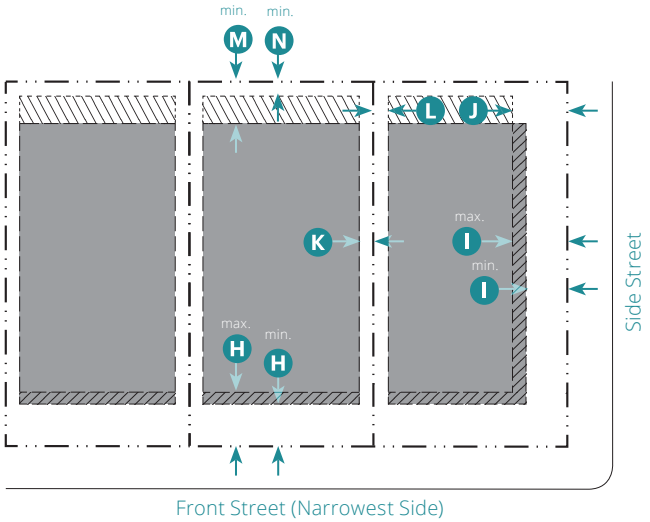
4. Building Form		
Height		
Primary Building[5]		
Stories	3 max.	
To Highest Eave/Parapet	26' max.	C
Overall	35' max.	D
Ground Floor Finish Level		E
Residential	6" min.[6]	
Non-Residential	6" max.	
Ground Floor Ceiling		F
Residential	9' min.	
Non-Residential	12' min.	
Accessory Structure(s)[7]	**1 max.**	
Footprint		
Max. Development Site Coverage	See standards in Article 6 (Specific to Building Types)	
Depth, Ground-Floor Space	20' min.[8]	G

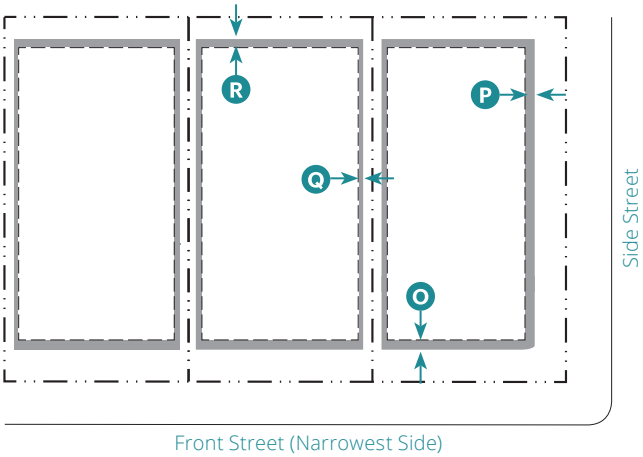
[5] See Article 6 (Specific to Building Types) for refinements to massing and height standards.

[6] Common entries may be set at grade in compliance with local and federal accessibility standards.

[7] Each accessory structure 120 sf max. and 8' max. height if located in required setback areas.

[8] For habitable/occupiable space only





Key

- ROW/ Dev't Site Line
- Building Setback Line
- Buildable Area
- Acc. Structures Only
- Facade Zone

5. Building Placement

Setback (Distance from ROW/ Development Site Line)[9]		
Front (Facade Zone)		H
Interior Development Site	10' min.; 15' max.	
Corner Development Site	10' min.; 15' max.	
Side Street (Facade Zone)		
Primary Building	10' min.; 15' max.	I
Accessory Structure(s)	15' min.	J
Side		
Primary Building	5' min.	K
Accessory Structure(s)	5' min.	L
Rear		
Primary Building	15' min.	M
Accessory Structure(s)	5' min.	N

Building Facade		
Facade Zone	**Front St.**	**Side St.**
Façade Zone Defined by Primary Building/Frontage (See Subsection 10-20.12.030.2)	70% min.	60% min.

Facade Design

All building facades shall be designed in compliance with Article 8 (Specific to Architectural Design).

[9] Development sites with slopes ≥ 6% shall comply with Section 10-20.05.050 (Slope Standards).

Key

- ROW/ Dev't Site Line
- Setback Line
- Encroachment Area

6. Encroachments

Encroachments into Minimum Setbacks

Encroachment Type	Front O	Side St. P	Side[10] Q	Rear[10] R
Architectural Features	2' max.	2' max.	1' max.	5' max.
Private Frontages	8' max.	8' max.	X	X
Patio Covers	X	X	1' max.	5' max.
Stairs/Ramps[11]	2' max.	2' max.	1' max.	5' max.
Decks (Max. 3' Above Grade)	X	X	5' max.	2' max.

Ramps providing ADA or FHA visitability are allowed within setbacks but shall not encroach within public ROWs.

Fences, hedges, and other screen devices are allowed within setbacks as identified in Section 10-20.05.020 (Screening).

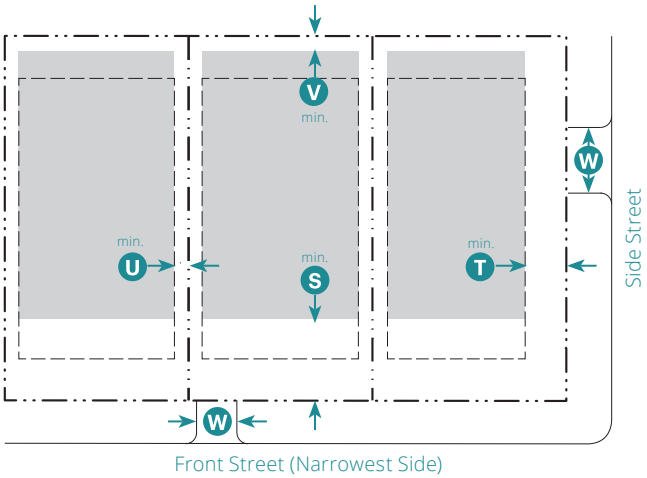
[10] No encroachment allowed for Accessory Structures

[11] Stairs that are part of a private frontage may encroach into the setback an additional 3' beyond the allowed encroachment of the private frontage but not into the public ROW.

Encroachments into Public Right of Ways (ROW)

Upper story encroachments on front and side street require 8' min. of vertical clearance.

Key	X = Not Allowed	N/A = Not Applicable



Key

- ROW/ Dev't Site Line
- Building Setback Line
- Parking Area

7. Parking			
Vehicular Spaces[12]			
All Uses[13]	See Section 10-3.502 (Parking Standards)		
Bicycle Spaces[14]			
Residential Uses			
Long Term	1 min. per bedroom (incl. Studios)		
Short Term	0.1 per bedroom; min. 2 per project		
Setback (Distance from ROW/ Development Site Line)			
Front	40' min.[15]		S
Side Street	15' min.		T
Side	5' min.		U
Rear	5' min.		V
Driveway[16]	**One-Way**	**Two-Way**	
Curb Cut/Width	8' max.	Not Allowed	W
Curb cut width along alley may exceed 8'.			

[12] See Subsection 10-20.05.040.4 for additional standards.

[13] See Article 4 (Use Standards) for the underlying zone's allowed uses and permit requirements.

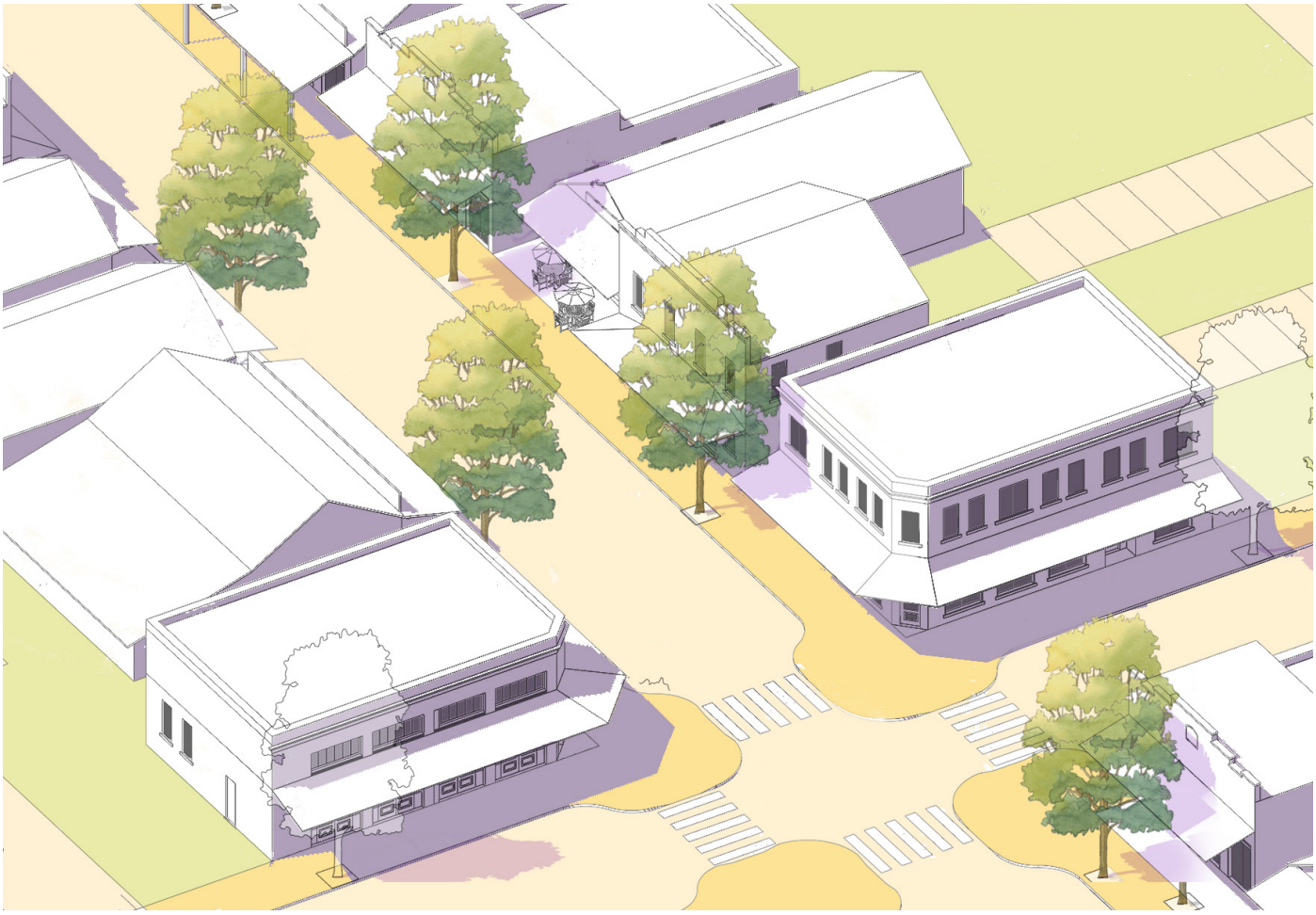
[14] See Subsection 10-20.05.040.3 for additional standards.

[15] 10' min. allowed for parking courts of 6 or fewer spaces. See Subsection 10-20.05.040.8.C.(2).

[16] See Subsection 10-20.05.040.8.B for additional standards.

8. Frontages	
Allowed Private Frontage Type	**Standards**
Porch Projecting	10-20.07.040
Porch Engaged	10-20.07.050
Dooryard	10-20.07.060
Shopfront	10-20.07.090
Terrace	10-20.07.100
Allowed Public Frontage Type	**Standards**
Street	10-20.05.060.C.1
Avenue/Boulevard	10-20.05.060.C.2

10-20.03.060 Main Street.Small (MS.S)



General note: the illustrations above are intended to provide a brief overview of the zone and are descriptive in nature.

1. Intent

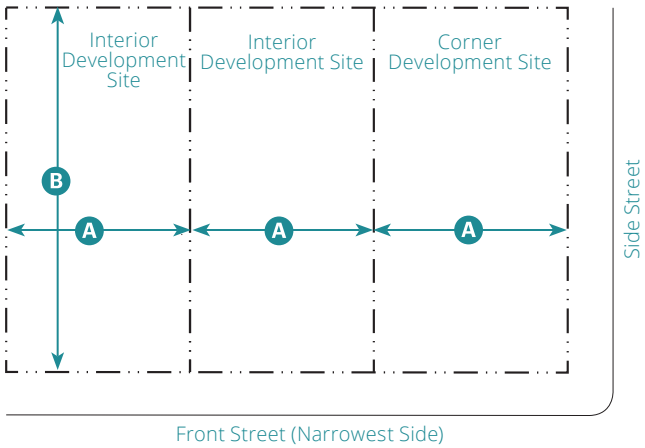
A walkable district of small-to-medium footprint, moderate intensity, mixed-use buildings and housing choices, supporting neighborhood-serving ground floor retail, food and services.

The following are generally appropriate form elements in the zone.

Primarily House-Scale Buildings	Neighborhood Townhouse, Neighborhood Courtyard, Multiplex, and Main Street Building
Primarily Attached Buildings	
Small-to-Medium Building Footprint	
None-to-Small Front Setbacks	Porch Projecting, Porch Engaged, Forecourt, Shopfront, Terrace, and Gallery Frontage Types; Dooryard and Maker Shopfront Frontage Types on Side Street
None-to-Small Side Setbacks	
Up to 3 Stories (Up to 2 Stories in Historic Core)	

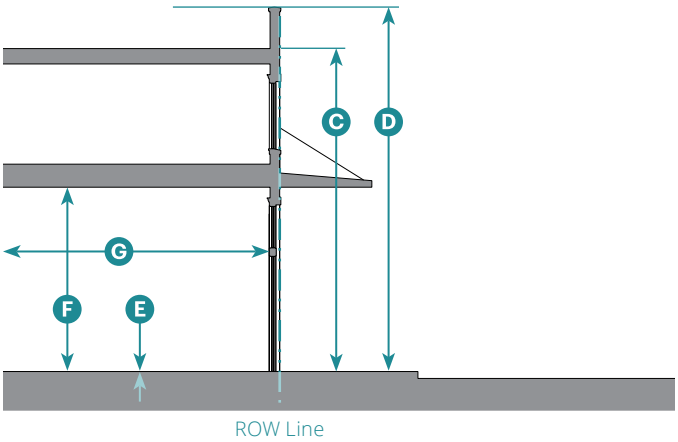
2. Sub-Zone(s)

None



Key

- - - ROW/ Dev't Site Line



Key

- - - ROW Line

3. Building Types and Development Site Size			
Allowed Building Types	**Development Site[1] Width A**	**Depth B**	**Standards**
House-Scale			
Ancillary Building[2]	N/A	N/A	10-20.06.040
Neighborhood Townhouse	18' min.[3]	100' min.	10-20.06.090
Neighborhood Courtyard	70' min.[4]	150' min.	10-20.06.100
Multiplex	60' min.	110' min.	10-20.06.120
Block-Scale			
Main Street Building	25' min.	100' min.	10-20.06.130

Each development site shall have only one primary building type.

[1] Sites of at least 3 acres or over 700' long or deep are required to include civic space and new street(s) per Article 10 (Specific to Large Sites).

[2] The Ancillary Building is not a primary building type.

[3] Represents one townhouse

[4] For an L-shaped building; 100' min. for a U-shaped building

4. Building Form			
Height	**Historic Core**	**Not in Historic Core**	
Primary Building[5]			
Stories	2 max.	3	
To Highest Eave/Parapet		26' max.	C
Overall	30' max	35' max.	D
Ground Floor Finish Level			E
Residential	6" min.[6,7]		
Non-Residential	6" max.		
Ground Floor Ceiling	14' min.		F
Accessory Structure(s)[8]	**2 max.**		
Footprint			
Max. Development Site Coverage	See standards in Article 6 (Specific to Building Types)		
Depth, Ground-Floor Space	30' min.[9]		G

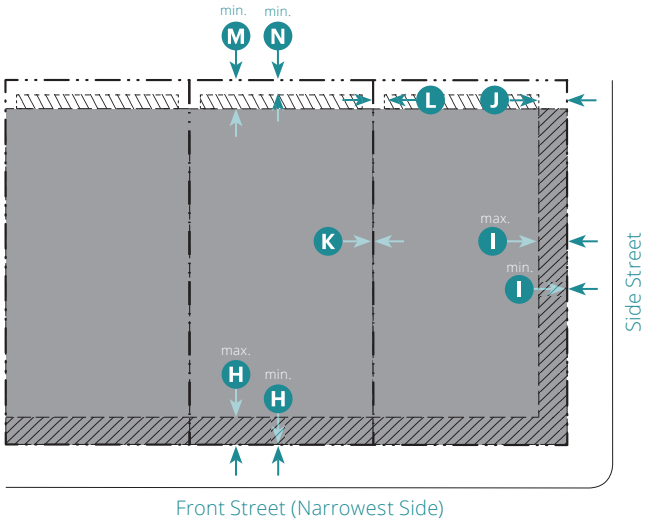
[5] See Article 6 (Specific to Building Types) for refinements to massing and height standards.

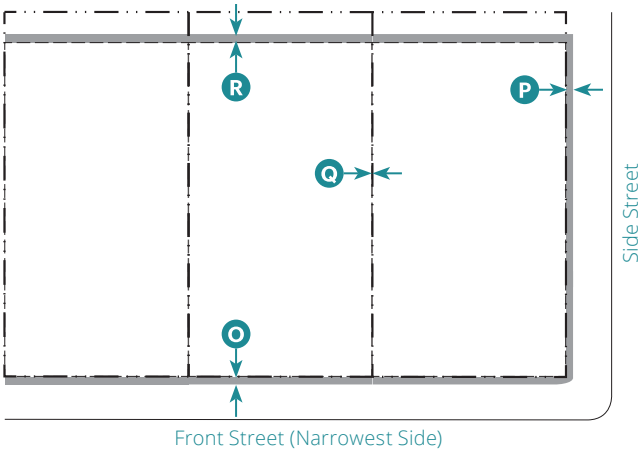
[6] Common entries may be set at grade in compliance with local and federal accessibility standards.

[7] Only on side street and at least 60' from front of development site

[8] Each accessory structure 120 sf max. and 8' max. height if located in required setback areas.

[9] For habitable/occupiable space only





Key

- ROW/ Dev't Site Line
- Building Setback Line
- Buildable Area
- Acc. Structures Only
- Facade Zone

5. Building Placement

Setback (Distance from ROW/ Development Site Line)[10]		
Front (Facade Zone)		H
Interior Development Site	0' min.; 10' max.	
Corner Development Site	0' min.; 10' max.	
Side Street (Facade Zone)		
Primary Building	0' min.; 10' max.	I
Accessory Structure(s)	10' min.	J
Side		
Primary Building	0' min.	K
Adjacent to Res'l Zone	10' min.	
Accessory Structure(s), Pools, and Hot Tubs	3' min.	L
Rear		
Primary Building	15' min.	M
Adjacent to Res'l Zone	20' min.	
Accessory Structure(s), Pools, and Hot Tubs	5' min.	N

Building Facade		
Facade Zone	**Front St.**	**Side St.**
Façade Zone Defined by Primary Building/Frontage (See Subsection 10-20.12.030.2)	65% min.	55% min.

Facade Design

All building facades shall be designed in compliance with Article 8 (Specific to Architectural Design).

[10] Development sites with slopes ≥ 6% shall comply with Section 10-20.05.050 (Slope Standards).

Key

- ROW/ Dev't Site Line
- Setback Line
- Encroachment Area

6. Encroachments

Encroachments into Minimum Setbacks

Encroachment Type	Front O	Side St. P	Side[11] Q	Rear[11] R
Architectural Features	3' max.	3' max.	X	5' max.
Private Frontages[12]	X	X	X	X
Patio Covers	X	X	X	5' max.
Stairs/Ramps[13]	3' max.	3' max.	X	5' max.
Decks (Max. 3' Above Grade)	X	X	3' max.	2' max.

Ramps providing ADA or FHA visitability are allowed within setbacks but shall not encroach within public ROWs.

Fences, hedges, and other screen devices are allowed within setbacks as identified in Section 10-20.05.020 (Screening).

Encroachments into Public Right of Ways (ROW)

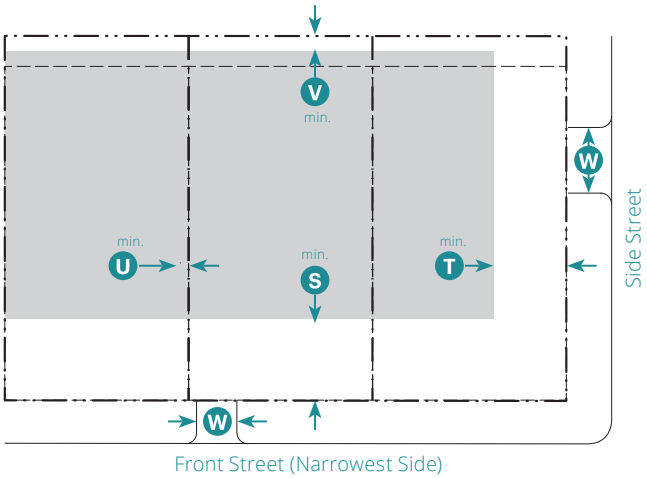
Upper story encroachments, including the Gallery (Section 10-20.07.110), on front and side street require 8' min. of vertical clearance.

[11] No encroachment allowed for Accessory Structures.

[12] The Gallery Frontage Type (Section 10-20.07.110) may encroach over the sidewalk to within 18" of the curb face.

[13] Stairs that are part of a private frontage may encroach into the setback an additional 3' beyond the allowed encroachment of the private frontage but not into the public ROW.

Key X = Not Allowed N/A = Not Applicable



Key

- ROW/ Dev't Site Line
- Building Setback Line
- Parking Area

7. Parking			
Vehicular Spaces[14]			
All Uses[15]	See Section 10-3.502 (Parking Standards)		
Bicycle Spaces[16]			
Residential Uses			
Long Term	1 min. per bedroom (incl. Studios)		
Short Term	0.1 per bedroom; min. 2 per project		
Setback (Distance from ROW/ Development Site Line)			
Front	40' min.[17]		S
Side Street	40' min.		T
Side	0' min.		U
Rear	5' min.		V
Driveway[18]	**One-Way**	**Two-Way**	
Curb Cut/Width	8' max.	12' max.	W
Curb cut width along alley may exceed 12'.			

[14] See Subsection 10-20.05.040.4 for additional standards.

[15] See Article 4 (Use Standards) for the underlying zone's allowed uses and permit requirements.

[16] See Subsection 10-20.05.040.3 for additional standards.

[17] 10' min. allowed for parking courts of 6 or fewer spaces. See Subsection 10-20.05.040.8.C.(2).

[18] See Subsection 10-20.05.040.8.B for additional standards.

8. Frontages	
Allowed Private Frontage Type	**Standards**
Porch Projecting	10-20.07.040
Porch Engaged	10-20.07.050
Dooryard[19]	10-20.07.060
Forecourt	10-20.07.070
Maker Shopfront[19]	10-20.07.080
Shopfront	10-20.07.090
Terrace	10-20.07.100
Gallery	10-20.07.110
Allowed Public Frontage Type	**Standards**
Avenue/Boulevard	10-20.05.060.C.2
Main Street	10-20.05.060.C.3

[19] Only on side street

10-20.03.070 Adjacency Requirements

A. Where a new building in a ODDS Zone is adjacent to the zone(s) or other physical feature identified in Table A, adjacency standards are required. The new building shall be designed in compliance with the requirements of this Table.

Table 10-20.03.070.A: Adjacency Requirements

Applicability	Standard
Where abutting a single-family residential district	
Height Limit	Max. 2.5 stories and 35' in height within 30' of shared side and/or within 50' of shared rear property line
Building Volumes	Max. 60' width per building volume; 20' min. separation between building volumes
Screen Landscaping	Screening trees are required along shared side and rear property lines at a quantity of one per 25 linear feet except where structures are located. Screening trees shall have a typical mature height of at least 25 feet and mature canopy width of 15 feet and shall be planted at 14-inch box size or larger and at least 8 feet in height. Existing trees to be retained that are at least 25 feet tall and 15 feet wide may substitute for required planting on a one-to-one ratio. Three closely spaced tall screening shrubs with a typical mature height of at least 20 feet and mature width of at least 5 feet may be substituted for one screening tree and shall be planted at 15-gallon size or larger and at least 8 feet in height. At least 30% of screening trees and shrubs shall be evergreen.
Landscape Buffer	A landscaped buffer of at least 5 feet in depth is required along the length of the rear property line except where structures are located
Where within 100' of a Creek	
Ground Floor	Ground floor frontage required using the frontage types allowed by the zone. Min. 15' building setback.

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Article 4: Use Standards

Sections:

10-20.04.010 Use Standards

10-20.04.010 Use Standards

Allowed land uses are set forth in Article 10-3.03 (Land Use Regulations) as identified in Table A (Allowed Uses).

Table 10-20.04.010.A: Allowed Uses

Underlying Zone	Reference for Allowed Uses
Residential	Article 10-3.03 (Land Use Regulations)
Non-residential	Article 10-3.03 (Land Use Regulations)

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Article 5: General to Development Sites

Sections:

10-20.05.010 Purpose
10-20.05.020 Screening
10-20.05.030 Landscaping and Lighting
10-20.05.040 Parking and Loading
10-20.05.050 Slope Standards
10-20.05.060 Public Frontage Standards
10-20.05.070 Privacy Standards
10-20.05.080 Service and Utility Standards

10-20.05.010 Purpose

This Article provides standards to ensure that new development accomplishes the following:

1. Makes a positive contribution to the development pattern of the area;
2. New or altered structures are compatible with the design and use of existing structures on neighboring properties;
3. Respects the existing conditions of neighboring properties; and
4. Does not adversely affect neighboring properties, with "adversely affect" meaning to impact in a substantial, negative manner the habitability of these properties.

10-20.05.020 Screening

1. **Intent**. This Section provides standards for screening, fences, and walls for the protection of property, the enhancement of privacy, the attenuation of noise, and the improvement of the visual environment.
2. **Design Standards for Screening.** Except for wall- and ground-mounted equipment that is not visible from the public right-of-way or abutting development sites, all equipment shall comply with the following:
   A. **Screening Height Maximums.** Screening shall not exceed the maximums identified in Table A (Maximum Screening Height).
   B. **Screening Height Measurement.** Screening height shall be measured as the vertical distance between the finished grade at the base of the screen and the top edge of the screen material. No combination of wall and screen shall exceed the maximum height alllowed in Table A (Maximum Screening Height).

Table 10-20.05.020.A: Maximum Screening Height

Zone	Item	Maximum Height Allowed			
		Front	Side St.	Side	Rear
N.S, N.M	Fences[2]	3' max.	3' max.	8' max.	8' max.
	Free Standing Walls	3' max.	3' max.	8' max.	8' max.
	Landscaping[1]	4' max.	4' max.	No max.	No max.
MS.S	Fences	X	X	8' max.	8' max.
	Free Standing Walls	X	X	8' max.	8' max.
	Landscaping[1]	3' max.	3' max.	No max.	No max.

[1] Excludes trees

[2] 6' of solid material with 2 ' of open material (lattice, wrought iron, or grille work allowing visibility through 50% of the material) at the top

Key X = Not Allowed

3. **Courtyard Screening**

   A. Fences, walls and other screening installed to create a courtyard without a roof shall not exceed five feet in height and shall be set back a minimum of 10 feet from the front property line or back of sidewalk, whichever is the least.

   B. Landscaping installed in compliance with Section 10-20.05.030 (Landscaping and Lighting).

4. **Screening on Retaining Walls.** The total height of screens and the retaining walls they are mounted on or attached to shall not exceed six feet.

5. **Mechanical Equipment Screening**

   A. The following mechanical equipment is exempt from screening:

      (1) Free-standing or roof-mounted solar equipment; and

      (2) Vents less than two feet in height.

   B. For new installation or relocation of existing mechanical equipment, the equipment shall be screened.

      (1) **Roof-Mounted Equipment.** Building parapets or other architectural elements in the building's architectural style shall screen roof-mounted equipment.

         (a) New buildings shall be designed to provide a parapet or other architectural element that is as tall or taller than the highest point on any new mechanical equipment to be located on the roof of the building; and

         (b) For existing buildings with no parapet less than two feet in height, mechanical equipment shall be surrounded on all sides by an opaque screen wall as tall as the highest point of the equipment. The wall shall be architecturally consistent with the building and match the existing building with paint, finish, and trim cap detail.

(2) **Wall- and Ground-Mounted Equipment**

(a) Equipment is not allowed between front or side street facades and the street.

(b) All screen devices shall be as high as the highest point of the equipment being screened.

(c) Equipment and screening shall be in compliance with the setbacks of the zone.

(d) Screening shall be architecturally compatible and include matching paint, finish, and trim cap of the building.

6. **Barbed Wire and Razor Wire.** Barbed wire and razor wire screening are not allowed.

7. **Safety.** Fences, walls, and other screening and landscaping, whether provided in compliance with the provisions of this Subsection or provided in addition to those provisions, are subject to review by the Traffic Engineer in the following areas to ensure that visibility is maintained:

A. Within 10 feet of the point of intersection of:

(1) A vehicular access way or driveway and a street; and/or

(2) A vehicular access way or driveway and a sidewalk.

B. Within 20 feet of the point of intersection of two or more vehicular access ways, including driveways, alleys, or streets.

C. As used in this Subsection, "point of intersection" is measured from the face of curb or if none, from the edge of pavement.

10-20.05.030 Landscaping and Lighting

1. **Intent.** This Section prescribes landscaping and lighting standards for protection and enhancement of the environmental and visual quality of the community, enhancement of privacy, and the control of dust.

2. **Required Landscaping.** The landscaping required by this Section shall be installed as part of the development or improvement(s) requiring the landscaping. Standards for landscaping in parking areas shall be in combination with Section 10-20.05.040 (Parking and Loading).

A. Landscaping materials shall be integrated into the required setbacks, stream and wetland buffers, and design of the selected private frontage type(s).

B. Landscape materials shall be applied to the planting areas identified for public frontage type(s).

C. Any tree 22 inches in diameter at breast height or larger removed for construction of a residential unit shall be replaced on-site with a 48-inch box tree.

3. **Required Lighting**

A. Site improvements, including lighting, as required to be consistent with the selected Architectural Style for the primary building.

B. Lighting shall be provided in compliance with the following:

(1) All parking lot lights shall be full cutoff luminaires, as certified by the manufacturer, with the light source directed downward and away from adjacent residences.

(2) Bollard lighting may be used to light walkways and other landscape features, but shall cast its light downward.

(3) Internally illuminated fascia, wall, roof, awning or other building parts are prohibited.

(4) Uplighting of landscaping is prohibited.

(5) All nonessential exterior lighting associated with non-residential uses shall be turned off or dimmed no more than 30 minutes after the close of business or when the non-residential use is not in use.

4. **Design Standards**

A. **Landscape Area.** A minimum percentage of a development site shall be landscaped in compliance with Table A:

Table 10-20.05.030.A: Landscape Area

Zone	Minimum percent of development site area composed of landscaped area	Minimum percent of facade zone composed of landscaped area
Neighborhood.Small	25%	70%
Neighborhood. Medium	10%	50%
Main Street.Small	10%	Not required

B. **Allowed Landscaping Materials**

(1) Required landscaped areas shall be composed of trees, shrubs and groundcover, and shall exclude areas occupied by structures, hardscape, and pools, in compliance with the following minimum standards:

(a) Trees shall be planted at 15-gallon size or larger;

(b) Shrubs shall be planted at one-gallon size or larger;

(c) Ground cover shall be planted at spacing of a minimum 12 inches on center;

(d) Decorative nonliving landscaping materials including, but not limited to, sand, stone, or gravel may be used up to 10 percent of required landscape areas.

(2) Street trees. Where the sidewalk abutts the subject property, street trees, of at least 15-gallon size, spaced no further than 35 feet apart, double-staked, shall be planted between the curb and the back of sidewalk, where missing. If there is no sidewalk, the street trees shall be placed in planters at least four feet by six feet without encroaching into the parking or travel lane.

C. **Species Selection**

(1) Native and drought tolerant species are required to meet the minimum standards, in conformance with Title 9, Chapter 22 (Water Efficient Landscaping).

(2) Landscaping shall be in compliance with Ross Valley Fire Department Standard 220 (Vegetation Management Plan).

D. **Existing Vegetation.** On-site trees of caliper size 22 inches minimum, measured at 52 inches above grade, shall be incorporated into the landscaping. In compliance with Ross Valley Fire Department Standard 220 (Vegetation Management Plan). Acacia, Eucalyptus, Plum, Privet, and Monterey Pine trees may be removed.

E. **Landscape Integration with Frontage Type(s).** Required landscaping shall be placed within and/or around the variety of frontage type elements in compliance with Table B:

Table 10-20.05.030.B: Landscape Integration with Frontage Type(s)

Frontage Type	Location
Porch: Projecting, Engaged	Containers within Porch, Planters at base of Porch and along building facade
Dooryard	Containers and/or planters within Dooryard
Forecourt	Containers and planters within Forecourt
Maker Shopfront	Containers along base of Shopfront
Shopfront, Gallery	Containers along base of Shopfront or Gallery
Terrace	Containers within Terrace, planters at base of Terrace

F. **Retaining Walls**

(1) Retaining walls within the front and/or side street façade zone(s) or visible from the public sidewalk adjoining the development site shall:

(a) Not exceed four feet in height as measured to the adjacent finished grade or sidewalk whichever is nearest;

(b) Include a landscape planter in front of the wall. The planter shall be at least 18 inches deep measured perpendicular to the wall; and

(c) Be finished with allowable wall material(s) of the selected architectural style for the primary building.

(2) Retaining walls along the interior development site line that are beyond the front and/or side street façade zone(s) shall:

(a) Not exceed three feet as measured to the adjacent finished grade;

(b) Include a landscape planter in front of the wall. The planter shall be at least three feet deep measured perpendicular to the wall; and

(c) Be finished with allowable wall material(s) of the selected architectural style for the primary building.

(3) Retaining walls along the rear development site line that are beyond the front and/or side street façade zone(s) shall:

(a) Not exceed eight feet as measured to the adjacent finished grade;

(b) If exposed, include a landscape planter in front of the wall. The planter shall be at least three feet deep measured perpendicular to the wall;

(c) Be finished with allowable wall material(s) of the selected architectural style for the primary building; and

(d) Not require landscaping or wall material finish(es) if within the building and not exposed.

G. **Landscape Maintenance**

(1) Required landscaping shall be maintained in a clean and healthy condition. This includes pruning, weeding, removal of litter, fertilizing, replacement of plants when necessary, and the appropriate watering of all landscaping.

(2) Automatic irrigation shall be provided to all planting areas in compliance with requirements of Title 9, Chapter 22 (Water Efficient Landscaping).

(3) Root barriers are required on all trees planted within 10 feet of paved areas.

10-20.05.040 Parking and Loading

1. **Intent.** This Section prescribes standards for motor vehicle and bicycle parking areas, loading and access drives, and standards for reducing motor vehicle trips per capita to and from development. These standards are intended to ensure that new development accomplishes the following:

A. Consistency with the intended physical character of walkable environments;

B. Provision of bicycle parking to increase bicycle trips and reduce motor vehicle trips per capita; and

C. Appropriately limits, screens, and landscapes motor vehicle parking areas to protect and enhance the environmental and visual quality of the community, enhance privacy, attenuate noise, and control dust.

2. **On-site parking.** On-site parking is allowed in all zones subject to the standards in this Section**.**

3. **Bicycle Parking Standards.** Bicycle parking shall be provided in compliance with the standards of the zone.

4. **General Vehicular Parking Standards**

A. **Sharing of On-Site Parking.** Sharing of parking between different uses and developments is allowed.

B. **Sharing of Non-Residential Parking Required.** If on-site parking spaces for non-residential uses are provided, such spaces shall be made available for use by the general public during at least one of the following time periods:

(1) Monday through Friday, 8 AM to 5 PM; or

(2) Monday through Friday, 5 PM to 11 PM and all day on Saturday and Sunday.

C. **Larger Vehicle Parking**

(1) Trucks, tractors or tractor-trailers having a capacity of more than a 1.5-ton load, front- and rear-end loaders, or any kind of commercial, industrial, agricultural, or transportation vehicles/equipment used primarily for business purposes, shall not be parked or stored in any zone for purposes other than unloading, loading, or delivery services.

(2) Automobiles, small trucks, vans, and vehicle trailers allowed in conjunction with an approved home occupation (one per home occupation), and recreational vehicles are excluded from the provisions of this Subsection.

D. **Storage of Unregistered or Inoperable Motor Vehicles.** Automotive vehicles, trailers, or vehicles of any kind or type, requiring licenses that are without current license plates or are inoperable shall only be parked within completely enclosed buildings.

E. **Cargo or Freight Container.** Portable cargo or freight storage containers in any zone for purposes of loading or unloading may be parked or stored on-premise for a period not to exceed 10 days in any one calendar year.

5. **Number of Motor Vehicle Parking Spaces Required**

A. **Required Spaces.** Parking shall be provided in compliance with 10-3.502 (Parking Standards). For any use not addressed in 10-3.502 (Parking Standards), parking shall not exceed a ratio equivalent to the average peak parking occupancy rate for the most comparable use in the Institute of Transportation Engineers Parking Generation Manual.

B. **Required Number of Parking Spaces**

(1) **Calculating Required Parking for a Mixed-Use Development.** For a building with residential and non-residential uses, shared parking shall be calculated as follows. The sum of the required parking for the two use types as stated in Subsection 7 of the zone shall be divided by the factor listed in Table A (Shared Parking Factor for Two Uses). The required number of parking spaces shall be rounded up to the closest whole number.

Table 10-20.05.040.A: Shared Parking Factor for Two Uses

	Residential	Lodging	Office	Retail
Residential	1.0	1.1	1.4	1.2
Lodging	1.1	1.0	1.7	1.3
Office	1.4	1.7	1.0	1.2
Retail	1.2	1.3	1.2	1.0

6. **Electric Vehicle Charging.** Electric vehicle charging facilities shall be provided in compliance with Chapter 9-19 (Green Building Requirements).

7. **Traffic-Reducing Parking Standards**

A. **Carshare Parking Spaces**

(1) Carshare parking spaces shall be provided in the amounts specified in Table B (Required Carshare Parking Spaces).

Table 10-20.05.040.B: Required Carshare Parking Spaces

Residential Uses	Carshare Parking Spaces Required
0-49 units	None
50-100 units	1
101 or more units	2 + 1 per additional 200 units
Office/Research & Development Uses	**Carshare Parking Spaces Required**
≤ 10,000 sf	None
> 10,000 sf	1 per 10,000 sf

(2) The required carshare space(s) shall be made available, at no cost, to a carshare service for purposes of providing carshare services to its members. At the election of the property owner, the carshare spaces may be provided:

(a) On the development site; or

(b) On another off-street site within 1,000 feet of the development site.

(3) Required carshare space or spaces shall be designed in a manner that will make the spaces accessible to non-resident subscribers from outside the building as well as building residents.

(4) Prior to approval of the building or Site Permit for a building subject to the carshare standard, a Notice of Special Restriction on the property shall be recorded indicating the nature of standards of this Subsection and identifying the minimum number and location of the required carshare parking spaces. The form of the notice and the location or locations of the carshare parking spaces shall be approved by the Jurisdiction.

(5) If it is demonstrated to the satisfaction of the Jurisdiction that no carshare service can make use of the dedicated carshare parking spaces, the spaces may be occupied by non-carshare vehicles; provided, however, that upon 90 days of advance written notice to the property owner from a carshare service, the property owner shall terminate any non-carsharing leases for such spaces and shall make the spaces available to the carshare service for its use of such spaces.

B. **Carpool Spaces.** If parking is provided at a development, parking spaces reserved for use by carpool/vanpool vehicles shall be designated in preferred locations (including, but are not limited to, closest to building entries). The locations of these spaces shall be approved by the the Town. The minimum number of carpool spaces required is listed in Table C (Required Carpool Parking Spaces).

Table 10-20.05.040.C: Required Carpool Parking Spaces

Office/Research & Development Uses	Carpool Parking Spaces Required
≤ 40 parking spaces	None
> 40 parking spaces	10% of the total number of spaces
Other Uses	**Carpool Parking Spaces Required**
All Other Uses	None

8. **Parking Spaces, Design and Layout**

A. **Access.** On-site parking areas shall be accessed per the following:

(1) On-site parking shall be designed with an appropriate means of vehicular access to a street or to an alley to cause the least interference with traffic flow.

(2) Ingress to and egress from parking spaces shall be from an on-site aisle or driveway, directly from the front, side street, public alley, or rear lane.

(3) On-site loading space(s) shall be in compliance with Title 10, Chapter 3, Article 5 (Parking and Loading).

B. **Driveways**

(1) Access to Driveways

(a) Driveway access to and from developments of two or fewer dwelling units onto public streets shall be where practical by forward motion of the vehicle; and

(b) Driveway access to and from developments of three or more dwelling units onto public streets shall be by forward motion of the vehicle.

(c) Minimum 30 feet separation between driveways for all uses except developments of two or fewer dwelling units.

(2) Number of Driveways. Table D (Number of Driveways) specifies the maximum number of driveways for a development site.

(3) Driveways shall be setback from development site lines as follows:

(a) For front access, minimum two feet from side development site lines; and/or

(b) For side street access, no less than the minimum rear parking setback per the zone; and/or

(c) Where driveway access is shared by abutting development sites, Subsections (a) and (b) above do not apply; minimum two feet from building(s), and in compliance with Ross Valley Fire Department Standard 210 (Roadway and Driveway Bridges).

(4) Driveways shall extend to and include the area between the development site line and the edge of the street pavement.

(5) The design and construction of all on-site parking access drives shall be in compliance with Title 7, Chapter 1 (Driveways).

Table 10-20.05.040.D: Number of Driveways

Lot Frontage (Corner Parcel Applies Same Requirements as Side Street)	Maximum Number of Driveways
Up to 150'	1
150' to 299'	2
Each additional 300' over 299'	1

C. **Parking Techniques.** In compliance with Subsection 7 of the zone, the following techniques may be applied individually or in combination:

(1) Tandem Parking. Parking spaces are arranged in a series up to three spaces. Tandem parking is allowed in all zones for all uses. Tandem parking spaces are allowed for residential uses only when designated for use by occupants of the same dwelling unit.

(2) Parking Court. Parking spaces in groupings of covered or uncovered spaces or individual garages not in a podium configuration shared between two development sites. The maximum width of the parking court is 56 feet measured parallel to the adjacent street/right-of-way. The parking court is accessed from the adjacent street/right-of-way and the maximum width of the entrance to the parking court is determined by Subsection 7 of the zone. See Figure 1 (Parking Court(s).

(3) Podium Parking. Parking spaces are located in an at-grade garage under the rear and/or interior side of the building or under all of the building except for the required ground floor habitable space. Occupiable space is along the edges of and/or above the garage level. The podium is not visible or exposed along the front and side street building facades.

(4) Subterranean Parking. Parking spaces are located below the adjacent finished grade of the building. The subterranean garage is allowed to be up to 5 feet above the adjacent finished grade of the building in compliance with the building form (Subsection 3 of the zone) and frontage standards (Article 7).

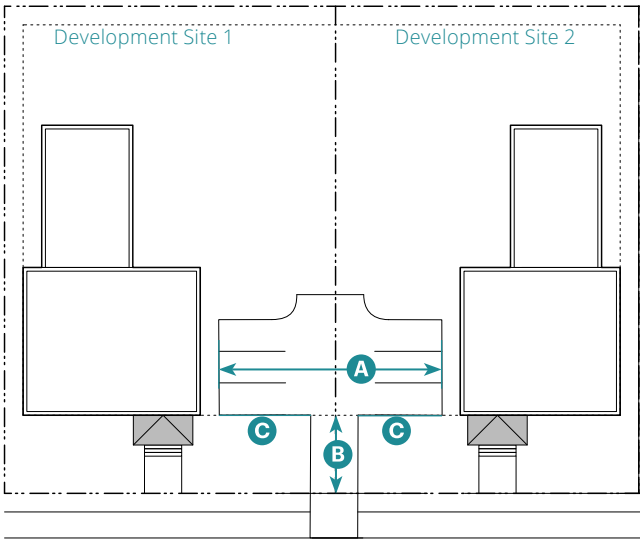
(5) Stacked Parking System. Parking spaces are arranged in a system that provides two to three spaces in the horizontal area of one space. This type of system is within a podium parking garage.

(a) Stacked parking spaces are allowed when designated for use by residents, except for parking designated for use by persons with disabilities.

(b) Mechanical lifts shall be accompanied by an on-site battery or electrical generator to provide sufficient power to clear the lift of all vehicles or shall be capable of manually clearing the lift without power.

(c) In parking systems that stack individual vehicles, each vehicle accommodated by the stacker counts as an individual parking space.

Figure 10-20.05.040.1: Parking Court(s)



- -	Development Site Line		
----	Building Setback Line		
A	Width 56' max.		
B	Parking Court Setback:	Small Parking Court (6 or fewer spaces Large Parking Court (& or more spaces)	15' min. Behind required ground floor habitable space required in Subsection 4 of the zone
C	Decorative wall and landscaping	36" max. height in compliance with Section 10-20.05.030 (Landscaping and Lighting)	

D. **Identification as to Purpose and Location.** On-site parking areas of four or more spaces shall include painted lines, wheel stops, or other methods of identifying individual parking spaces and loading areas, while distinguishing such spaces from aisle and other circulation features.

E. **Materials**

(1) All on-site parking areas and driveways shall be surfaced only with materials identified in Section 5-8.11 (Limitation of Impervious Surfaces, Flatwork Permits and Post-Construction Requirements) and Ross Valley Fire Department Standard 210 (Roadway and Driveway Bridges).

(2) Parking areas shall comply with Section 5-8.11 (Limitation of Impervious Surfaces, Flatwork Permits and Post-Construction Requirements), exclusive of required landscaping in Table E (Required Parking Lot Landscaping).

F. **Landscaping.** The landscaping standards identified in Table E (Required Parking Lot Landscaping) shall be applied with the standards of Subsection 10-20.05.020 (Screening) and Subsection 10-20.05.030 (Landscaping and Lighting).

(1) Parking and loading areas shall be screened from adjacent residential zones by a six foot wall, fence, or evergreen.

(2) Screening is not required when parking area(s) is adjacent to an alley.

(3) Landscaping areas shall integrate stormwater management features per Title 5 Chapter 8 (Urban Runoff Pollution Prevention).

(4) For portions of parking areas covered by photo-voltaic solar collectors that also function as shade structures, the minimum standard for trees does not apply.

G. **Location**

(1) Location of on-site parking is regulated by the required setbacks in Subsection 7 of the zone and the following:

(a) Parking lots with 11-20 spaces shall be separated at least by five feet from buildings to make room for a sidewalk, landscaping, and/or other planting between the building and the parking area;

(b) Parking lots with more than 20 spaces shall be separated by at least 12 feet from buildings to make room for a sidewalk, landscaping, and other planting between the building and the parking area; and

(c) The required separation may be eliminated to the rear of buildings in areas designed for unloading and loading of materials.

Table 10-20.05.040.E: Required Parking Lot Landscaping	
Number of Parking Spaces	**Percent of Gross Parking Area Required to be Landscaped**
10 or fewer	None
11 to 20	5' min. wide planter along property line
21 to 50	5%; 5' min. wide planter between every 5 spaces, property line, and building(s)
51 and over	10%; 5' min. wide planter between every 5 spaces, property line, and building(s)
General Landscaping	
Perimeter Planter	5' min. landscape buffer along property line(s) for the length of the parking area
Required Border	6" high curb or equivalent
Border and Stormwater	Curb or equivalent shall include breaks every 4" to provide drainage to retention and filtration areas.
Car Overhangs	Shall be prevented by stops
Required Quantity	1 tree per every 10 parking spaces, beginning at 11 total spaces
Tree Well Size[1]	5' min. in any direction
Tree Can Size	15 gallon min.
Tree Box Size	20% of required trees shall be 24" min.
Tree Caliper	1" min.
Tree Height at Installation	7' min. vertical clearance
Tree Location	Evenly spaced throughout parking lot to provide uniform shade

[1] Any vehicle overhang requires the minimum planter area width to be expanded by an equivalent dimension.

H. **Size of Parking Lot.** Parking lots larger than 10,000 square feet in size shall be broken down into smaller parking areas with planted landscape areas with a minimum width of 15 feet between them to minimize the perceived scale of the total field of stalls.

10-20.05.050 Slope Standards

1. **Intent.** This Section provides the standards for development in all zones on development sites with sloped topography. For the purposes of this Section, sloped topography is any slope of six percent or more.

   A. If there is a conflict between any provisions in this Section or the standards in Title 10, Chapter 3 (Zoning), the more restrictive provision shall apply.

   B. Table A (Amount of Sloped Areas Allowed to be Developed) identifies the amount of developable area for sloped portions of development sites. This, in combination with the standards in this Section and the maximum allowed building footprint shall be applied to the design of the sloped portions of development sites.

   C. Developments subject to Article 10 (Specific to Large Sites) requiring new streets shall be in compliance with maximum grade standards in Ross Valley Fire Department Standard 210 (Roadway and Driveway Bridges).

Table 10-20.05.050.A: Amount of Sloped Areas Allowed to be Developed

Portions of Development Site with Existing Slope	Development Site [1, 2]	
	Up to 3 acres	>3 acres
0–5.99%	100% max.	100% max.
6–9.99%	100% max.	70% max.
10–14.99%	100% max.	25% max.
15–19.99%	100% max.	5% max.
20–29.99%	50% max.	0% max.
> 30%	0% max.	0% max.

[1] In compliance with the setbacks of the zone, required on-site open space, this Section, and the maximum building footprint standards in Article 6 (Specific to Building Types).

[2] In compliance with required amount of civic space identified in Subsection 10-20.10.040.5.

2. **Building Height**

   A. **Maximum Building Height.** Building height is regulated by Subsection 4 of the zone. The maximum allowed height of a building shall follow the existing topography of the development site to ensure that each building is in compliance with the allowed building height.

      (1) Figure 1 (Site Grading for Small-to-Medium Detached and Attached Building Forms) and Figure 2 (Site Grading for Large or Attached Building Forms) in this Section illustrate allowed and non-allowed site grading methods.

   B. **Exposed Basements.** Basements do not count toward the maximum stories allowed in the zone if exposed less than half of the basement's story height below the average adjacent finished grade.

3. **Topography and Required Location of Primary Building.** Sloped topography can present issues with locating the primary building on a development site in compliance with Subsection 5 of the zone. Table 10-20.11.030.A (Adjustments to Standards for Development Sites Less than 6% Slope) and Table 10-20.11.030.B (Adjustments to Standards for Development Sites Over 6% Slope) identify allowed administrative variations for issues arising from sloped topography, subject to the required findings.

4. **Topography and Required Location of Parking.** Sloped topography can present issues with locating parking on a development site in compliance with Subsection 7 of the zone. Table 10-20.11.030.A (Adjustments to Standards for Development Sites Less than 6% Slope) and Table 10-20.11.030.B (Adjustments to Standards for Development Sites Over 6% Slope) identify allowed administrative variations for issues arising from sloped topography, subject to the required findings.

5. **Grading or Regrading of Development Sites.** When existing development site topography is proposed to be changed, grading shall not result in any of the following:

   A. Creation of retaining walls or blank walls taller than four feet within required front or side street facade zones;

   B. Retaining walls on side development site lines taller than three feet;

   C. Retaining walls on rear development site lines not within the building footprint, taller than 10 feet;

   D. Building(s) that do not reflect the existing topography of the development site;

   E. Terraced development sites that result in a vertical difference of more than 4 feet between the adjacent right-of-way and the finished grade of the development site;

   F. Grading beyond the building pad(s) and the required access drive(s);

   G. Cut exceeding 16 feet in height from top to toe; or

   H. Cut slope exceeding two horizontal to one vertical.

6. **Graded Slopes**

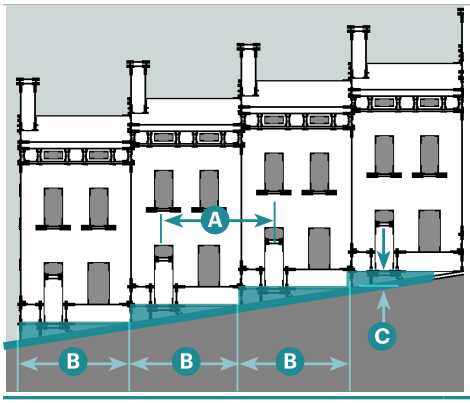
   A. Graded slopes shall be screened from view under or behind buildings with landscaping or natural topographic features.

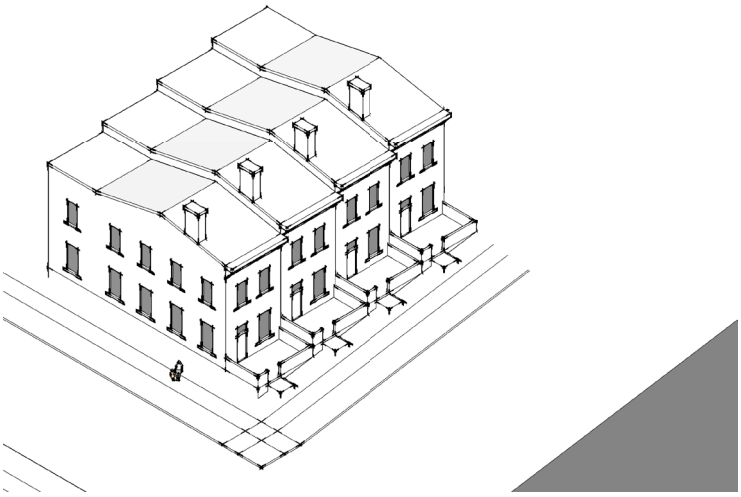
7. **Drainage Facilities.** All proposed drainage facilities shall preserve major drainage channels in their natural state and be designed in such a manner as to minimize soil erosion and to otherwise preserve the public health, safety, and welfare, in compliance with Title 7, Chapter 12 (Watercourses).

Figure 10-20.05.050.1: Site Grading for Small-to-Medium Detached and Attached Building Forms

Allowed Site Grading. The following examples apply to the House, Duplex, Cottage Court, Fourplex, Neighborhood Townhouse, Multiplex, Pocket Neighborhood and Neighborhood Courtyard Building Types.

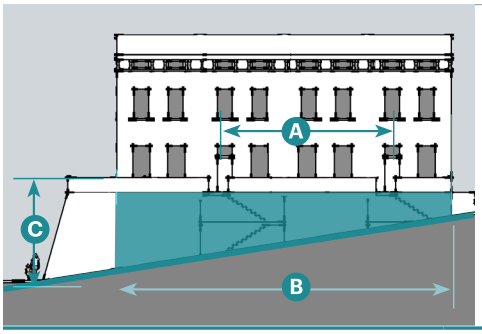
Allowed. Grading that results in each new modified building stepping and reflecting the topography of the parcel or development sites, and that connects each building with the adjacent street and public realm.

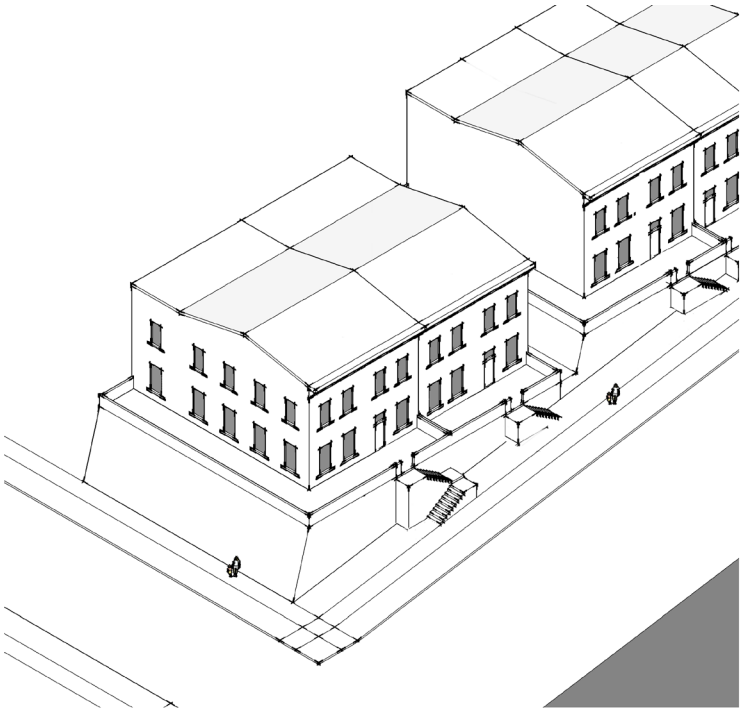




Distance between building entries on slopes greater than 6% shall not exceed 50'.	A
Building footprint width steps with slope.	B
Finished grade of terraced development site is less than 4 feet from the adjacent street/right-of-way.	C

Not Allowed. Grading that results in each new or modified building not following and reflecting the topography of the parcel or development sites, and disconnects each building from the adjacent street and public realm.



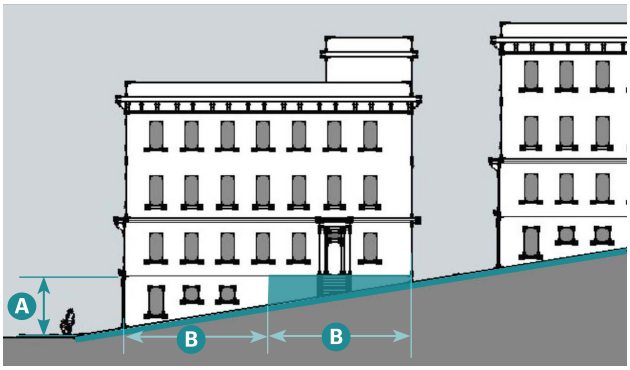


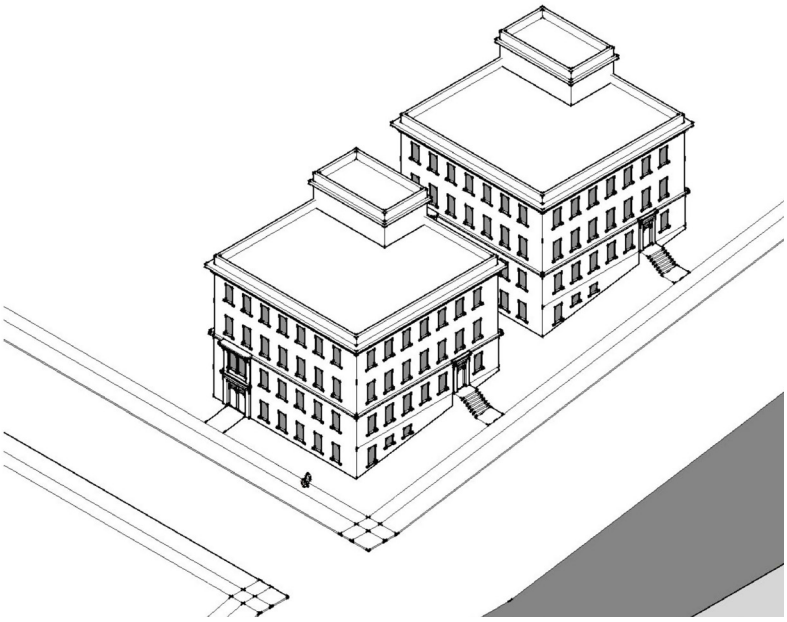
Distance between building entries on slopes greater than 6% exceeds 50'.	A
Building footprint width does not step with slope.	B
Finished grade of terraced development site is more than 4 feet from the adjacent street/right-of-way.	C

Figure 10-20.05.050.2: Site Grading for Large or Attached Building Forms

Allowed Site Grading. The following examples apply to the Multiplex and Main Street Building Types.

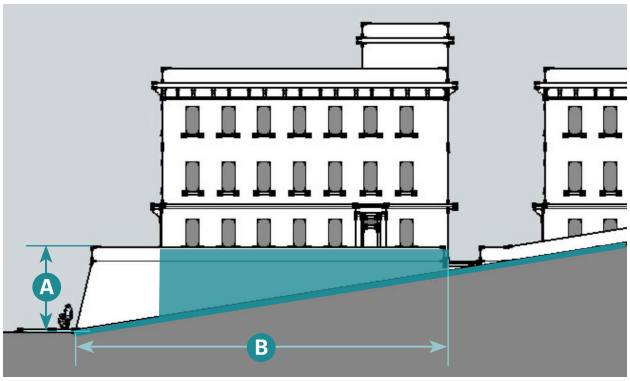
Allowed. Grading that results in each new or modified building fronting on the adjacent street(s), and that connects the building facades to the adjacent street and public realm, and avoids large blank retaining walls.

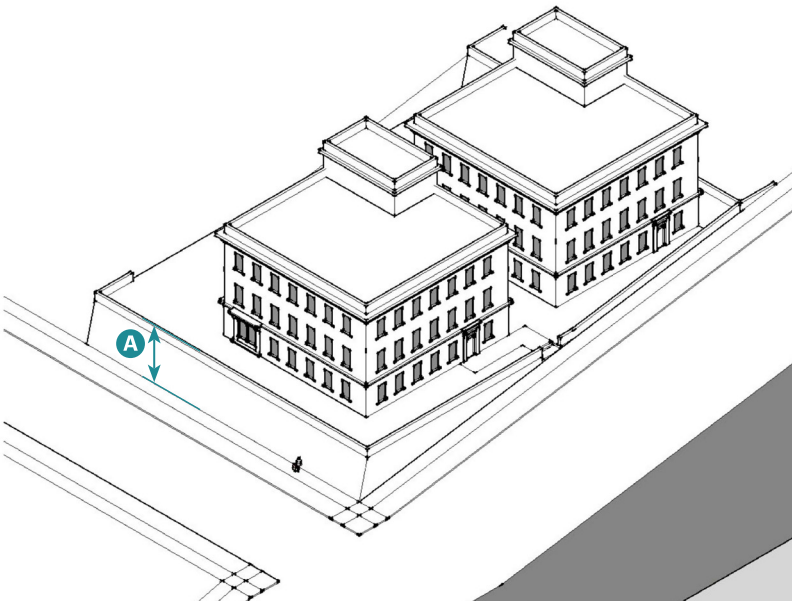




Slope is used to express the ground floor.	A
Building footprint steps with slope through a partial ground story.	B

Not Allowed. Grading that disconnects new and modified building facades from the adjacent public realm, and that results in large blank retaining walls.





Height does not create building with frontage and entries along adjacent streets; terraced development site is more than 4 feet from adjacent sidewalk/street/right-of-way.	A
Building footprint does not step with slope.	B

8. **Massing.** Buildings on sloped development sites shall reflect the existing topography of the development site.
   A. Buildings with footprints 36 feet wide or less shall have a simple water table element or change in material between the basement and the ground floor.
   B. Buildings with footprints wider than 36 feet and 2.5 stories or taller shall have a minimum of one story tall defined base. The base shall be defined through the use one of the following methods:
      (1) Change in material;
      (2) A continuous horizontal band between the base and upper floors; and/or.
      (3) Use of a continuous shopfront frontage.
   C. All design shall be in compliance with the selected style for the building(s) in Article 8 (Specific to Architectural Design).
9. **Frontage.** Along front and side street facades, the primary building on each development site shall be designed in compliance with the standards for ground floor private frontage as required by Subsection 8 of the zone.
10. **Administrative Relief.** Section 10-20.11.030 (Adjustments to Standards) provides for administrative variations from the standards in this Section due to topographic constraints.

10-20.05.060 Public Frontage Standards

1. **Intent.** Public frontage types provide a coordinated approach to design standards for the area between each development site's private frontage(s) and the adjoining right-of-way or private driveway easement. Public frontage types consist of planters, walkways, curbs, planters, and planting as illustrated in Table C (Public Frontage Assemblies).

2. **Required Improvements.** The public frontage along the development site(s) shall be improved per Table A (Required Improvements) and the development scenario that applies to the project.

Table 10-20.05.060.A: Required Improvements

	Development Scenario			
Required Improvements	**Infill Development Site on Existing Block**	**Two or More Development Sites on Existing Block**	**More Than Half of Existing Block**	**New Block(s)**
	Development consists of one development site.	Development consists of two or more development sites that are less than half of the block face.	Development consists of two or more development sites that are more than half of the block face.	Development creates one or more new blocks.
a. **Sidewalk.** Add missing segment(s) along abutting front and/or side street.	R	R	R	R
b. **Sidewalk.** Repair uneven segments along abutting front and/or side street.	R	R	R	N/A
c. **Street trees.** Add street trees along abutting front and/ or side street where there is adequate room to also maintain sufficient width for traffic lanes, pedestrian sidewalks, and bicycle facilities. See Subsection 04.030.4.A.(2).	R	R	R	R
d. **Crosswalk improvements.** Add crosswalk.	X	X	X	Including adjacent and new intersection(s).
e. **Bicycle facilities.** Add bicycle facilities required in Bicycle and Pedestrian Master Plan.	X	X	R	Including bike lanes.

Key R = Required X = Not Required

3. **Design Standards for Public Frontages.** Public frontages shall be designed and maintained in compliance with the following standards:

   A. The required elements are identified in and shall be configured according to Table C (Public Frontage Assemblies) and in compliance with Title 7, Chapter 10 (Street Improvements Conditions to Building Permits).

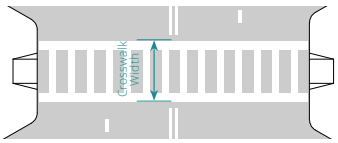
   B. Planting and landscape selection shall be in compliance with Title 9, Chapter 22 (Water Efficient Landscaping).

4. Pedestrian Crossings

   A. **Curb Ramps.** Perpendicular corner curb ramps with a separate ramp installed in each direction are required.

   B. **Crosswalks.** Crosswalks shall be designed per the Town's applicable standards and applicable State guidelines and standards.

      (1) Standard Crosswalk.



5. **Allowed Public Frontage Types**

   A. **Street.** The Street Frontage includes raised curbs drained by inlets with sidewalks separated from vehicular lanes by individual or continuous planters. Landscaping consists of street trees of a single or alternating species aligned and spaced at 35' intervals on average.

   B. **Avenue/Boulevard.** The Avenue/Boulevard Frontage includes raised curbs drained by inlets with wide sidewalks separated from the vehicular lanes by a continuous planter, and parking on both sides. Landscaping consists of single or double rows of a single or alternating tree species aligned and spaced at 35' intervals on average.

   C. **Main Street.** The Main Street Frontage includes raised curbs drained by inlets with very wide sidewalks along both sides separated from the vehicular lanes by individual tree wells with grates. Landscaping consists of a single tree species aligned and spaced at 35' intervals on average.

Table 10-20.05.060.B: Public Frontage Types Overview

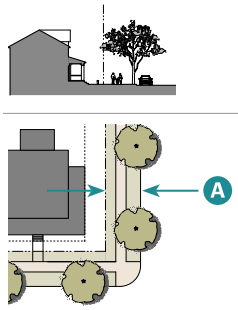
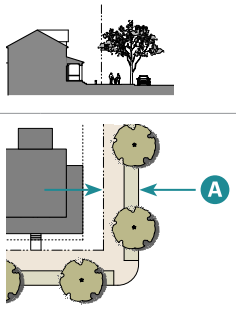
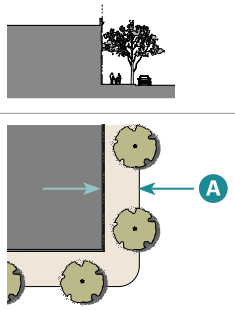
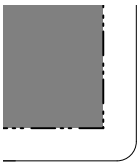
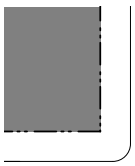
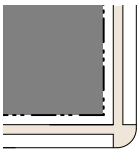
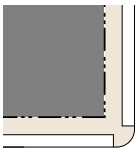
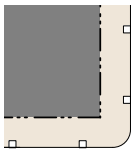
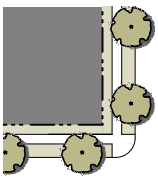
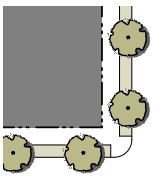
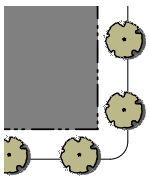
Table B (Public Frontage Types Overview) provides an overview of the allowed public frontage types in or abutting each zone.

Public Frontage Types	Specific Standards	N.S	N.M	MS.S
Street	10-20.05.060.C.1	P	P	X
Avenue/Boulevard	10-20.05.060.C.2	X	P	P
Main Street	10-20.05.060.C.3	X	X	P

Key	P = Allowed	X = Not Allowed

Table 10-20.05.060.C: Public Frontage Assemblies

Table C (Public Frontage Assemblies) identifies the required elements and dimensions of each public frontage type.

	Street 10-20.05.060.C.1	Avenue/Boulevard 10-20.05.060.C.2	Main Street 10-20.05.060.C.3
Assembly. The type and dimension of curbs, walkways, and planters.			
Total Width	A 11' min.	A 13' min.	A 16' min.
Note: See below for required elements of each assembly			
a. **Curb.** The detailing of the edge of the vehicular pavement, incorporating drainage.			
i. Type	Raised Curb	Raised Curb	Raised Curb
b. **Walkway.** The pavement dedicated exclusively to pedestrian activity.			
i. Type	Walkway	Walkway	Walkway
ii. Width	6' min.	8' min.	12' min.
Note: Placement of curb ramps shall match the desired path of pedestrian travel. See Marin County Standard Plans for curb ramp design.			
c. **Planter.** The area that accommodates street trees and other landscaping.			
Arrangement	Regular	Regular	Regular
Types	Planting Strips along curb edge and R.O.W. edge	Planting Strips along curb	Tree Wells (must be located between walkway and curb)
Width	5' min.	5' min.	4' min.

10-20.05.070 Privacy Standards

1. **Intent.** These standards are designed to provide privacy between primary living spaces of buildings on each side of a development site line in neighborhood zones (N.S or N.M). Windows and balconies along the side of a building within 20 feet of an interior side development site line in N.S or N.M zones are subject to these standards.

2. **Standards**

   A. Primary living spaces adjoining an interior side setback shall either:

      (1) Orient principal/main windows/glazed openings toward the front and rear of the building, away from interior side development site lines; or

      (2) Set the window/glazing openings:

         (a) Perpendicular to interior side development site lines; or

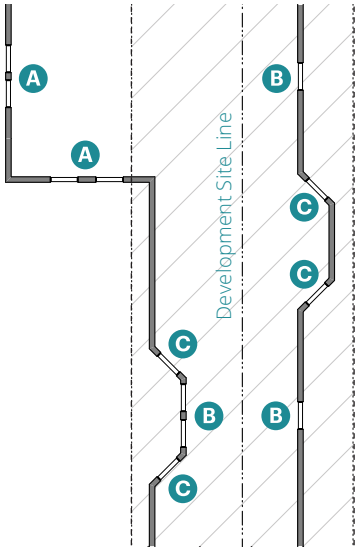
         (b) More than six feet from interior side development site lines

   B. Windows and balconies openings within 6 feet of an interior side development site line shall either:

      (1) Have a minimum sill height of 44 inches; or

      (2) Place the window at an angle of at least 30 degrees, measured perpendicular to the adjacent side development site line.

Figure 10-20.05.070.1: Sill Height Standards along Interior Development Site Line



- · -	Development Site Line
- - - -	Sideyard Setback Line
▨	Area Within 6' of Development Site Line
A	Principal Window
B	44" min. Sill Height
C	No Limitation on Sill Heights (Window at 30° angle)

10-20.05.080 Service and Utility Standards

1. **Mailboxes**
   A. Maximum 5 feet tall from finished grade.
   B. Minimum setback of 3 feet from property line.
   C. Mailbox(es) shall incorporate colors used on the nearest primary building(s) they serve.
2. **Trash Enclosures**
   A. Trash enclosures shall be integrated into the building or located a minimum of 50 feet from a public right of way or adjacent offsite parcel and designed to match the primary building's roof style, exterior finish materials and colors.
   B. Trash enclosures shall be designed to achieve the minimum size required to fit the number and size of trash bins and containers needed to accommodate the waste generated by the building user.
   C. Proposed bins and containers shall be indicated on the plans to demonstrate compliance with this requirement
   D. Trash enclosures shall include a gate opening and doorway in addition to any gate opening. Gate openings shall be at least 9 feet wide.
3. **Utilities Cabinets, Meters, and Backflow Preventers**
   A. Utility cabinets and meters shall be contained within the building or fully screened from view by a solid wall of equal height of the utility cabinet or meter.
   B. Backflow preventers and fire department connections (FDC) within 50 feet of a public right of way shall be screened from the public right of way by landscaping of equal height and width as the backflow preventer and/or fire department connection (FDC).
4. **Service Areas**
   A. Service areas (for loading and unloading) shall be integrated into the building or screened from public view by a six-foot high solid masonry wall. Service bay doors shall not be oriented toward the public right of way.
5. **Trash Receptacles/Cans.**
   A. Mixed-use projects with a commercial component other than office shall provide at least one trash receptacle/can per public frontage. The trash receptacle/can shall be placed within 10 feet of a pedestrian walkway connection to the public right of way (i.e. sidewalk).
6. **Pedestrian Pathways.**
   A. Pedestrian pathways shall be comprised of durable, all-weather, dustless paving material that is differentiated in regard to material, texture (i.e. stamped patterns, and/or colors) from the private street and public sidewalk.
7. **Truncated Domes.**
   A. Truncated domes shall be imbedded (flush) with the pavement and not tacked onto the surface of the ground.

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Article 6: Specific to Building Types

Sections:

10-20.06.010 Purpose
10-20.06.020 Building Types
10-20.06.030 Overview of Building Types
10-20.06.040 Ancillary Building
10-20.06.050 House
10-20.06.060 Duplex Stacked
10-20.06.070 Cottage Court
10-20.06.080 Fourplex
10-20.06.090 Neighborhood Townhouse
10-20.06.100 Neighborhood Courtyard
10-20.06.110 Pocket Neighborhood
10-20.06.120 Multiplex
10-20.06.130 Main Street Building
10-20.06.140 Massing Compositions

10-20.06.010 Purpose

This Article provides the standards for development of individual building types to achieve the intended physical character of each zone, offer housing choices and affordable housing opportunities, and incubate small businesses as amenities within walkable neighborhoods.

10-20.06.020 Building Types

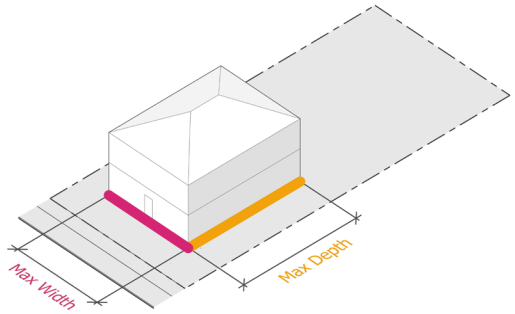
1. Building types are used to articulate size, scale, and intensity according to the intent of each zone.
2. Building types are categorized into two groups: House-Scale Buildings and Block-Scale Buildings. See Figure 1 (Example of House-Scale and Block-Scale Buildings) for examples.
   A. **House-Scale Buildings.** Buildings that are the size of a house, typically ranging in footprint from as small as 25 feet up to 80 feet overall; and
   B. **Block-Scale Buildings.** Buildings that are individually as large as most or all of a block or, when arranged together along a street, appear as long as most or all of a block.
3. The development site size standards for each building type are set in each zone to generate pedestrian-oriented buildings within the overall intended physical character of each zone. The development site size standard identifies the range of development site sizes on which the given building type is allowed to be built.
4. Certain building types have additional standards beyond the zone standards to further calibrate the type for its context.

5. Each development site shall have only one primary building type, except as follows, and in compliance with all standards:
    A. Where allowed by the zone, one Ancillary Building (Section 10-20.06.040) is allowed in addition to the primary building type;
    B. The Cottage Court (Section 10-20.06.070) may consist of up to nine individual buildings;
    C. The Pocket Neighborhood (Section 10-20.06.110) may consist of up to 10 individual buildings; and
6. In N.S-O and MS.S, detached buildings are allowed to be connected in compliance with the following:
    A. The connection is at least 30 feet behind the building façade nearest to the street;
    B. The area of connection is at least 15 feet and up to 30 feet wide;
    C. The building façade nearest to the street is in compliance with the required façade zone;
    D. Upper story connections are at least 10 feet above the finished grade of the building and at least 13 feet, 6 inches above if the area below accommodates vehicle access.
7. On-site open space. The standards identify only the required type (private or common) and amount. For example, if the type only has standards for private open space, common open space is not required for that building type. The identified amount is for the entire building unless specified otherwise.
8. Parking may be designed as tuck-under, detached garage(s), podium or subterranean, in compliance with the zone standards for parking placement.
9. Wings are allowed for certain building types to allow an increase in building square footage without increasing the maximum allowed footprint of the main body.
    A. Wings are required to be smaller in footprint, one story less and 10 feet less to highest eave/parapet than the main body to visually reduce the overall size of a building.
    B. The building type standards specify the amount that wings are required to be offset from the main body so that their facades are not aligned.
    C. Wing offset from Main Body required only on all facades.
    D. Wings may be the same number of stories and height as the main body when a density bonus is applied to the building.
10. The maximum number of units identified for each building type is dependent on the development site being large enough to accommodate the zone's standards (e.g., parking).
11. Individual designs may vary from the diagrams for each building type in compliance with the standards of this Article and Article 8 (Specific to Architectural Design).
12. New buildings and their improvements are subject to the Town's local standards for Fire Safety and Building Safety.

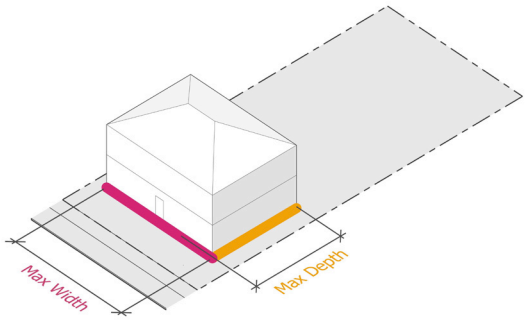
Figure 10-20.06.020.1 Example of House-Scale and Block-Scale Buildings

House-Scale Buildings

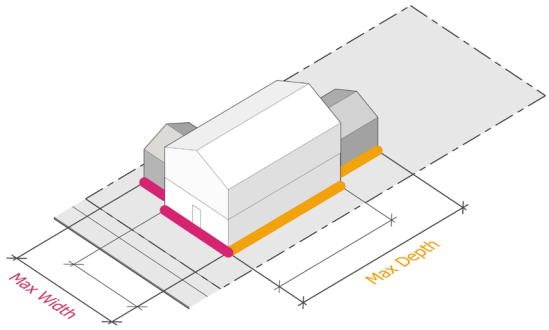
Main body only



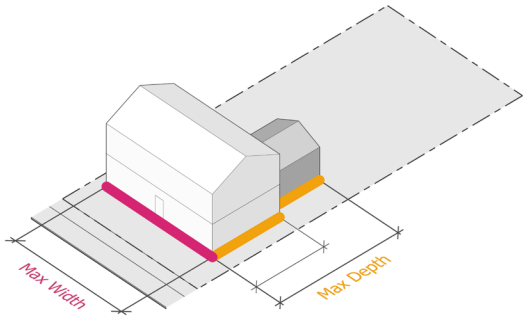
Main body only



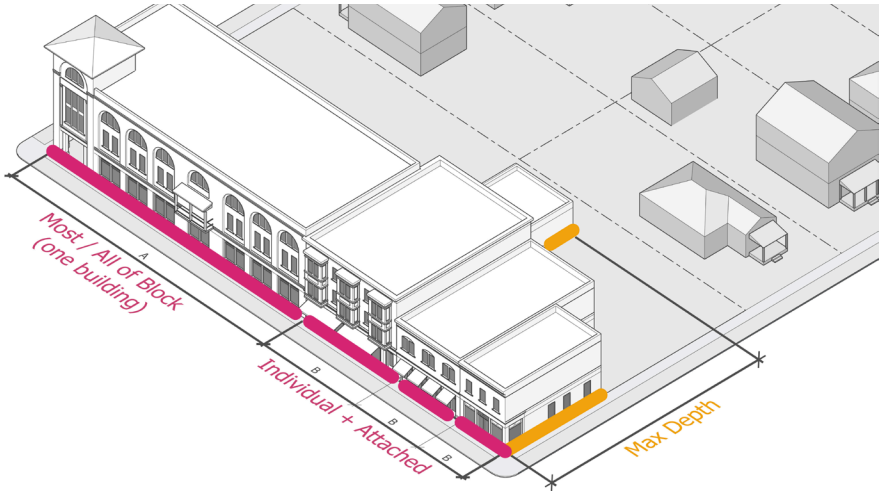
Main body with side and rear wings



Main body with rear wing



Block-Scale Buildings



10-20.06.030 Overview of Building Types

Table A (Building Types Overview) provides an overview of the allowed building types in each zone. The names of the building types are not intended to limit uses within a building type. For example, a Duplex may have non-residential uses within it as allowed by the zone.

Table 10-20.06.030.A: Building Types Overview

	Specific Standards	N.S	N.M	MS.S
House Scale				
Ancillary Building	10-20.06.040	P	P	P
House	10-20.06.050	P	X	X
Duplex Stacked	10-20.06.060	P	X	X
Cottage Court	10-20.06.070	P	X	X
Fourplex	10-20.06.080	P	X	X
Neighborhood Townhouse	10-20.06.090	P	P	P
Neighborhood Courtyard	10-20.06.100	P	P	P
Pocket Neighborhood	10-20.06.110	P	X	X
Multiplex	10-20.06.120	P	P	P
Block Scale				
Main Street Building	10-20.06.130	X	P	P

Key P = Allowed X = Not Allowed

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10-20.06.040 Ancillary Building

Example of Ancillary Building

Example of Ancillary Building

Example of Ancillary Building

1. Description

An accessory structure located at the rear of a development site, above or abutting a detached garage that provides a small residential unit (accessory apartment), home office space, or other small commercial or service use, as allowed by the zone. When used for residential purposes, this housing type is one form of an Accessory Dwelling Unit (ADU).

Synonym: Granny Flat, Carriage House

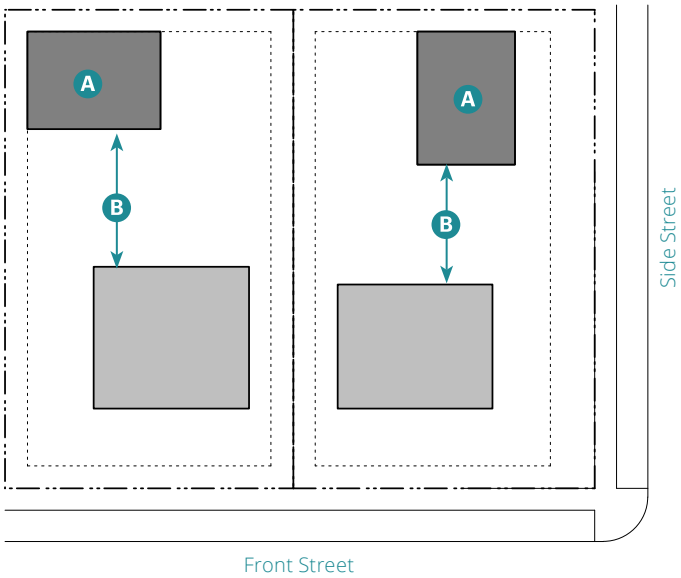
2. Number of Units

Units per Building	1 max.
Ancillary Buildings per Dev't Site	1 max.

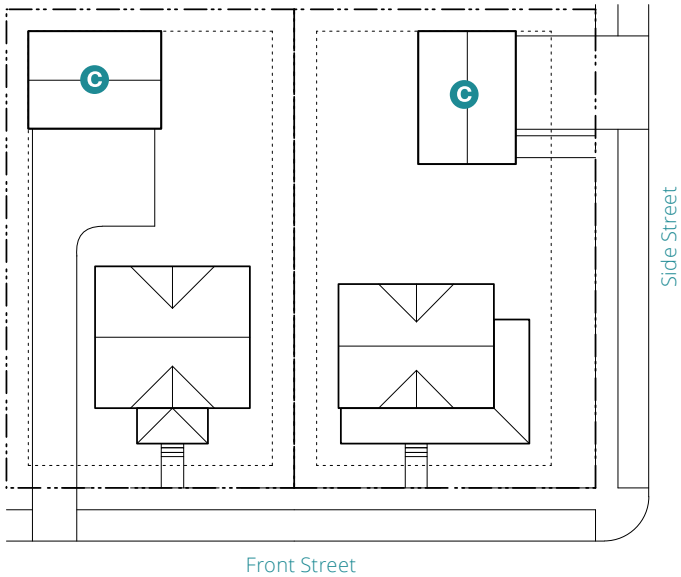
Not allowed on the development site of a Cottage Court

General Note: Photos on this page are illustrative, not regulatory.

Alley access required if alley exists



Alley access required if alley exists



Key

- ROW/ Dev't Site Line
- Building Setback Line
- Ancillary Building
- Primary Building Type

3. Building Size and Massing		
Height		
Stories	2.5 max.[1]	
Main Body[2]		
Area	1,000 sf max.	A
Depth	24' max.	
Separation from Primary Building[3]	10' min.	B
Massing Types		
Front Gable	Subsection 10-20.06.140.2.A	

[1] Includes garage story

[2] In compliance with the setbacks of the zone

[3] An Ancillary Building may be connected to the primary building by an uninhabitable space including, but not limited to, a breezeway.

Key

- ROW/ Dev't Site Line
- Building Setback Line
- Frontage

4. Pedestrian Access	
The main entrance shall not be through a garage.	
5. Vehicle Access and Parking	
Driveway and parking location shall comply with standards in Subsection 7 of the zone.	C
Parking may be covered, uncovered, or in a garage.	
6. Open Space	
Private Open Space	
Not required	

10-20.06.050 House

Example of House

Example of House

Example of House

1. Description

A small-to-medium-sized, detached, House-Scale Building with one unit, small-to-medium setbacks, a rear setback, and located within a low-intensity, walkable neighborhood.

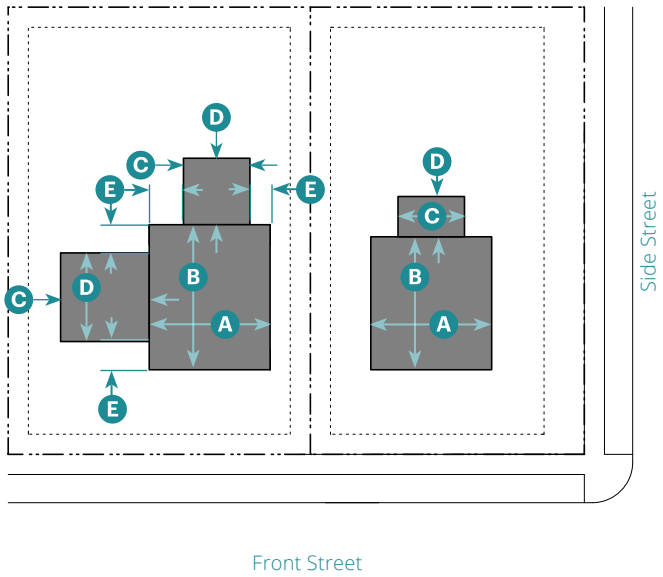
2. Number of Units

Units per Building	1 max.
Buildings per Development Site	1 max.[1]

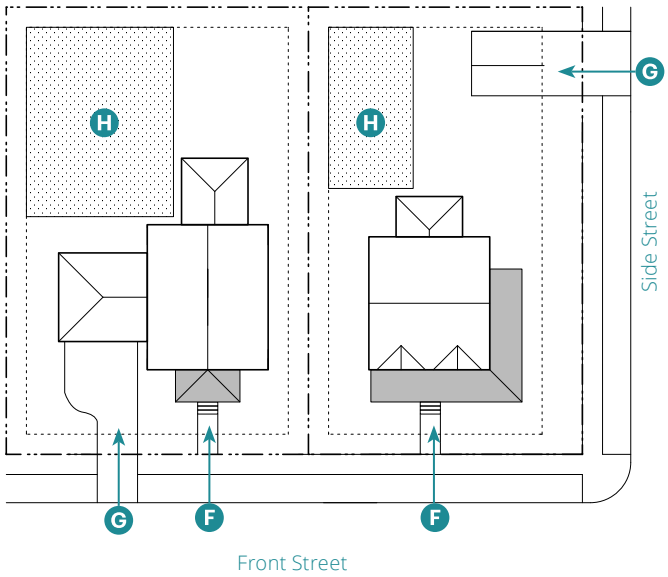
[1] Not including ADU

General Note: Photos on this page are illustrative, not regulatory.

Alley access required if alley exists



Alley access required if alley exists



Key

-·-· ROW/ Dev't Site Line

----- Building Setback Line

Building

3. Building Size and Massing		
Height		
Stories	2.5 max.	
Main Body[2]		
Width	36' max.	A
Depth	48' max.	B
Wing(s) [2,3]		
Width	20' max.	C
Depth	20' max.	D
Separation between Wings on Same Facade	15' min.	
Offset from Main Body	5' min.	E
Massing Types		
Front Gable	Subsection 10-20.06.140.2.A	
Side Gable	Subsection 10-20.06.140.2.B	
Gable L	Subsection 10-20.06.140.2.C	

Facades shall be designed in compliance with Article 8 (Specific to Architectural Design).

[2] In compliance with Subsection 5 of the zone

[3] Height is limited to 1 story less than main body and 10' less to highest eave/parapet.

Key

-·-· ROW/ Dev't Site Line

----- Building Setback Line

Frontage

Private Open Space

4. Pedestrian Access		
Main Entrance Location	Front Street	F

5. Vehicle Access and Parking	
Driveway and parking location shall comply with standards in Subsection 7 of the zone.	G

Parking may be covered, uncovered, or in a garage.

6. Open Space		
Private Open Space		
Area	300 sf min.	H

Required setbacks and driveways do not count toward open space.

Required private open space shall be located behind the main body of the building.

10-20.06.060 Duplex Stacked

Example of Duplex Stacked

Example of Duplex Stacked

Example of Duplex Stacked

1. Description

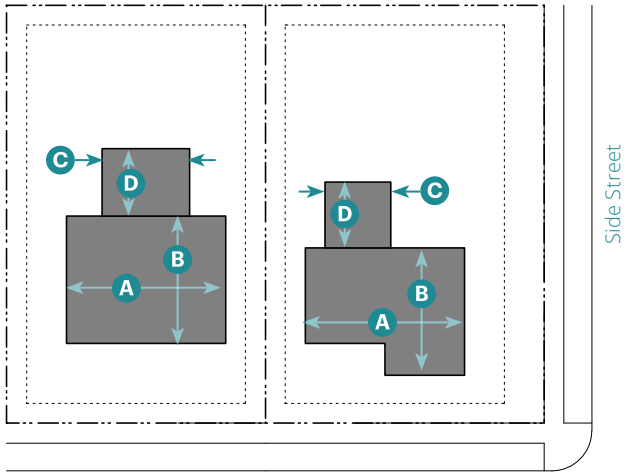
A small-to-medium-sized, detached, House-Scale Building with small-to-medium setbacks and a rear setback. The building consists of two stacked units, both facing the street and within a single building massing. The type has the appearance of a medium-to-large, single-unit house and is scaled to fit within lower-intensity neighborhoods.

2. Number of Units

Units per Building	2 max.
Buildings per Development Site	1 max.

General Note: Photos on this page are illustrative, not regulatory.

Alley access required if alley exists



Front Street

Key

- ROW/ Dev't Site Line
- Building Setback Line
- Building

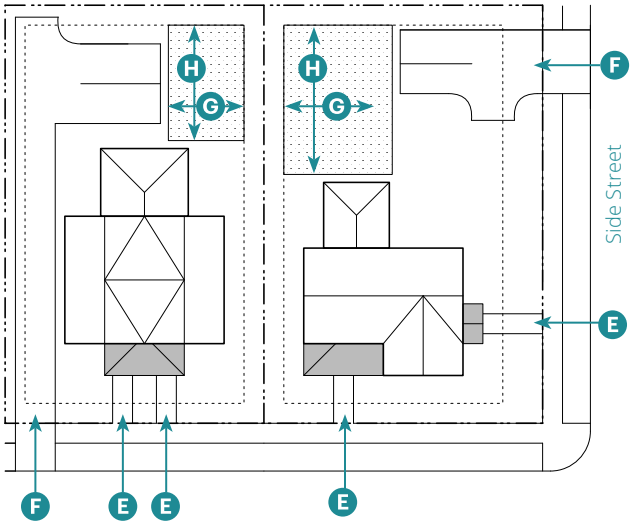
3. Building Size and Massing		
Height		
Stories	2.5 max.	
Main Body[1]		
Width	36' max.	A
Depth	48' max.	B
Wing(s)[1,2]		
Width	15' max.	C
Depth	24' max.	D
Separation between Wings on Same Facade	15' min.	
Offset from Main Body	5' min.	
Massing Types		
Front Gable	Subsection 10-20.06.140.2.A	
Side Gable	Subsection 10-20.06.140.2.B	
Gable L	Subsection 10-20.06.140.2.C	

Facades shall be designed in compliance with Article 8 (Specific to Architectural Design).

[1] In compliance with Subsection 5 of the zone

[2] Height is limited to 1 story less than main body and 10' less to highest eave/parapet.

Alley access required if alley exists



Front Street

Key

- ROW/ Dev't Site Line
- Building Setback Line
- Frontage
- Private Open Space

4. Pedestrian Access		
Main Entrance Location	Front Street[3]	E

Each unit shall have an entry facing the street on or within 15' of the front facade.

[3] On corner development sites, each unit shall front a different street.

5. Vehicle Access and Parking	
Driveway and parking location shall comply with standards in Subsection 7 of the zone.	F

Parking may be covered, uncovered, or in a garage.

6. Open Space		
Private Open Space		
Width	15' min.	G
Depth	15' min.	H

Required setbacks and driveways do not count toward open space.

Required private open space shall be located behind the main body of the building.

10-20.06.070 Cottage Court

Example of Cottage Court

Example of Cottage Court

Example of Cottage Court

1. Description

A group of up to nine small, detached, House-Scale Buildings arranged to define a shared court open to and visible from the street. The shared court is common open space and takes the place of a private rear setback, thus becoming an important community-enhancing element. The type is scaled to fit within low-to-moderate-intensity neighborhoods and in non-residential contexts.

Synonym: Bungalow Court

2. Number of Units

Units per Building	1 max.
Buildings per Development Site	3 min.; 9 max.[1]

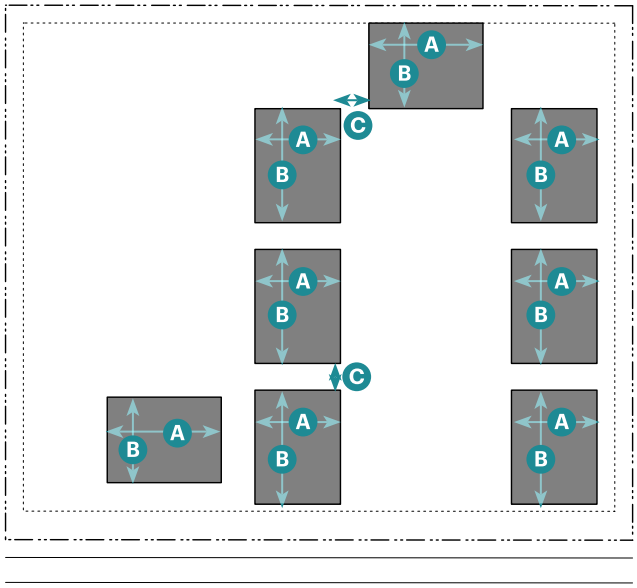
[1] In the N.S zone, the rearmost Cottage may contain up to 2 units, for a total of 10 units.

3. Building Size and Massing

Stories	1.5 max.
To Highest Eave/parapet	18' max.

General Note: Photos on this page are illustrative, not regulatory.

Alley access required if alley exists



Front Street

Key

- ROW/ Dev't Site Line
- Building Setback Line
- Building

3. Building Size and Massing (Continued)		
Main Body (per Cottage) [2]		
Width	32' max.	A
Depth	32' max.	B
Separation between Cottages	7' min.	C
Wing(s)		
Not Allowed		
Massing Types (per Cottage)		
Front Gable	Subsection 10-20.06.140.2.A	
Side Gable	Subsection 10-20.06.140.2.B	
Gable L	Subsection 10-20.06.140.2.C	

4. Pedestrian Access		
Shared court shall be accessible from front street.		D
Pedestrian Path Setbacks		
From Building Entrance	6' min.	E

Pedestrian connections shall connect all buildings to the public ROW, shared court, and parking areas.

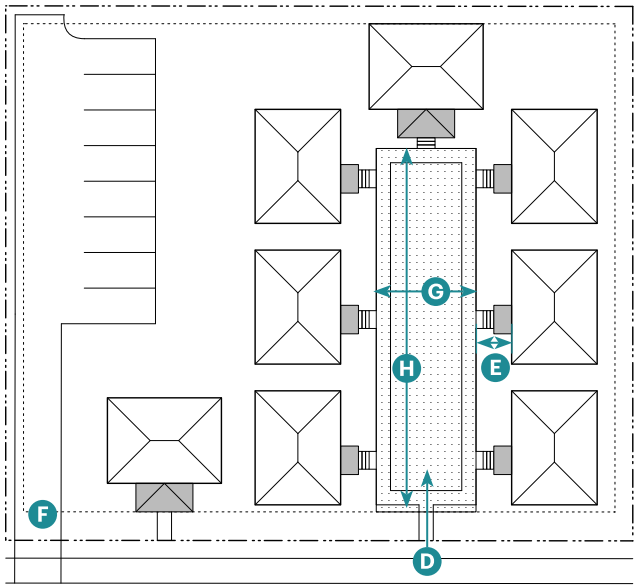
Main entrance to units required from shared court.

Facades shall be designed in compliance with Article 8 (Specific to Architectural Design).

Units on a corner may enter from the side street.

[2] In compliance with Subsection 5 of the zone

Alley access required if alley exists



Front Street

Key

- ROW/ Dev't Site Line
- Building Setback Line
- Frontage
- Common Open Space

5. Vehicle Access and Parking		
Driveway and parking location shall comply with standards in Subsection 7 of the zone.		F

Parking may be covered, uncovered, or in a garage.

Spaces may be individually accessible by the units and/or common parking area(s) at rear or side of development site.

6. Open Space		
Common Open Space		
Width	20' min. clear	G
Depth	75' min. (3-4 units) 90' min. (5-9 units)	H

Required setbacks and driveways do not count as open space.

Up to 1/3 of the shared court(s) may be used for stormwater management if designed as a rain garden or bioswale.

7. Miscellaneous
Fencing
Fencing only allowed around or between individual buildings and shall not exceed 36" in height.
Visibility shall be maintained through the fencing.

10-20.06.080 Fourplex

Example of Fourplex

Example of Fourplex

Example of Fourplex

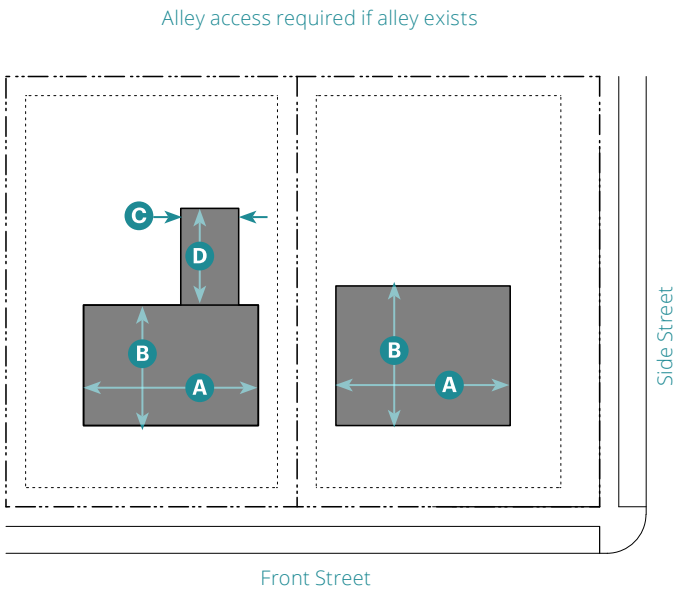
1. Description

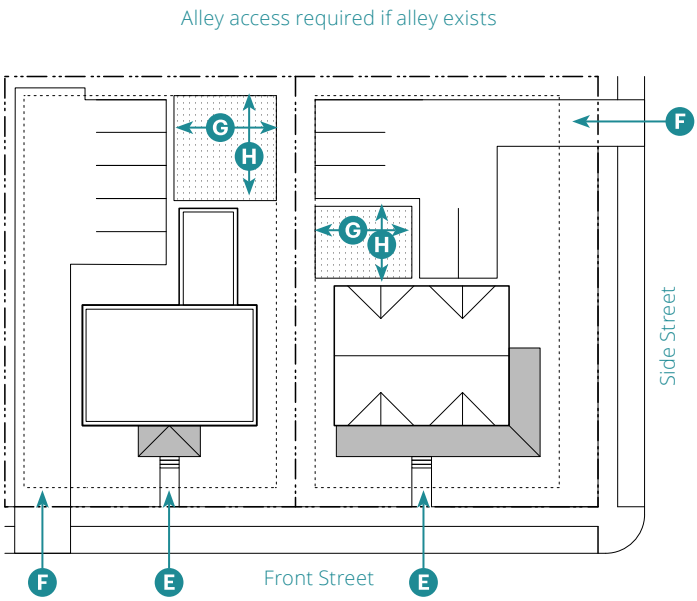
A small-to-medium-sized, detached, House-Scale Building that consists of three to four side-by-side and/or stacked units, typically with one shared entry or individual entries along the front. The type has the appearance of a medium-sized, single-unit house and is scaled to fit within low- to moderate-intensity neighborhoods.

2. Number of Units

Units per Building	3 min.; 4 max.
Buildings per Development Site	1 max.

General Note: Photos on this page are illustrative, not regulatory.





Key

- ROW/ Dev't Site Line
- Building Setback Line
- Building

3. Building Size and Massing		
Height		
Stories	2.5 max.	
Main Body[1]		
Width	48' max.	A
Depth	48' max.	B
Wing(s)[1,2]		
Width	15' max.	C
Depth	20' max.	D
Separation between Wings on Same Facade	15' min.	
Offset from Main Body	5' min.	
Massing Types		
Front Gable	Subsection 10-20.06.140.2.A	
Side Gable	Subsection 10-20.06.140.2.B	
Gable L	Subsection 10-20.06.140.2.C	
Twin Gable	Subsection 10-20.06.140.2.D	
Flat Roof Box	Subsection 10-20.06.140.2.G	
Flat Roof L	Subsection 10-20.06.140.2.H	

Facades shall be designed in compliance with Article 8 (Specific to Architectural Design).

Key

- ROW/ Dev't Site Line
- Building Setback Line
- Frontage
- Common Open Space

3. Building Size and Massing (Continued)		
[1] In compliance with Subsection 5 of the zone		
[2] Height is limited to 1 story less than main body and 10' less to highest eave/parapet.		
4. Pedestrian Access		
Main Entrance Location	Front Street	E
Each unit may have an individual entry.		
5. Vehicle Access and Parking		
Driveway and parking location shall comply with standards in Subsection 7 of the zone.		F
Parking may be covered, uncovered, or in a garage.		
6. Open Space		
Common Open Space[3]		
Width	15' min.	G
Depth	15' min.	H
Required setbacks and driveways do not count toward open space.		
Required common open space shall be located behind the main body of the building.		
[3] None is required if the building is within 800' of public open space		

10-20.06.090 Neighborhood Townhouse

Example of Neighborhood Townhouse

Example of Neighborhood Townhouse

Example of Neighborhood Townhouse

1. Description

A small-sized, typically attached, House-Scale Building (up to four units side-by-side) with a rear setback. Each Neighborhood Townhouse consists of one unit. As allowed by the zone, the type may also be detached with minimal separations between buildings. The type is typically located within low-to-moderate-intensity neighborhoods.

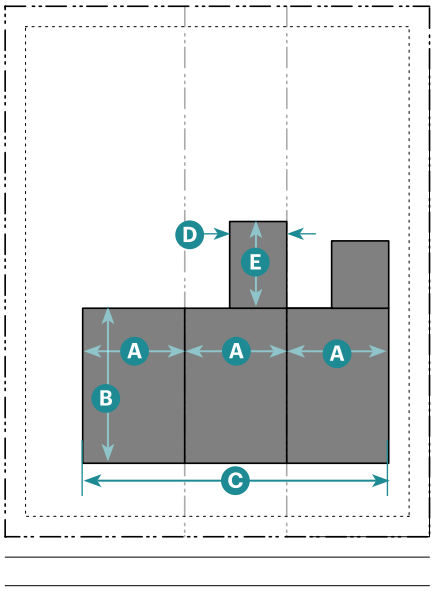
Synonym: Rowhouse

2. Number of Units

Units per Building	1 max. (up to 4 side-by-side)
Buildings per Dev't Site	1 max.

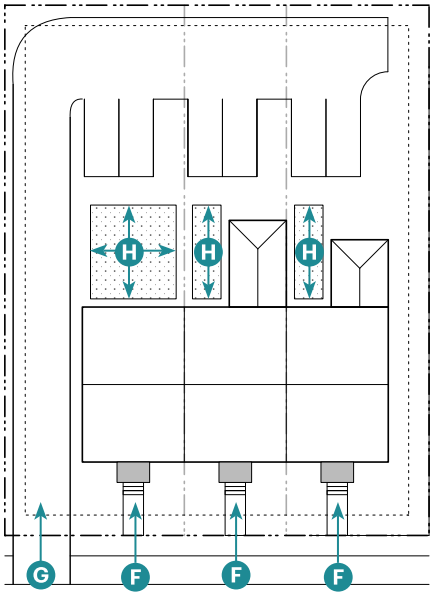
General Note: Photos on this page are illustrative, not regulatory.

Alley access required if alley exists



Front Street

Alley access required if alley exists



Front Street

Key

- ROW/ Dev't Site Line
- Building Setback Line
- Building

3. Building Size and Massing			
Height	**N.S**	**N.M**	
	MS.S		
Stories	2.5 max.[1]	3 max.	
Main Body (per Townhouse)[2]			
Width per Unit	18' min.		A
Depth per Unit	40' max.		B
Width per Building	120' max.		C
Wing(s)[2,3]			
Width	14' max.		D
Depth	25' max.		E
Separation between Wings on Same Facade	15' min.		
Offset from Main Body	5' min.		
Massing Types (per Run)			
Side Gable	Subsection 10-20.06.140.2.B		
Twin Gable	Subsection 10-20.06.140.2.D		

Facades shall be designed in compliance with Article 8 (Specific to Architectural Design).

[1] 2 stories max. in Historic Core

[2] In compliance with Subsection 5 of the zone

Key

- ROW/Dev't Site Line
- Building Setback Line
- Frontage
- Private Open Space

3. Building Size and Massing (Continued)

[3] Height is limited to 1 story less than main body and 10' less to highest eave/parapet.

4. Pedestrian Access		
Main Entrance Location	Front Street	F

Each unit shall have an individual entry facing a street.

5. Vehicle Access and Parking	
Driveway and parking location shall comply with standards in Subsection 7 of the zone.	G

Parking may be covered, uncovered, or in a garage.

6. Open Space		
Private Open Space		
Width	8' min.	H
Depth	8' min.	H

Required setbacks and driveways do not count toward open space.

Required private open space shall be located behind the main body of the building.

10-20.06.100 Neighborhood Courtyard

Example of Neighborhood Courtyard

Example of Neighborhood Courtyard

Example of Neighborhood Courtyard

1. Description

A detached, House-Scale Building that consists of up to 16 multiple attached and/or stacked units, accessed from a shared courtyard. The shared court is common open space and takes the place of a rear setback. The type is typically integrated as a small portion of lower-intensity neighborhoods or more consistently into moderate-intensity neighborhoods.

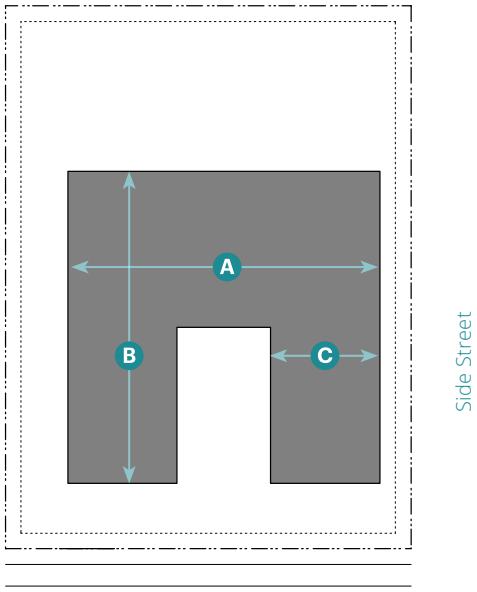
Synonym: Courtyard Apartment

2. Number of Units

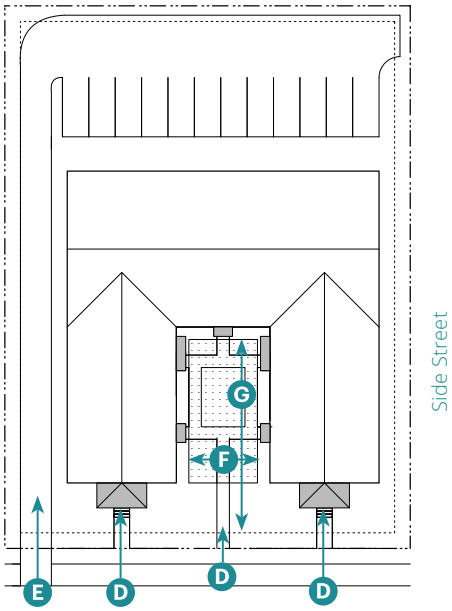
	N.S	MS.S
Units per Building	12 max.	16 max.
Buildings per Dev't Site	1 max.	

General Note: Photos on this page are illustrative, not regulatory.

Alley access required if alley exists



Alley access required if alley exists



Key

- ROW/ Dev't Site Line
- Building Setback Line
- Building

Key

- ROW/ Dev't Site Line
- Building Setback Line
- Frontage
- Common Open Space

3. Building Size and Massing

Height	**N.S**	**N.M**	
	MS.S		
Stories	2.5 max.[1]	3 max.	
Main Body[2]			
Width	100' max.		A
Depth	100' max.	120' max	B
	45' max.		C
Massing Types			
Gabled L Courtyard	(L shaped) Subsection 10-20.06.140.2.E		
Gabled Front Courtyard	(U-shaped) Subsection 10-20.06.140.2.F		

Building shall be designed in an L-shape or U-shape

Facades shall be designed in compliance with Article 8 (Specific to Architectural Design).

[1] 2 stories max. in Historic Core

[2] In compliance with Subsection 5 of the zone

4. Pedestrian Access

Main Entrance Location[3]	Courtyard or Street	D

[3] The main entry of ground floor units shall be directly off of a courtyard or street, whichever is closer.

5. Vehicle Access and Parking

Driveway and parking location shall comply with standards in Subsection 7 of the zone. E

Parking may be covered, uncovered, or in a garage.

6. Open Space

Common Open Space	**L-shaped**	**U-shaped**	
Width	20' min.	25' min.	F
Depth	30' min.	60' min.	G

Courtyard(s) shall be accessible from the front street.

Multiple courtyards are required to be connected via a Passage through or between buildings.

Building shall define at least three walls of the courtyard.

Up to 1/3 of the shared court(s) may be used for stormwater management if designed as a rain garden or bioswale.

Front of courtyard not defined by building shall be defined by 2'-6" to 5' tall wall with entry gate/door.

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10-20.06.110 Pocket Neighborhood

Example of Pocket Neighborhood

Example of Pocket Neighborhood

Example of Pocket Neighborhood

1. Description

A group of 5 to 10 detached, House-Scale Buildings each containing one to four units, arranged to define a shared open space. The shared open space is common open space and takes the place of a private rear setback, trees become an important community-enhancing element. The type is scaled to fit within low-to-moderate intensity neighborhoods.

2. Number of Units

Units per Building	4 max.
Buildings per Development Site	5 min.; 10 max.

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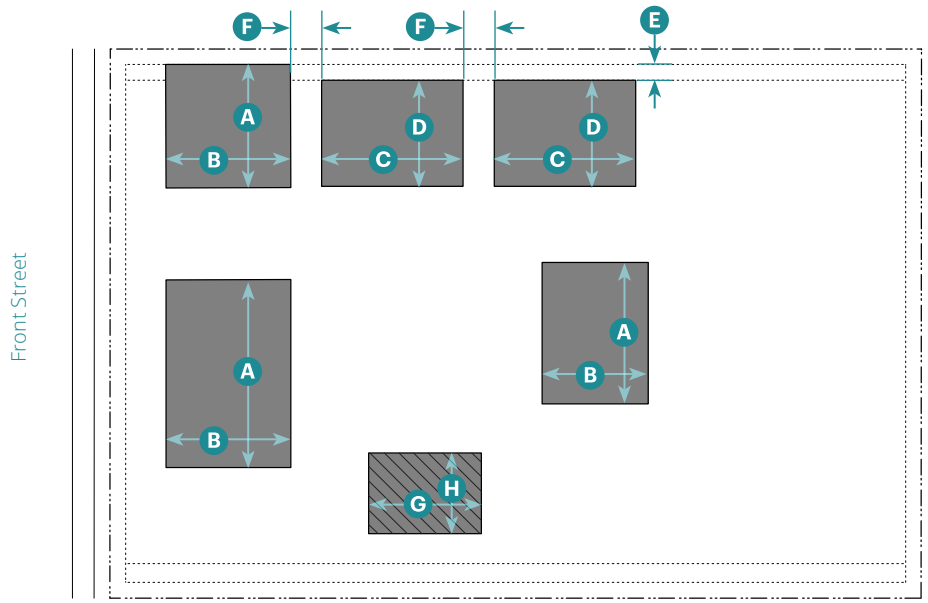
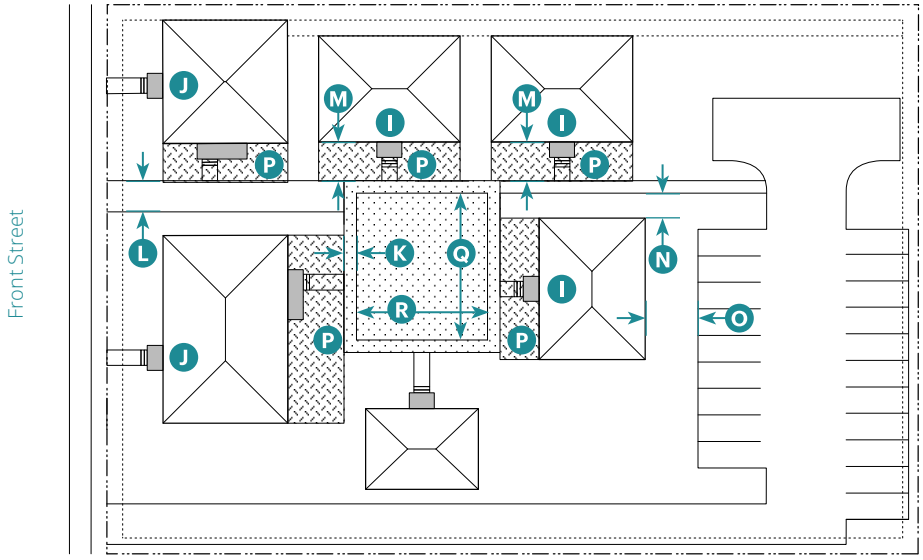


Key

- ROW/ Dev't Site Line
- Building Setback Line
- Building
- Community Building

3. Building Size and Massing		
Main Body (per Building)[1]		
Stories	2.5 max.	
Buildings along Front and Side Street		
Width	60' max.	A
Depth	40' max.	B
Buildings along Side and Rear		
Width	36' max.	C
Depth	48' max.	D
Side Setback in Addition to Zone Setback	5' min.	E
Building Separation[2]		F
Between 1-story Buildings	10' min.	
Between Buildings > 1-story	15' min.	
Community Building[1,3]		
Stories	2.5 max.	
Width	40' max·	G
Depth	30' max.	H
Wing(s)		
Not Allowed		

3. Building Size and Massing (Continued)		
Massing Composition Types (per Building)		
Front Gable	1-4 Units per Building	Subsection 10-20.06.140.2.A
Side Gable	1-4 Units per Building	Subsection 10-20.06.140.2.B
Gable L	1-4 Units per Building	Subsection 10-20.06.140.2.C
Twin Gable	2-4 Units per Building	Subsection 10-20.06.140.2.D
Facades shall be designed in compliance with Article 8 (Specific to Architectural Design).		
No single-unit buildings allowed along the front or side street		
[1] In compliance with Subsection 5 of the zone		
[2] Including community building		
[3] Shall front on common open space and is not allowed along front or side street		



Key

- ROW/ Dev't Site Line
- Building Setback Line
- Frontage

4. Pedestrian Access		
Main Entrance Location		
Buildings with 1 Unit[4]	At Common Open Space	I
Buildings with 2 or more Units	At Front or Side Street	J
Pedestrian Path Width		
Along Buildings and Open Space	5' min.	K
At Front or Side Street Connection	10' min.	L
Pedestrian Path Setbacks		
From Building Entrance	12' min.	M
From Side of Building	8' min.	N

[4]Max. 40' from edge of common open space

5. Vehicle Access and Parking		
Offset from Buildings	5' min.	O

Driveway and parking location shall comply with standards in Subsection 7 of the zone.

Parking not allowed along private or common open space.

Parking may be covered, uncovered, or in a garage.

Turnaround access required in compliance with Fire Department standards.

Key

- Private Open Space
- Common Open Space

6. Open Space			
Private Open Space per Building			
Required for full length of building at all facades adjacent or abutting a pedestrian path or common open space			P
Common Open Space[5]	**5 Bldgs.[6]**	**6-10 Bldgs.[6]**	
Width	30' min.	50' min.	Q
Depth	40' min.	100' min.	R

7. Miscellaneous
Fencing
Fencing only allowed around or between individual buildings and shall not exceed 36" in height.
Visibility shall be maintained through the fencing.
[5]Shall provide access from front or side street
[6]Not including community building

10-20.06.120 Multiplex

Example of Multiplex

Example of Multiplex

Example of Multiplex

1. Description

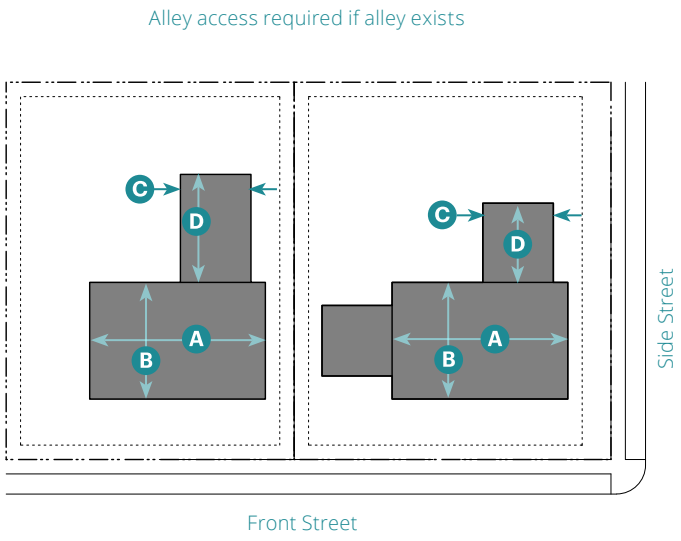
A medium-to-large-sized, detached, House-Scale Building that consists of 5 to 18 side-by-side and/or stacked units, typically with one shared entry. The type is scaled to fit within moderate-intensity neighborhoods.

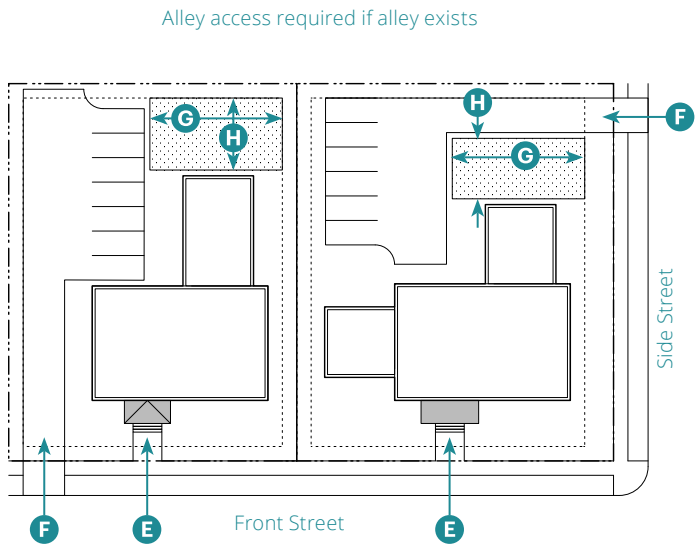
Synonym: Mansion Apartment

2. Number of Units

	N.S	MS.S
Units per Building	8 max.	12 max.
Buildings per Development Site	1 max.	

General Note: Photos on this page are illustrative, not regulatory.





Key

ROW/ Dev't Site Line

Building Setback Line

Building

3. Building Size and Massing			
Height	**N.S**	**N.M**	
	MS.S		
Stories	2.5 max.[1]	3 max.	
Main Body[2]			
Width	60' max.		A
Depth	60' max.		B
Wing(s)[2,3]			
Width	24' max.		C
Depth	40' max.		D
Separation between Wings on Same Facade	15' min.		
Offset from Main Body	5' min.		
Massing Types			
Side Gable	Subsection 10-20.06.140.2.B		
Gable L	Subsection 10-20.06.140.2.C		
Twin Gable	Subsection 10-20.06.140.2.D		
Flat Roof Box	Subsection 10-20.06.140.2.G		
Flat Roof L	Subsection 10-20.06.140.2.H		

Facades shall be designed in compliance with Article 8 (Specific to Architectural Design).

[1] 2 stories max. in Historic Core

Key

ROW/ Dev't Site Line

Building Setback Line

Frontage

3. Building Size and Massing (Continued)		
[2] In compliance with Subsection 5 of the zone		
[3] Height is limited to 1 story less than main body and 10' less to highest eave/parapet.		
4. Pedestrian Access		
Main Entrance Location	Front Street	E
Units located in the main body shall be accessed by a common entry along the front street.		
On corner development sites, units in a wing may enter from the side street.		
5. Vehicle Access and Parking		
Driveway and parking location shall comply with standards in Subsection 7 of the zone.		F
Parking may be covered, uncovered, or in a garage.		
6. Open Space		
Common Open Space		
Width	30' min.	G
Depth	20' min.	H

10-20.06.130 Main Street Building

Example of Main Street Building

Example of Main Street Building

Example of Main Street Building

1. Description

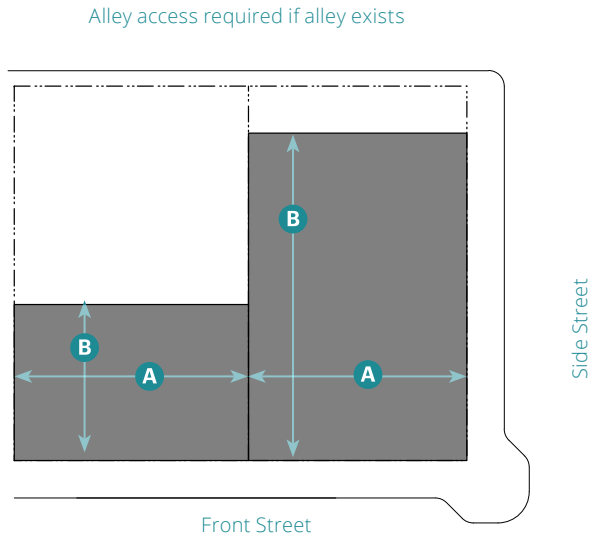
A small-to-large-sized, Block-Scale Building, typically attached, but may be detached. The type is intended to provide a vertical mix of uses with ground-floor retail, office, or service uses and upper-floor service or residential uses. The type makes up the primary component of neighborhood and downtown main streets, therefore being a key component to providing walkability.

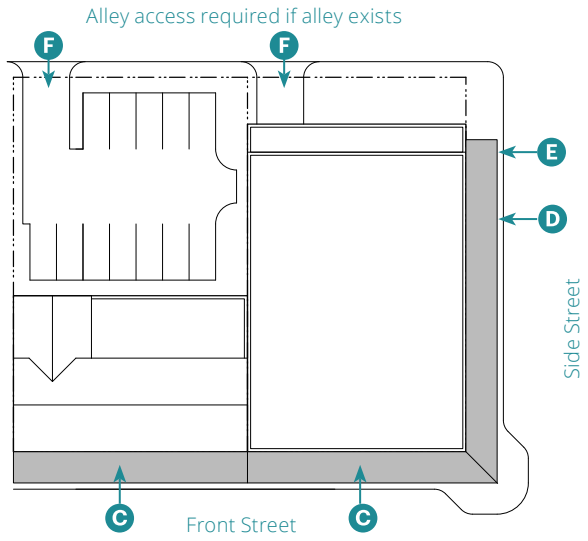
2. Number of Units

Units per Building	Unrestricted[1]
Buildings per Dev't Site	1 max.

[1] Number of units restricted by International Building Code (IBC) and Uniform Fire Code (UFC) standards.

General Note: Photos on this page are illustrative, not regulatory.





Key

ROW/ Dev't Site Line

Building Setback Line

Building

3. Building Size and Massing			
Height	**N.S**	**N.M** **MS.S**	
Stories	2.5 max.	3 max.[2]	
Main Body[3]			
Width	100 max.	140 max.	A
Depth	90 max.	180 max.	B
Wing(s)			
Not Allowed			
Massing Types			
Side Gable	Subsection 10-20.06.140.2.B		
Flat Roof Box	Subsection 10-20.06.140.2.G		
Flat Roof L	Subsection 10-20.06.140.2.H		
Flat Roof T	Subsection 10-20.06.140.2.I		
Flat Roof Front Courtyard	Subsection 10-20.06.140.2.J		
Flat Roof Rear Courtyard	Subsection 10-20.06.140.2.K		
Flat Roof Closed Courtyard	Subsection 10-20.06.140.2.L		

Facades shall be designed in compliance with Article 8 (Specific to Architectural Design).

[2] 2 stories max. in Historic Core

[3] In compliance with Subsection 5 of the zone

Key

ROW/ Dev't Site Line

Building Setback Line

Frontage

Outline of Building above

4. Pedestrian Access		
Distance between Entries to Ground Floor Shops	50' max.	
Upper floor units shall be accessed by a common entry along the front street.		C
Ground floor shops shall have individual entries along the adjacent street.		D
Ground floor units allowed along side street at least 60' from front of development site.		
On corner development sites, units in a wing or accessory structure may enter from the side street.		E
5. Vehicle Access and Parking		
Driveway and parking location shall comply with standards in Subsection 7 of the zone.		F
Parking may be covered, uncovered, or in a garage.		
6. Open Space		
Common or private open space is not required.		

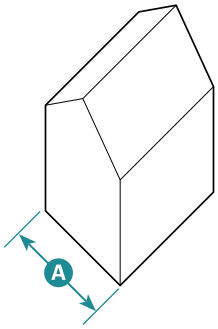
10-20.06.140 Massing Compositions

1. **Bay Composition**. Each façade shall be arranged according to a pattern of bays. See Subsection 10-20.12.030.4 (Measuring Bays) for details on the application of bays to façades.
   A. Each bay shall be at least 5' wide and no wider than 15'.
   B. Each façade shall contain at least 2 bays and no more than 9 bays.
   C. All bays within the same main body or wing shall be the same height.

2. Main Body Massing Types

For each building type, select from the allowed massing types and apply the standards to the main body width facades along a street or civic space in compliance with the following standards. Façades of intersecting volumes shall be offset by a minimum of 3 feet.

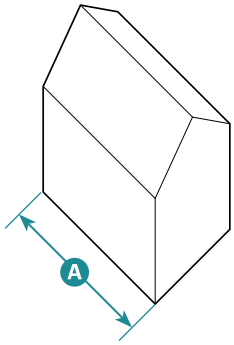
A. Front Gable



This massing type is a simple rectilinear form that is deeper than it is long. If the roof is sloped, it may be either hipped, gabled, or shed.

Main Body	
Main Body Width	Max. allowed by Subsection 3 of the building type (A)

B. Side Gable

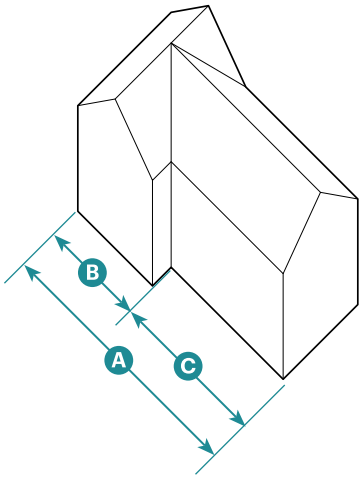


This massing type is a simple rectilinear form that is longer than it is deep. If the roof is sloped, it may be either hipped, gabled, or shed.

Main Body	
Main Body Width	Max. allowed by Subsection 3 of the building type (A)

2. Main Body Massing Types (Continued)

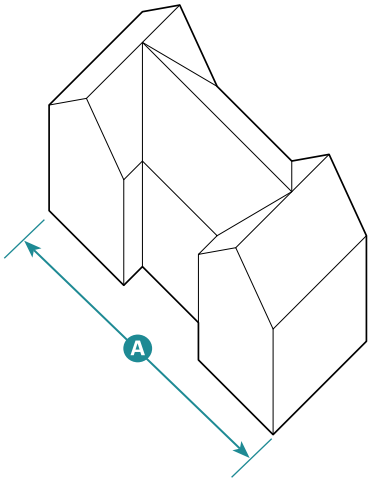
C. Gable L



This massing type divides the façade into two parts, with one part projecting and one part set back to create a shallow forecourt. If the roof is sloped, it may be either hipped, gabled, or shed on each volume.

Main Body		
Main Body Width	Max. allowed by Subsection 3 of this building type	A
Projecting Volume	1 bay min.; 5 bays max.	B
Recessed Façade	1 bay min; 7 bays max.	C

D. Twin Gable

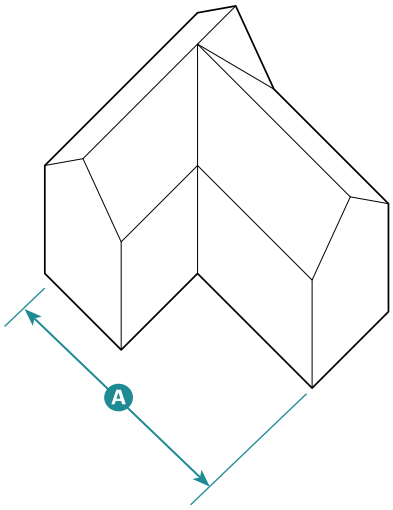


This massing type divides the façade into three parts, with the middle part set back slightly to create a shallow open space. If the roof is sloped, it may be either hipped, gabled, or shed.

Main Body		
Main Body Width	Max. allowed by Subsection 3 of this building type	A
Projecting Volume	1 bay min.; 5 bays max.	
Recessed Façade	1 bay min; 9 bays max.	

2. Main Body Massing Types (Continued)

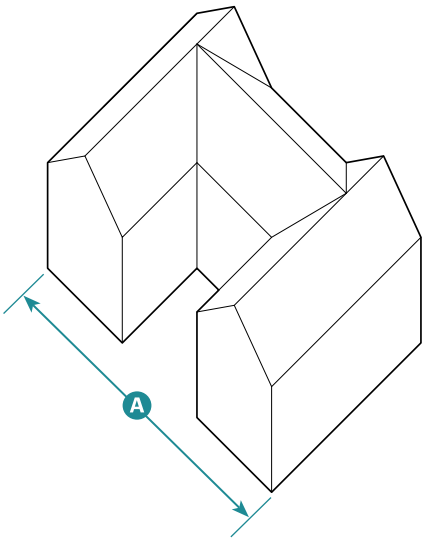
E. Gabled L Courtyard



This massing type divides the façade into two parts, with one part set back substantially to create a deep open space. If the roof is sloped, it may be either hipped, gabled, or shed.

Main Body	
Main Body Width	Max. allowed by Subsection 3 of this building type (A)
Projecting Volume	1 bay min.; 5 bays max.
Recessed Façade	1 bay min; 9 bays max.

F. Gabled Front Courtyard

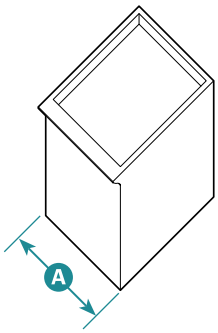


This massing type divides the façade into three parts, with the middle part set back substantially to create a deep open space. If the roof is sloped, it may be either hipped, gabled, or shed.

Main Body	
Main Body Width	Max. allowed by Subsection 3 of this building type (A)
Projecting Wing	1 bay min.; 5 bays max.
Center Façade	1 bay min; 7 bays max.

2. Main Body Massing Types (Continued)

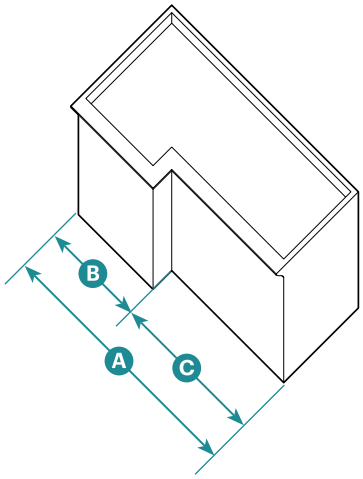
G. Flat Roof Box



This massing type is a simple rectilinear form with a flat roof.

Main Body		
Main Body Width	Max. allowed by Subsection 3 of this building type	A

H. Flat Roof L

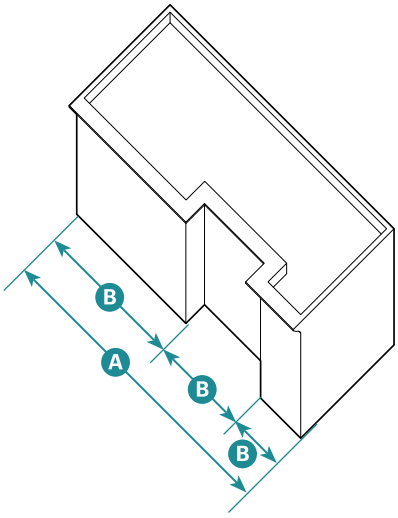


This massing type divides the façade into two parts, with one part projecting and one part set back to create a shallow forecourt. The roof is flat.

Main Body		
Main Body Width	Max. allowed by Subsection 3 of this building type	A
Projecting Volume	2 bays min.; 5 bays max.	B
Recessed Façade	1 bay min; 7 bays max.	C

2. Main Body Massing Types (Continued)

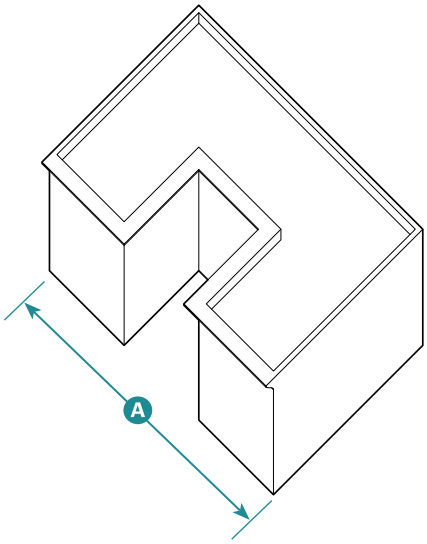
I. Flat Roof T



This massing type divides the façade into three parts, with the middle part projecting. The roof is flat.

Main Body		
Main Body Width	Max. allowed by Subsection 3 of this building type	A
Projecting Volume	2 bays min.; 5 bays max.	B
Recessed Façade	1 bay min; 7 bays max.	C

J. Flat Roof Front Courtyard

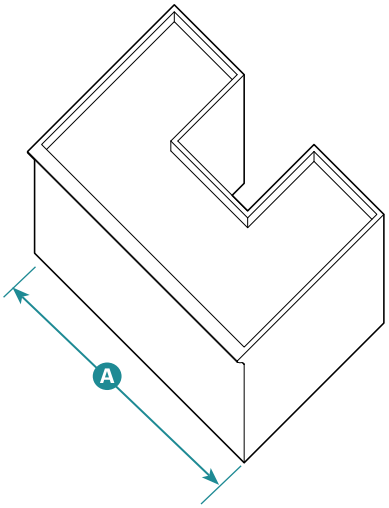


This massing type divides the façade into three parts, with the middle part set back substantially to create a deep open space. The roof is flat.

Main Body		
Main Body Width	Max. allowed by Subsection 3 of this building type	A
Projecting Volume	1 bay min.; 5 bays max.	
Recessed Façade	1 bay min; 9 bays max.	

2. Main Body Massing Types (Continued)

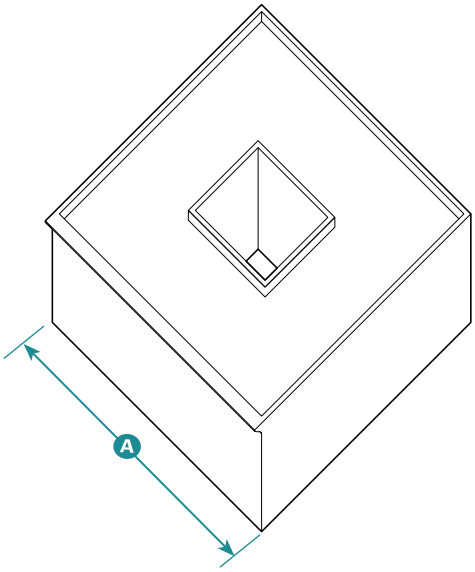
K. Flat Roof Rear Courtyard



This massing type divides the rear façade into three parts, with the middle part set back substantially to create a deep courtyard not visible from the street. The roof is flat.

Main Body	
Main Body Width	Max. allowed by Subsection 3 of this building type (A)

L. Flat Roof Closed Courtyard



This massing type fronts a courtyard with building façades in all 4 sides. Courtyard not visible from the street. The roof is flat.

Main Body	
Main Body Width	Max. allowed by Subsection 3 of this building type (A)

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Article 7: Specific to Private Frontage Types

Sections:

10-20.07.010 Purpose
10-20.07.020 Private Frontage Types
10-20.07.030 Overview of Private Frontage Types
10-20.07.040 Porch Projecting
10-20.07.050 Porch Engaged
10-20.07.060 Dooryard
10-20.07.070 Forecourt
10-20.07.080 Maker Shopfront
10-20.07.090 Shopfront
10-20.07.100 Terrace
10-20.07.110 Gallery

10-20.07.010 Purpose

This Article provides the standards for private frontages ("frontages"). Private frontages are the components of a building that provide the transition and interface between the public realm (street and sidewalk) and the private realm (setback or building).

10-20.07.020 Private Frontage Types

1. The names of the private frontage types indicate their particular configuration or function and are not intended to limit uses within the associated building. For example, a Porch may be used by non-residential uses including, but not limited to, a restaurant or office, as allowed by the zone.
2. Each building is required to include at least one private frontage type along the front street or adjacent civic space. Buildings with entries along a side street are required to include at least one private frontage type on those facades.
3. The ground floor, for a minimum depth as identified in Subsection 4 of the zone, is required to be habitable/occupiable space in compliance with this Article. Accessibility is provided through the allowed private frontage types for each zone.
4. Private frontage types not listed in Subsection 8 of the zone are not allowed in that zone.
5. Each building may have multiple private frontage types in compliance with the allowed types in Subsection 8 of the zone.
6. Each private frontage type shall be located in compliance with the facade zone per Subsection 5 of the zone.
7. Standards are stated for the front and side street facades of a development site.

8. In addition to the zone's standards, each private frontage is further refined through these standards to further calibrate the type for its context.
9. Certain types are only allowed in the open sub-zone (e.g., N.S-O) or on a side street in the base zone (e.g., N.S) to implement the intended physical character.

10-20.07.030 Overview of Private Frontage Types

Table A (Private Frontage Types Overview) provides a summary of the allowed private frontage types in each zone. See referenced Section(s) for standards.

Table 10-20.07.030.A: Private Frontage Types Overview

Private Frontage Type	Specific Standards	N.S	N.M	MS.S
Porch Projecting	10-20.07.040	P	P	P
Porch Engaged	10-20.07.050	P	P	P
Dooryard	10-20.07.060	P	P	O
Forecourt	10-20.07.070	X	X	P
Maker Shopfront	10-20.07.080	X	X	O
Shopfront	10-20.07.090	O	P	P
Terrace	10-20.07.100	X	P	P
Gallery	10-20.07.110	X	X	P

Key P = Allowed O = Allowed Only in Open Sub-Zone or Side Street X = Not Allowed

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10-20.07.040 Porch Projecting

Example of a Projecting Porch

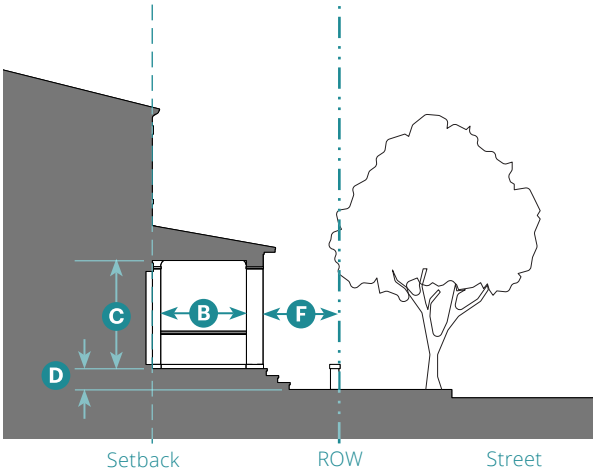
Example of a Projecting Porch

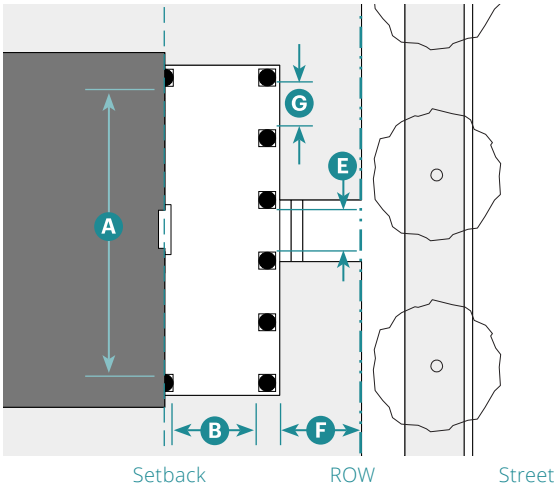
Example of a Projecting Porch

1. Description

The main facade of the building is set back from the front development site line with a covered structure encroaching into the front setback. The resulting setback area may be defined by a fence or hedge to spatially maintain the edge of the street. The Porch may be one or two stories, is open on three sides, with all habitable space located behind the building setback line.

General Note: Photos on this page are illustrative, not regulatory.





Key

- ROW/ Development Site Line
- Setback Line

2. Size		
Width, Clear	12' min.[1]	A
Depth, Clear	8' min.	B
Height, Clear	8' min.	C
Stories	2 stories max.	
Finish Level above Sidewalk	12" min.[2]	D
Pedestrian Access	3' wide min.	E
Distance between Porch and Sidewalk	5' min.	F
Distance between Porch columns shall be in compliance with selected architectural style in Article 8 (Specific to Architectural Design).		G

[1] Reduce to 8' min. and maximum 1 story when applied to Cottage Court Building Type

[2] Common entries may be set at grade per local and federal accessibility standards.

3. Miscellaneous
Porch shall be open on three sides and have a roof. Clear glass may be installed between the porch columns if the minimum size of individual panes is in compliance with the standards in Article 8 (Specific to Architectural Design).
The Porch is allowed to encroach into the front and side street setbacks in compliance with Subsection 6 of the zone.
Ramps are required to be integrated along the side of the building to connect with the Projecting Porch.
The Porch shall be designed in compliance with the standards in Article 8 (Specific to Architectural Design) for the selected architectural style.

10-20.07.050 Porch Engaged

Example of an Engaged Porch

Example of a two-story Engaged Porch

Example of an Engaged Porch

1. Description

A portion of the main facade of the building is set back from the front development site line to create an area for a covered structure that projects from the facade that is set back. The Porch may project into the front setback. The resulting setback may be defined by a fence or hedge to spatially maintain the edge of the street. The Porch may be one or two stories and has two adjacent sides that are engaged to the building, while the other two sides are open.

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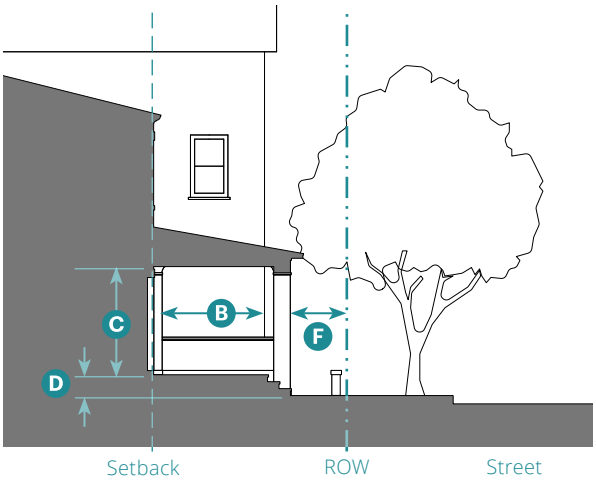
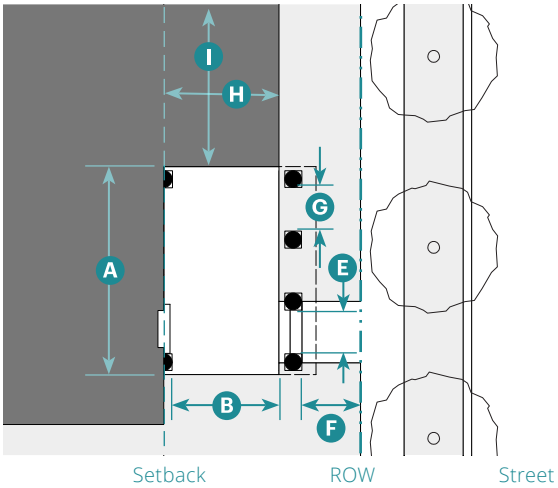




Key

- ROW/ Dev't Site Line
- Setback Line

2. Size		
Width, Clear	8' min.	A
Depth, Clear	8' min.	B
Height, Clear	8' min.	C
Stories	2 stories max.	
Finish Level above Sidewalk	12" min.[1]	D
Pedestrian Access	3' wide min.	E
Distance between Porch and Sidewalk	5' min.	F
Distance between Porch columns shall be in compliance with selected architectural style in Article 8 (Specific to Architectural Design).		G
Encroachment area of Building Facade		
Depth	6' max.	H
Width	1/3 min. of overall building facade	I

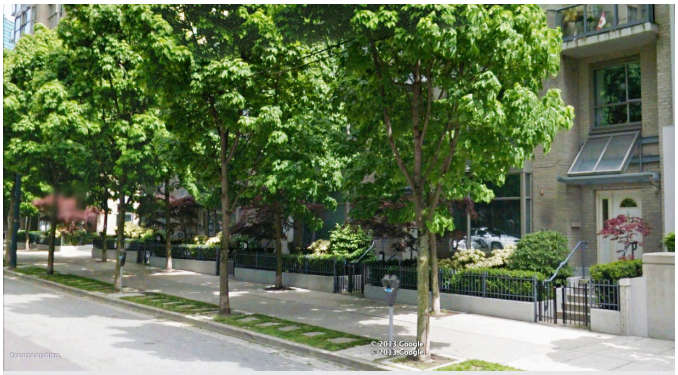
[1] Common entries may be set at grade per local and federal accessibility standards.

3. Miscellaneous
Up to 20% of the building facade and porch(es) may project into the front setback line for the zone.
Porch shall be open on two sides and have a roof. Clear glass may be installed between the porch columns if the minimum size of individual panes is in compliance with the standards in Article 8 (Specific to Architectural Design).
The Porch is allowed to encroach into the front and side street setbacks in compliance with Subsection 6 of the zone.
Ramps are required to be integrated along the side of the building to connect with the Engaged Porch.
The Porch shall be designed in compliance with the standards in Article 8 (Specific to Architectural Design) for the selected Architectural Style.

10-20.07.060 Dooryard

Example of a residential Dooryard

Example of a commercial Dooryard



Example of a residential Dooryard

1. Description

The main facade of the building is set back from the front development site line, which is defined by a low wall or hedge, creating a small private area between the sidewalk and the facade. Each Dooryard is separated from adjacent Dooryards. The Dooryard may be raised or at grade.

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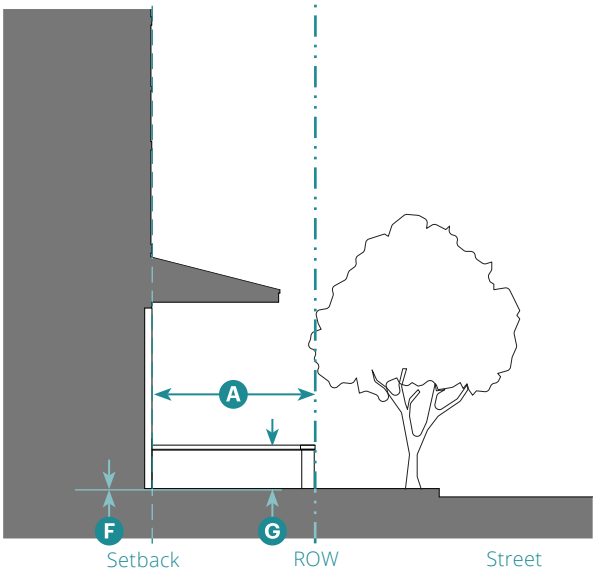

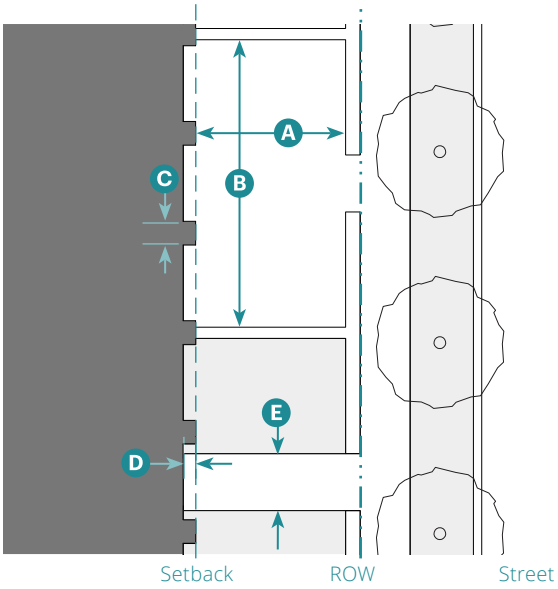

Key

ROW/ Dev't Site Line

Setback Line

2. Size		
Depth, Clear	6' min.	A
Length	15' min.	B
Distance between Glazing	4' max.	C
Depth of Recessed Entries	3' max.	D
Pedestrian Access	3' wide min.	E
Finish Level above Sidewalk	12" max.[1]	F
Height of Dooryard Fence/Wall above Finish Level	36" max.	G

[1] Common entries may be set at grade per local and federal accessibility standards.

3. Miscellaneous
For live/work, retail, service, and restaurant uses, the Shopfront Frontage Type (10-20.07.090) may be applied.
Each Dooryard shall provide access to only one ground floor entry.
The Dooryard is allowed to encroach into the front and side street setbacks in compliance with Subsection 6 of the zone.
Ramps are required to be integrated along the side of the building to connect with the Dooryard.
The Dooryard shall be designed in compliance with the standards in Article 8 (Specific to Architectural Design) for the selected architectural style.

10-20.07.070 Forecourt

Example of a Forecourt with Shopfronts

Example of a Forecourt with outdoor dining

Example of Forecourt

1. Description

The main facade of the building is at or near the front development site line and a portion is set back, extending the public realm into the development site to create an entry court or shared garden space for housing, or an additional shopping or restaurant seating area within retail and service areas.

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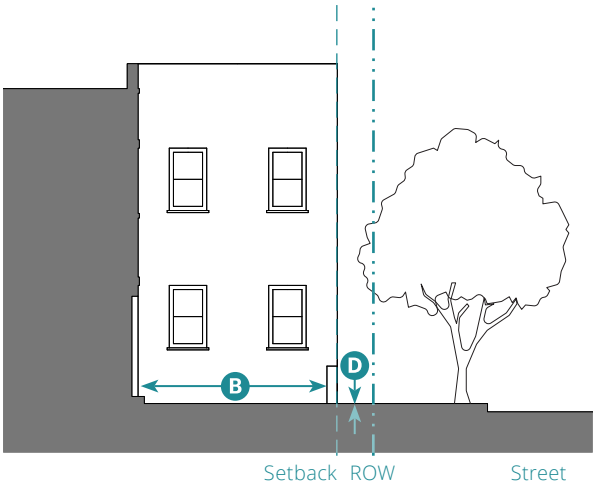
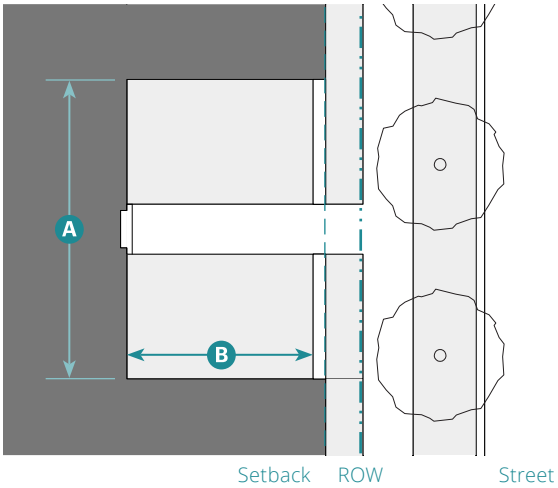


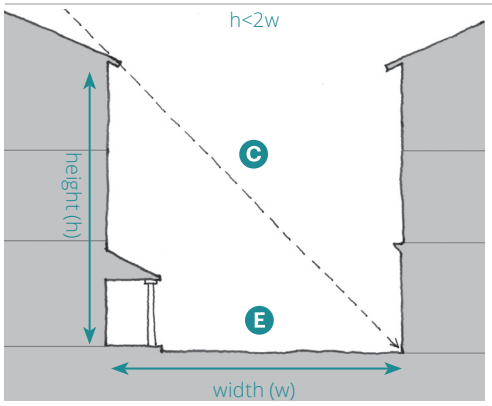


Key

- ROW/ Dev't Site Line
- Setback Line

2. Size		
Width, Clear	15' min.	A
Depth, Clear	15' min.	B
Ratio, Height to Width	2:1 max.	C
Finish Level above Sidewalk	12" max.	D
Gallery frontages, awnings, balconies and porches may encroach into Forecourt on all sides.	Max 1/2 width of Forecourt	E

3. Miscellaneous
Forecourts may be utilized to group several entries at a common elevation in compliance with the zones' ground floor finish level standards.
The proportions and orientation of a Forecourt shall be in compliance with the diagram below for solar orientation and user comfort.
Ramps are required to be integrated along the side of the building to connect with the Forecourt.
The Forecourt shall be designed in compliance with the standards in Article 8 (Specific to Architectural Design) for the selected architectural style.



10-20.07.080 Maker Shopfront

Example of a Maker Shopfront

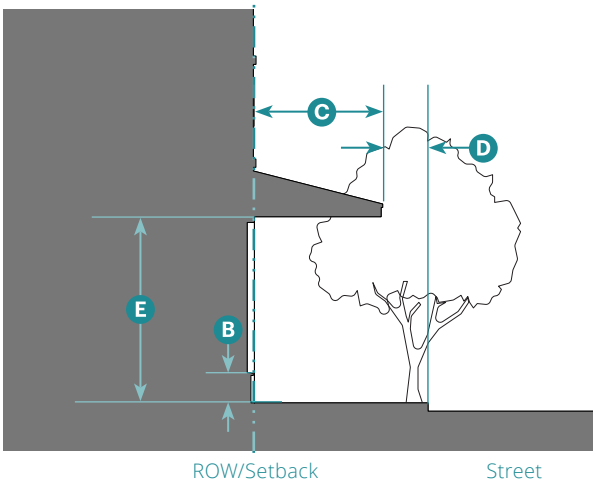
Example of a Maker Shopfront

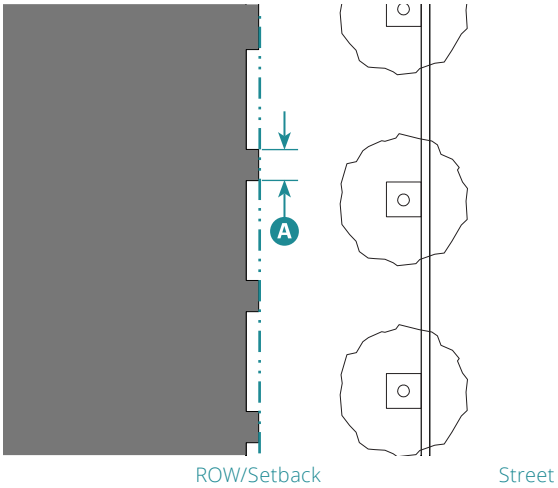
Example of a Maker Shopfront

1. Description

The main facade of the building is at or near the front development site line with an at-grade or elevated entrance from the sidewalk. The type is only allowed on side streets from the adjacent main street and is intended for industrial artisan businesses to show their activity to pedestrians, as well as for retail sales of products made on-site. The Maker Shopfront may include a decorative roll-down or sliding door, including glazing and an awning that overlaps the sidewalk.

General Note: Photos on this page are illustrative, not regulatory.





Key

ROW/ Dev't Site Line

Setback Line

2. Size		
Distance between Glazing	10' max.	A
Ground Floor Glazing between Sidewalk and Finished Ceiling Height	30% min.	
Shopfront Base (if used)	48" max.	B
Recessed entries are allowed		
3. Awning (Allowed/Not Required)		
Depth	5' min.	C
Setback from Curb	2' min.	D
Height, Clear	8' min.	E

4. Miscellaneous

Decorative accordion-style doors/windows or other operable windows that allow the space to open to the street are allowed in compliance with Article 8 (Specific to Architectural Design).

The Maker Shopfront shall be designed in compliance with the standards in Article 8 (Specific to Architectural Design) for the selected architectural style.

10-20.07.090 Shopfront

Example of Shopfronts

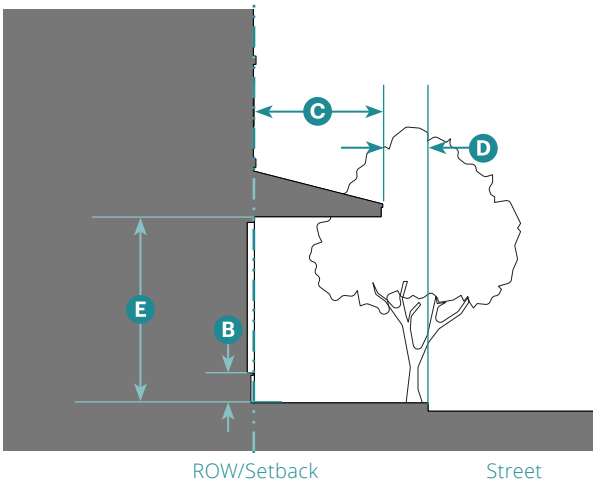
Example of a Shopfront

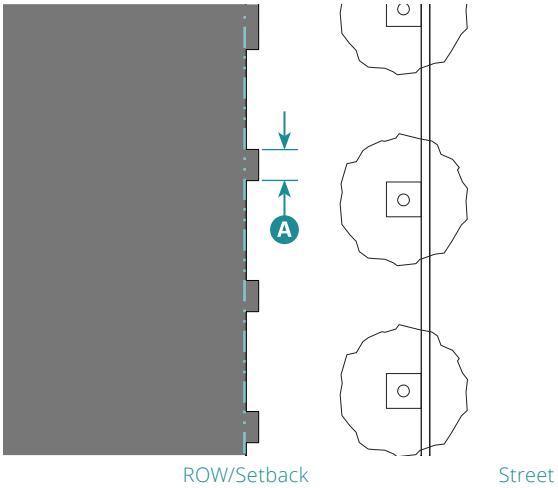
Example of a Shopfront

1. Description

The main facade of the building is at or near the front development site line with at-grade entrance from the sidewalk. The type is intended for service, retail, or restaurant use and includes substantial glazing between the Shopfront base and the ground floor ceiling. This type may include an awning that overlaps the sidewalk.

General Note: Photos on this page are illustrative, not regulatory.





Key

ROW/ Dev't Site Line

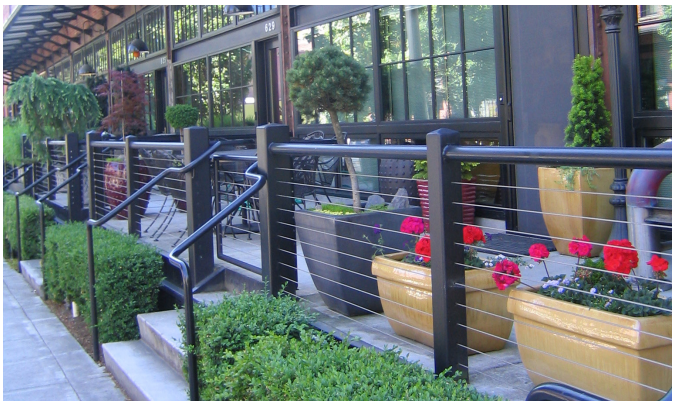
Setback Line

2. Size		
Distance between Glazing	2' max.	A
Ground Floor Glazing between Sidewalk and Finished Ceiling Height	75% min.	
Depth of Recessed Entries	5' max.	
Shopfront Base	6" min.; 24" max.	B
3. Awning		
Depth	5' min.	C
Setback from Curb	2' min.	D
Height, Clear	8' min.	E

4. Miscellaneous
Decorative accordion-style doors/windows or other operable windows that allow the space to open to the street are allowed in compliance with Article 8 (Specific to Architectural Design).
Ramps are required to be integrated along the side of the building to connect with the Shopfront.
The Shopfront shall be designed in compliance with the standards in Article 8 (Specific to Architectural Design) for the selected architectural style.

10-20.07.100 Terrace

Example of a Terrace with low-wall seating



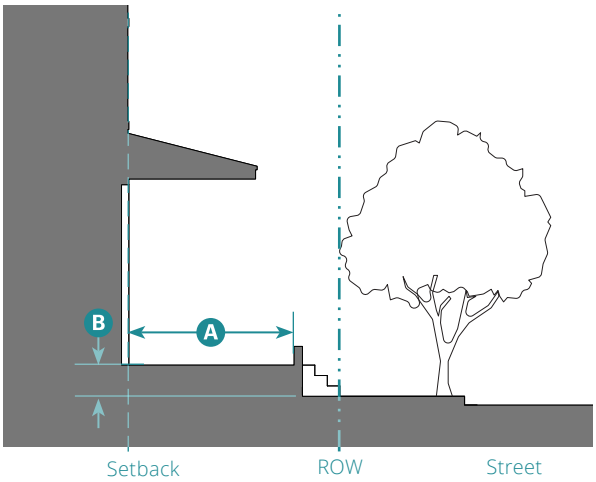
Example of a Terrace

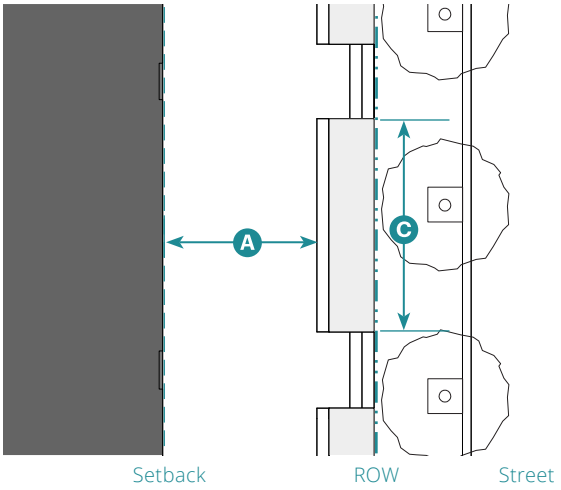
Example of a residential Terrace along a courtyard

1. Description

The main facade is at or near the front development site line with steps leading to an elevated area providing pedestrian circulation along the facade. The type is used for retail, service, office uses, or housing to provide outdoor areas along the sidewalk and/or to accommodate an existing or intended grade change.

General Note: Photos on this page are illustrative, not regulatory.





Key

ROW/ Dev't Site Line

Setback Line

2. Size		
Depth of Terrace	8' min. residential; 12' min. non-residential	A
Finish Level above Sidewalk	36" max.	B
Distance between Stairs	25' max.	C

3. Miscellaneous
These standards are to be used with those for the Shopfront Frontage Type where the zone requires the Shopfront Frontage Type (10-20.07.090).
Where the zone requires the Shopfront Frontage Type (10-20.07.090) and the ground floor is flush with the sidewalk, the Terrace shall be considered to be the sidewalk.
May be utilized to group several entries at a common elevation in compliance with the zones' ground floor finish level standards.
The Terrace is allowed to encroach into the front and side street setbacks in compliance with Subsection 6 of the zone.
Ramps are required to be integrated along the side of the building to connect with the Terrace.
The Terrace shall be designed in compliance with the standards in Article 8 (Specific to Architectural Design) for the selected architectural style.

10-20.07.110 Gallery

Example of a two-story Gallery with an uncovered second story.

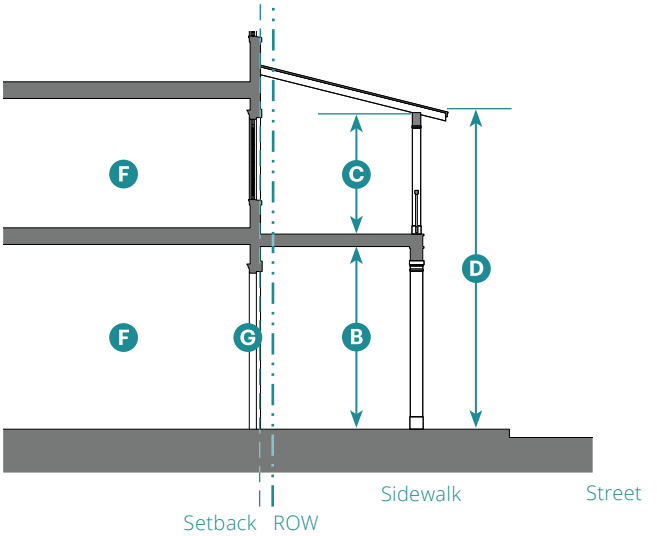
Example of a Gallery providing covered outdoor dining

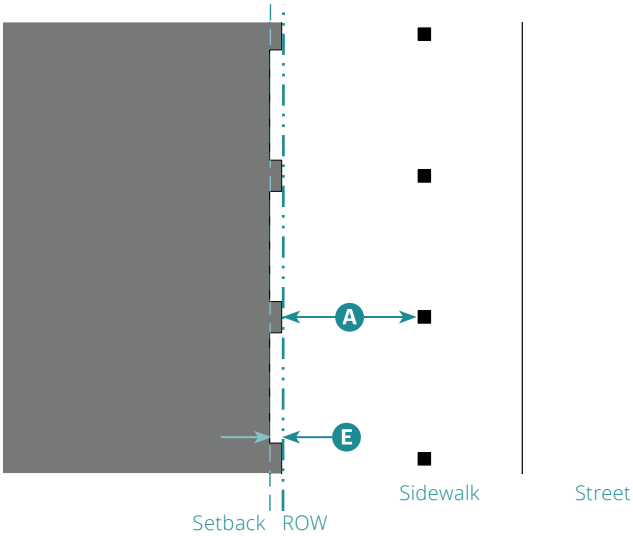
Example of a Gallery with shopfronts

1. Description

The main facade of the building is set back from the front development site line and an at-grade covered structure, articulated with colonnade or arches, overlaps the sidewalk. The type may be one or two stories. When used in nonresidential settings, the Shopfront Type is included; when used in residential settings, Dooryards and Forecourts may be included as allowed by the zone.

General Note: Photos on this page are illustrative, not regulatory.





Key

ROW/ Dev't Site Line

Setback Line

2. Size		
Depth, Clear	8' min.	A
Ground Floor Height, Clear	12' min.	B
Upper Floor Height, Clear	9' min.	C
Height	2 stories max.	D
Gallery Setback from Public ROW	18" min. (clear)	E

3. Miscellaneous	
Habitable space	F
Galleries shall also follow the standards for the Shopfront Frontage Type (10-20.07.090).	G
Galleries shall have a consistent depth across the entire front and/or side street facade.	
Galleries are allowed to project over the sidewalk in the public ROW.	
The second story of the Gallery may be covered.	
Planting is not required. Lighting is required within the gallery in compliance with Section x.xx.xxx (Jurisdiction's On-Site Lighting Standards).	
Ramps are required to be integrated along the side of the building to connect with the Gallery, where applicable.	
The Gallery shall be designed in compliance with the standards in Article 8 (Specific to Architectural Design) for the selected architectural style.	

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Article 8: Specific to Architectural Design

Sections:

10-20.08.010 Purpose
10-20.08.020 Applicability
10-20.08.030 Architectural Design Standards
10-20.08.040 Overview of Architectural Styles
10-20.08.050 Contemporary
10-20.08.060 Craftsman
10-20.08.070 Main Street Classical
10-20.08.080 Mediterranean

10-20.08.010 Purpose

This Article sets forth standards that supplement the zone standards to further refine the intended building form and physical character.

10-20.08.020 Applicability

Unless stated otherwise, all subsections within each architectural style ("style") identified in this Article apply to all facades of a building, including front facades, side street facades, side interior facades, and rear facades.

10-20.08.030 Architectural Design Standards

This Article contains architectural design standards for the six allowed styles. The standards for each style address a range of topics based on local architectural examples. The standards address the following aspects of individual building design: Roofs and roof pitch, eaves, cornices, walls, base of walls, dormers, openings and doors, storefronts, porches, and balconies.

1. Each building is required to be designed in compliance with one of the allowed architectural styles.
2. The architectural style standards are coordinated with the building types allowed by this FBC and the intended physical character of each zone.
3. Any facade greater than 75 feet in length along a street (public or private) or civic space shall include more than one architectural style, with a maximum 75 feet in length of any one style.

10-20.08.040 Overview of Architectural Styles

Table A (Architectural Styles Overview) provides an overview of the allowed architectural styles.

Table 10-20.08.040.A: Architectural Styles Overview

Contemporary 10-20.08.050	Craftsman 10-20.08.060	Main Street Classical 10-20.08.070
Typical Characteristics	**Typical Characteristics**	**Typical Characteristics**
Long, low-sloped roof forms with simple eaves with deep overhangs	Low-pitched roofs with deep eaves and exposed rafter tails	Symmetrical facade composition with proportions that imply load-bearing masonry structure
Asymmetrical facade compositions with square and horizontal openings often made from ganged vertical windows	Horizontally proportioned openings made from ganged vertical windows	Prominent cornice with classical detailing and parapet or pedimented roof forms
Mix of exterior materials to differentiate massing forms, with prevalent natural materials including wood siding	Emphasis on natural materials including wood shingles	Regular pattern of vertically proportioned openings
Horizontally proportioned balconies and terraces with minimalist vertical supports	Asymmetrical composition with wall plane broken by projecting gable ends	Brick and stucco as primary facade materials
Applicable Standards	**Applicable Standards**	**Applicable Standards**
Wall	Wall	Base
Building Roof	Base	Building Roof
Rake	Building Roof	Parapet
Eave	Rake	Windows
Parapet	Eave	Bay Windows
Windows	Parapet	Entry Doors
Bay Windows	Windows	Balconies
Dormers	Bay Windows	Porches
Entry Doors	Dormers	Storefronts
Balconies	Entry Doors	Materials
Porches	Balconies	
Storefronts	Porches	
Materials	Storefronts	
	Materials	

Table 10-20.08.040.A: Architectural Styles Overview (Continued)

Mediterranean 10-20.08.080

Typical Characteristics
Low-pitched gabled or hipped roofs clad in red tile with open eaves
Flat, rectilinear wall plane with vertically proportioned punched openings without trim
Stucco as primary facade material with stucco or wood attached elements

Applicable Standards
Building Roof
Eave
Parapet
Windows
Bay Windows
Dormers
Entry Doors
Balconies
Porches
Storefronts
Materials

Quick Code Guide: Specific to Architectural Design

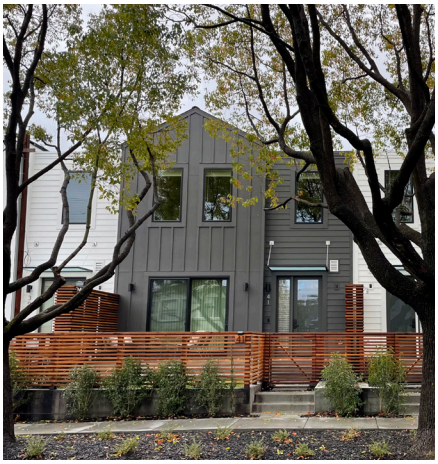
The following graphic is intended as a summary guide. Please refer to San Anselmo's written permit procedures and application standards for all necessary information.

Before you begin

Identify your zone, building type, and detailed massing type. If you have not done this yet, go back to the Table of Contents and follow the Quick Code Guide.

Instructions	Location
Identify your architectural style	**Table 10-20.08.040.A (Architectural Styles Overview)**
Comply with wall, base, and building roof form standards *Dependent on zone, detailed massing type, and architectural style*	**Subsections 3-8 of Architectural Style**
Comply with window and door standards *Dependent on architectural style*	**Subsections 9-12 of Architectural Style**
Comply with external elements standards and material standards *Dependent on architectural style*	**Subsections 13-16 of Architectural Style**

10-20.08.050 Contemporary



General note: The images above and the descriptions in Subsections 1 and 2 below are intended to provide a brief overview of the architectural style and are descriptive, not regulatory.

1. Description of Style

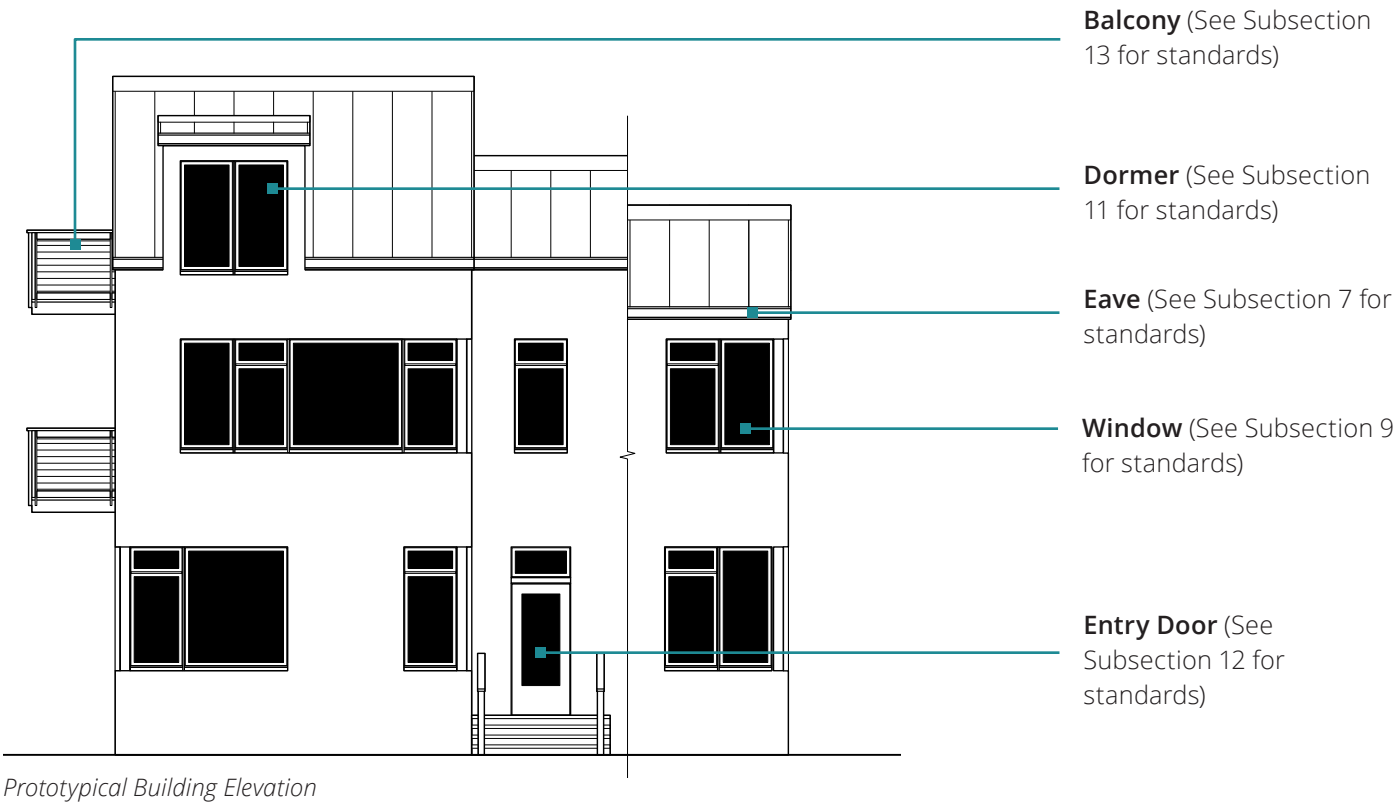
Contemporary style buildings have a streamlined aesthetic and minimal ornamentation. This style focuses on combining simple rectilinear massing forms with changes in material and color. The use of glass and cantilevered elements imbues buildings with a sense of lightness and simplicity. This style is prevalent throughout Marin County.

2. Typical Characteristics

- Long, low-sloped roof forms with simple eaves with deep overhangs
- Asymmetrical facade compositions with square and horizontal openings often made from ganged vertical windows
- Mix of a limited number of exterior materials to differentiate massing forms, with prevalent natural materials including wood siding
- Horizontally proportioned balconies and terraces with minimalist vertical supports

Elements of Contemporary Style – Multifamily Prototype

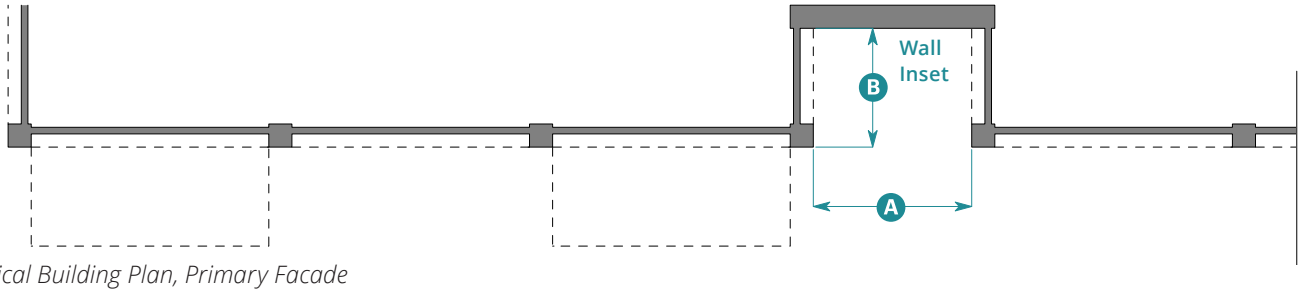
Note: The image below is intended to provide a reference for architectural elements and is illustrative, not regulatory. It is not an exhaustive list of applicable standards.



Prototypical Building Elevation

Elements of Contemporary Style – Mixed-Use Prototype

Note: The image below is intended to provide a reference for architectural elements and is illustrative, not regulatory. It is not an exhaustive list of applicable standards.



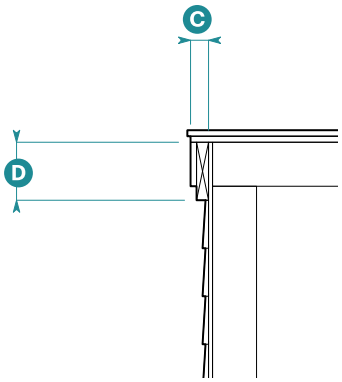
Prototypical Building Plan, Primary Facade

Prototypical Building Elevation

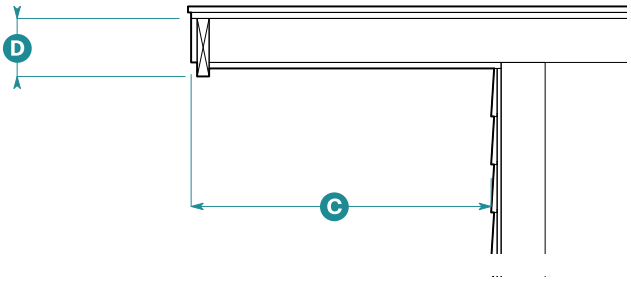
3. Wall
Wall Inset
A wall inset from the primary facade is required for buildings greater than 75' in width.
Wall inset shall be continuous for the full height of the building.
Roof and wall projections may encroach into wall inset.

3. Wall (Continued)		
Wall Inset Dimensions		
Width	8'0" min.; 12'0" max.	A
Depth	6'0" min.	B

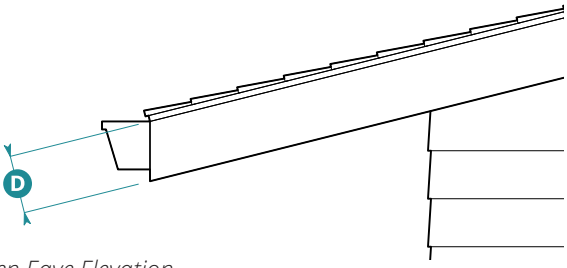
4. Base
No base is required for this style.



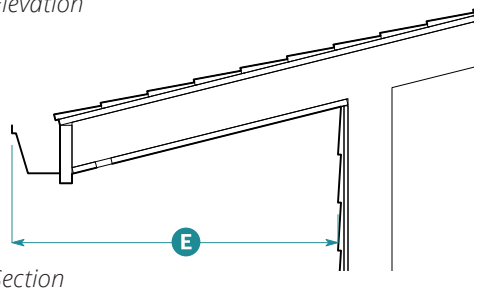
Flush Profile Rake Section



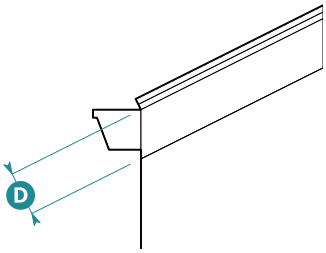
Projecting Profile Rake Section



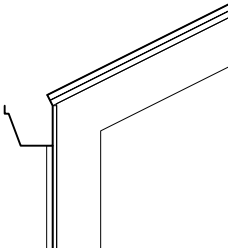
Open Eave Elevation



Open Eave Section



Closed Eave Elevation



Closed Eave Section

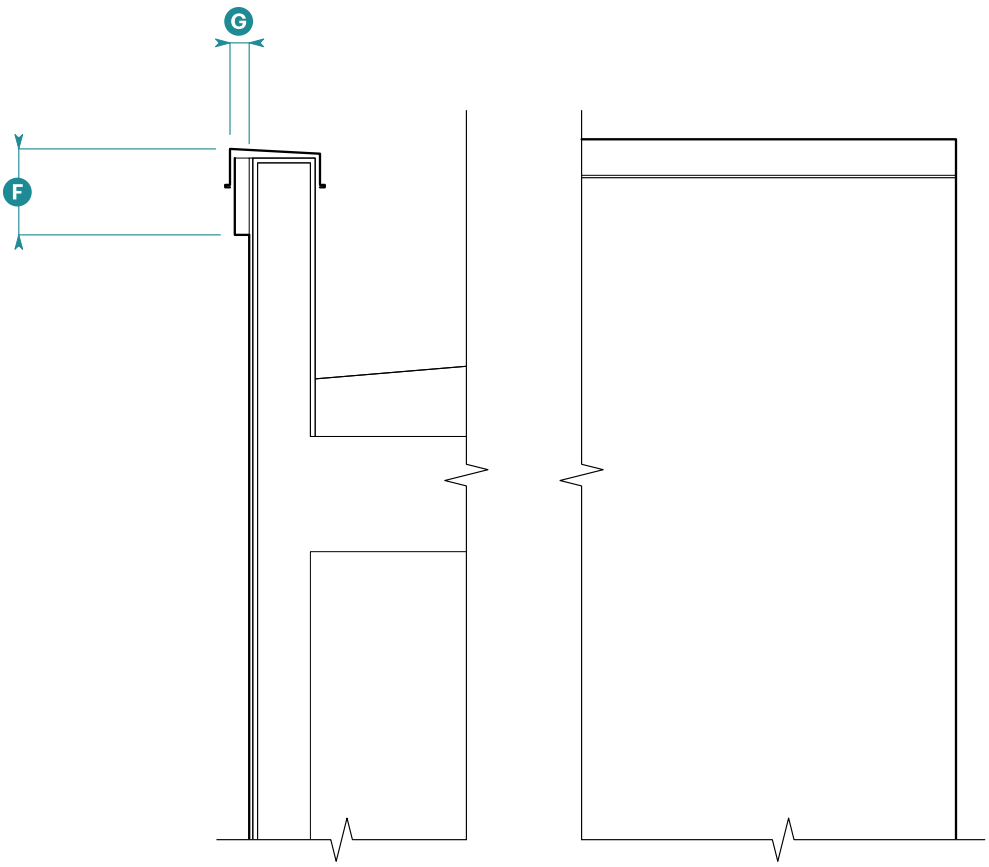
5. Building Roof		
Building Roof Standards	**Buildings with Half-Story Heights**	**Buildings with Full-Story Heights**
Roof Form		
Type	Shed	Flat
Pitch	2:12 min.; 6:12 max.	N/A
Applicable Subsections		
6. Rake	A	N/A
7. Eave	A	N/A
8. Parapet	N/A	A

6. Rake			
Standards	**Flush Profile**	**Projecting Profile**	
Horizontal Projection	No min.; 2" max.	2'6" min.; No max.	C

See Subsection 7 (Eave) for height standards.

A = Applicable N/A = Not Applicable

7. Eave			
Standards	**Open**	**Closed**	
Height			
Fascia	6" min.	6" min.	D
Horizontal Projection			
Overall	36" min.; No max.	N/A	E



Parapet Section *Parapet Elevation*

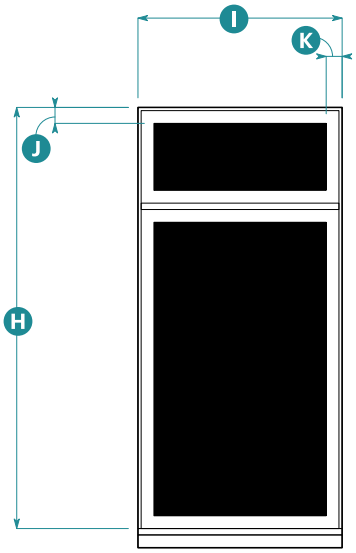
8. Parapet		
Height		
Projection	0" min.; 6" max.	F
Horizontal Projection		
Overall	0" min.; 3" max.	G

9. Windows		
Opening		
Proportion, Height H to Width I [1]		
Ground floor	2.2 min.	
Upper floor	2.0 min.	
Dormer	See Subsection 11 (Dormers) for standards.	
Typical Sizes, Width I x Height H		
Ground Floor, Typical	3'0" x 6'0"	
Ground Floor, Ganged	3'0" x 6'0"	
Ground Floor, Picture	4'6" x 6'0"	
Upper Floor, Typical	3'0" x 5'6"	
Upper Floor, Ganged	3'0" x 5'6"	
Upper Floor, Picture	4'6" x 5'6"	
Privacy	2'0" x 4'6"	
Shape	Square	
Operation	Double-Hung, Single-Hung, Awning, Casement	
Window		
Glazing Divisions	None	
Frame Width (Frame + Sash)		
At Rail	2.5" min. ± 1/4"	J
At Stile	2.5" min. ± 1/4"	K
Trim Widths [2]		
Head	3" min.	
Jamb	3" min.	
Apron	3" min.	
Window Frame Recess		
Depth	2" min.	
Sill		
Depth	3" min.	
Pediment		
Allowed	No	
Mullions		
Mullions required between ganged windows.		

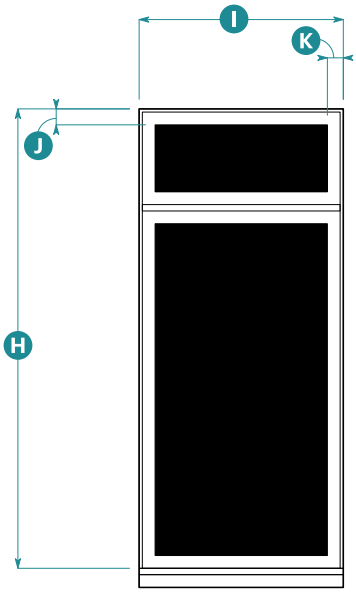
"Typical" refers to a regular recurring window (i.e., size or lite pattern) on a facade.

[1] Picture windows shall be wider than typical windows and equal in height to windows on the same floor.

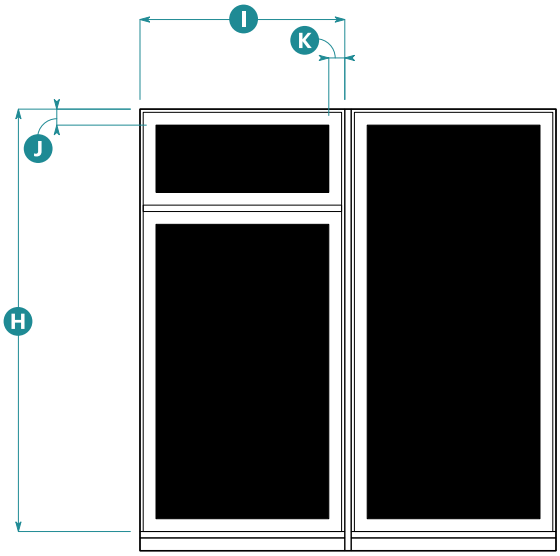
[2] Trim required for windows only on buildings or parts of buildings with lap siding.



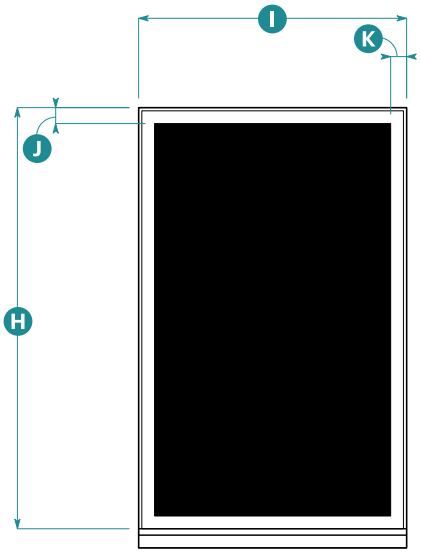
Upper Floor Typical Window Elevation



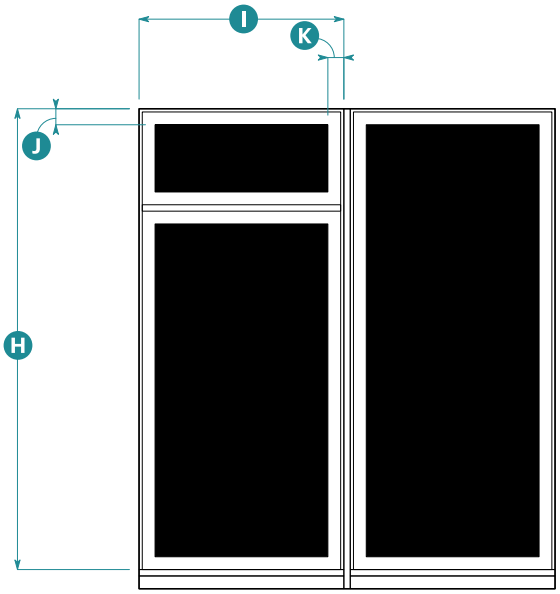
Ground Floor Typical Window Elevation



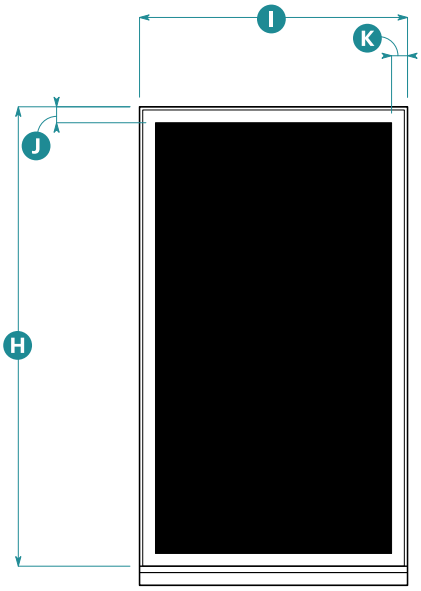
Upper Floor Ganged Window Elevation



Upper Floor Picture Window Elevation

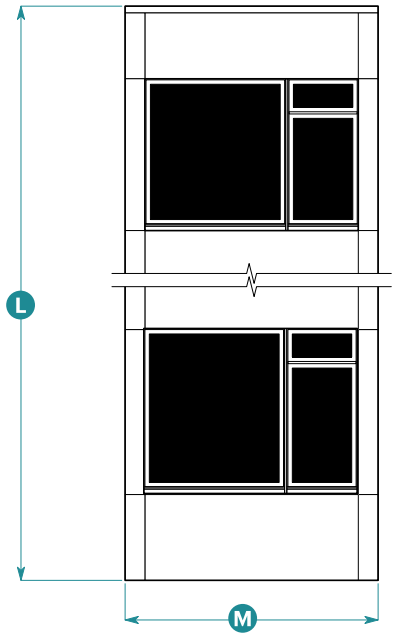


Ground Floor Ganged Window Elevation

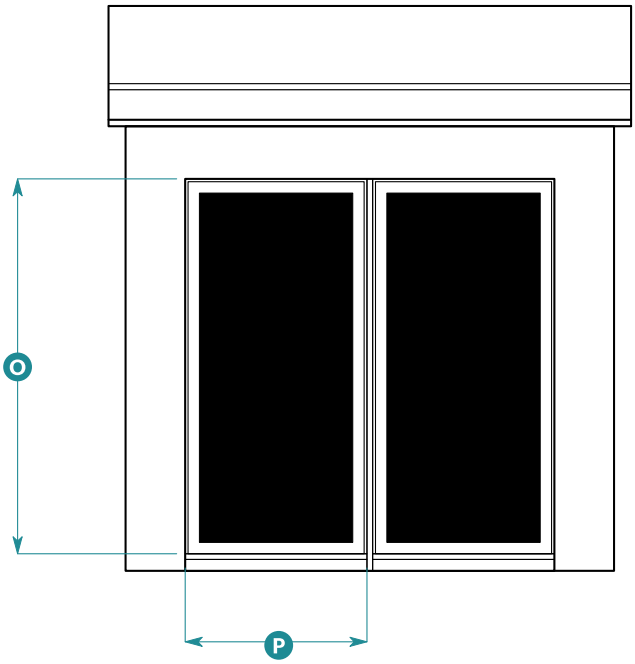


Ground Floor Picture Window Elevation

Bay Window Plan



Bay Window Elevation

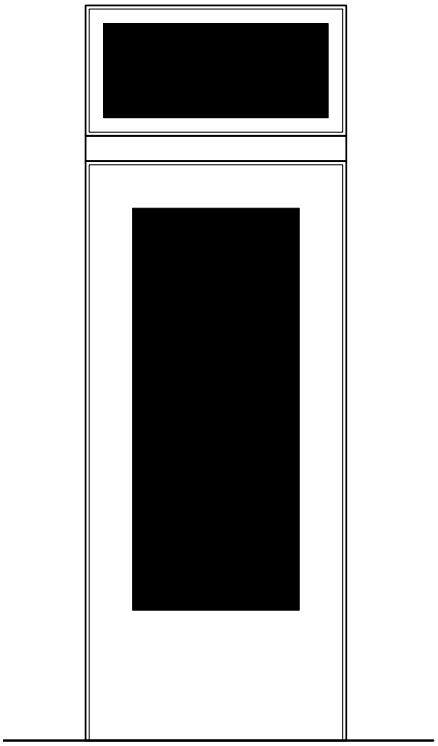


Dormer Elevation

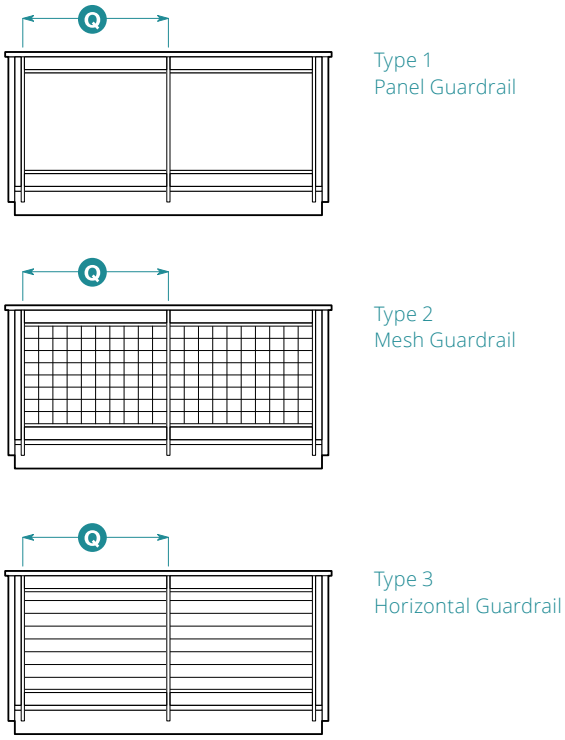
10. Bay Windows		
Form		
Type	Square	
Size		
Height[3]		L
On buildings with heights up to 3 stories	2 stories max.	
On buildings with heights above 3 stories	2 stories plus 1 additional story for each building story over 3 max.	
Width	6'0" min.; 12'0" max.	M
Depth	1'0" min.; 3'0" max.	N
Additional Standards		
Multi-story bay window form shall be vertically continuous.		
Continuous horizontal articulation on building shall wrap bay form.		

[3] On buildings with heights up to 2 stories, the bottom of the bay window may not extend to the ground plane and the top of the bay window may not extend to the top of parapet or eave.

11. Dormers		
Roof Form		
Type	Shed	
Pitch	2:12 min.; 6:12 max.	
Window		
Proportion, Height O to Width P	2.0 min.	
Width	3'0" min.	P
Dormers allowed only for buildings with half stories.		
See Subsections 6 (Rake), 7 (Eave), and 9 (Windows) for additional standards.		



Entry Door Elevation

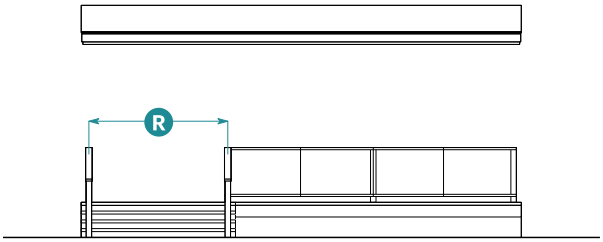


Balcony Front Elevation

12. Entry Doors	
Surround [4]	
Head Width	4" min.
Jamb Width	4" min.
Additional Elements	
Transom	Allowed
Pediment	Not Allowed

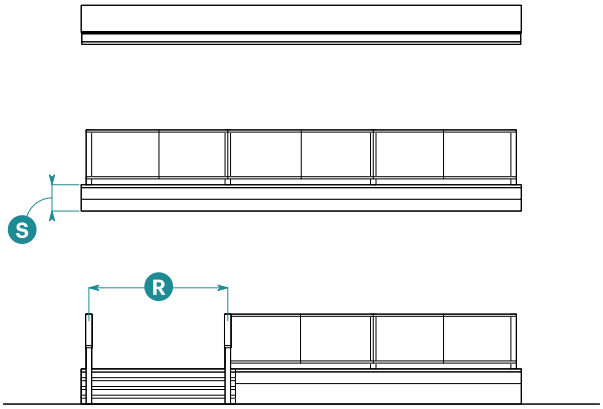
[4] Surround required for doors only on buildings or parts of buildings with lap siding.

13. Balconies		
Allowed Materials		
Type 1 - Panel Guardrail		
Post	Metal	
Baluster	Metal panel	
Handrail	Metal, glass	
Fascia	Metal, composite wood, wood	
Type 2 - Mesh Guardrail		
Post and Handrail	Metal	
Baluster	Metal mesh	
Fascia	Metal, composite wood, wood	
Type 3 - Horizontal Guardrail		
Post and Handrail	Metal	
Baluster	Metal, steel cable	
Fascia	Metal, wood	
Size		
Overall Balcony Width	10'0" max.	
Width Between Posts	3' min.	Q

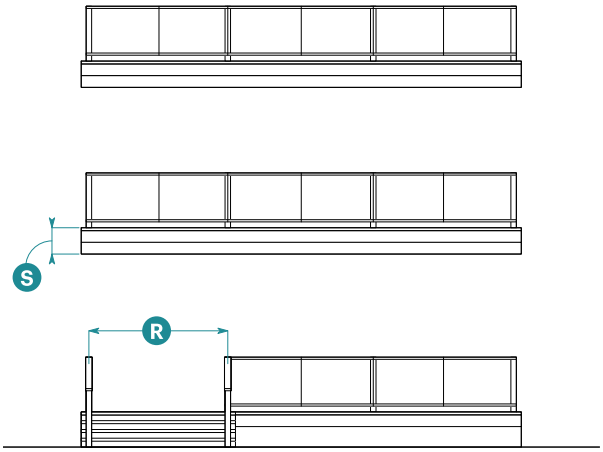


One-Story Porch

One-Story Porch with Deck Above

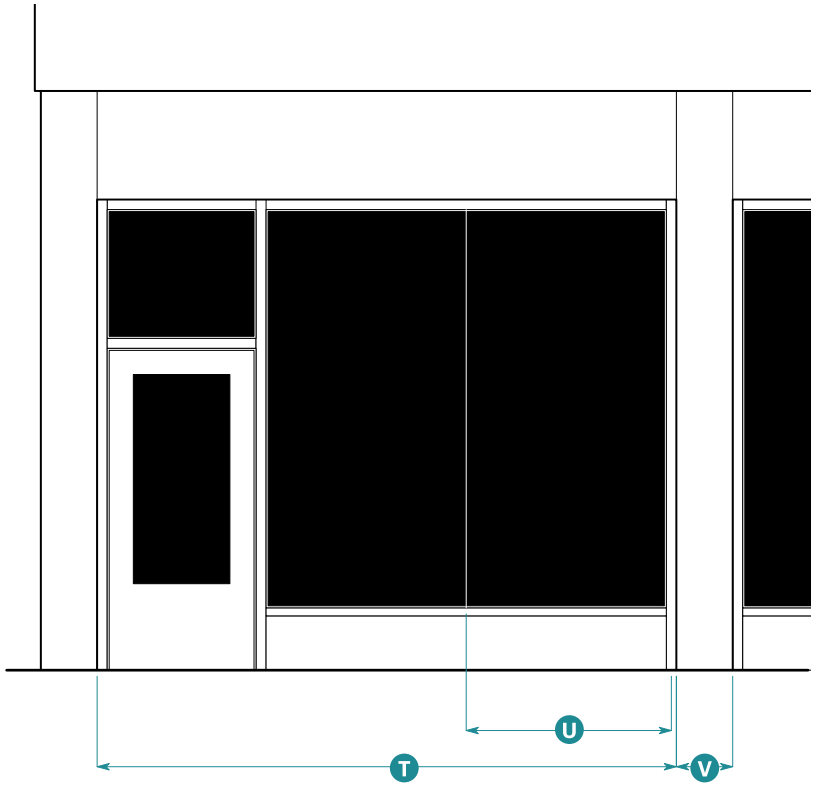


Two-Story Porch

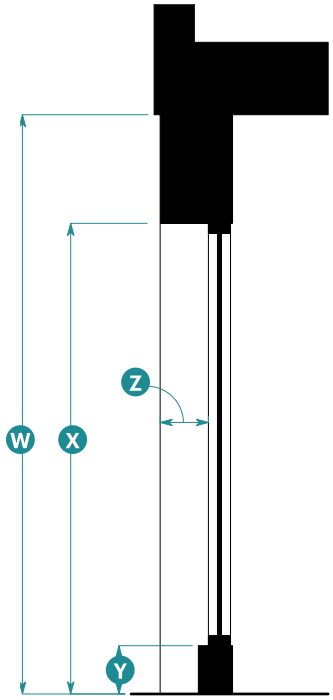


Two-Story Porch with Deck Above

14. Porches		
Columns		
Shape	Cantilevered (no columns) or Pilotis	
Diameter	4" max.	
Spacing	8'0" max. on center	R
Entablature		
Height of Entablature Supporting Deck		
Overall	10" min.	S



Storefront Elevation



Storefront Section

15. Storefronts		
Width		
Storefront Module	10'0" min.; 15'0" max.	T
Display Window	3'0" min.; 4'0" max.	U
Distance Between Storefront Modules	1'0" min.; 2'0" max.	V
Height		
Overall	12'0" min.	W
Head Height	11'0" min.	X
Base	8" min.; 2'0" max.	Y
Horizontal Recess		
Depth	6" min.; 3'0" max.	Z

Base shall be continuous, unless divided by pilaster, and align with base height of building (if any).

16. Materials	
Element	**Allowed Materials**
Wall	
Wall Cladding[5]	Lap siding, composite wood, wood, fiber cement, stucco, metal panel
Base or Foundation	
Base or Foundation	Brick, concrete, stucco, composite wood, wood, fiber cement, architectural block
Roof and Roof Elements	
Roofing	Asphalt shingles, wood shingles, standing seam metal
Rake and Eave	Composite wood, wood, steel
Gutter	Metal box
Windows, Bay Windows, and Entry Doors	
Entry Door	Wood, aluminum, fiberglass, composite wood
Window Frames	Wood, aluminum clad wood, aluminum, fiberglass
Glazing	Clear glass; shall not be tinted, mirrored, or colored
Balconies	
See Subsection 13 (Balconies) for allowed materials.	
Porches	
Columns	Composite wood, wood, fiberglass, metal
Railing	Composite wood, wood, metal
Storefronts	
Storefront	Composite wood, wood, metal
Storefront Base	Stucco, concrete

[5] Exterior cladding shall be limited to no more than 3 materials, of which 65% or more of the facade area shall be one of those materials.

10-20.08.060 Craftsman

General note: The images above and the descriptions in Subsections 1 and 2 below are intended to provide a brief overview of the architectural style and are descriptive, not regulatory.

1. Description of Style

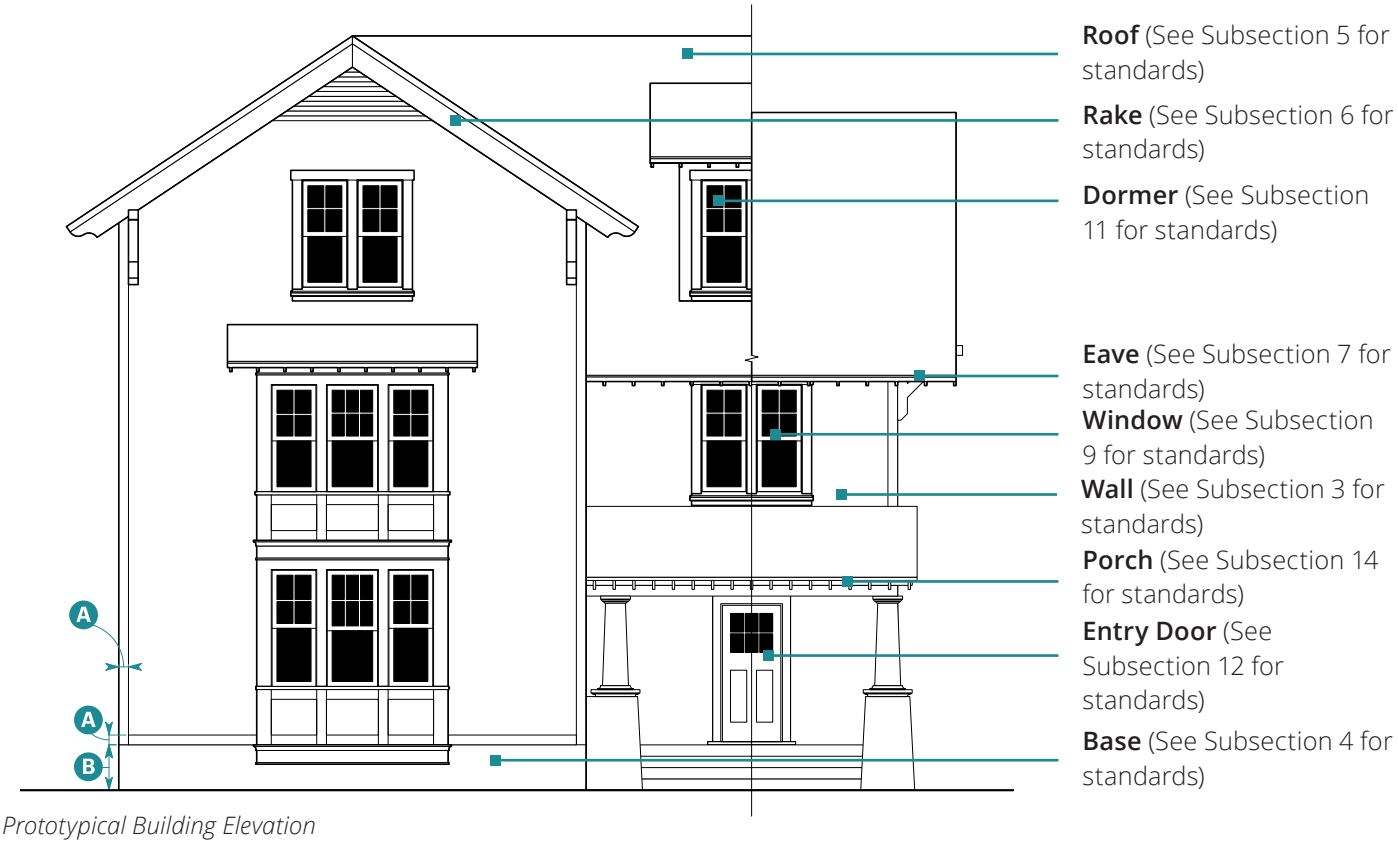
The Craftsman style emerged in the American west inspired by the English Arts and Crafts movement. The Craftsman bungalow house was prevalent from the 1900's to the 1940's. Since that time, it has adapted to multifamily and mixed-use prototypes.

2. Typical Characteristics

- Low-pitched roofs with deep eaves and exposed rafter tails
- Horizontally proportioned openings made from ganged vertical windows
- Emphasis on natural materials including wood shingles
- Asymmetrical composition with wall plane broken by projecting gable ends
- Wall plane broken by projecting and/or recessed elements

Elements of Craftsman Style – Multifamily Prototype

Note: The image below is intended to provide a reference for architectural elements and is illustrative, not regulatory. It is not an exhaustive list of applicable standards.



Prototypical Building Elevation

3. Wall		
Trim [1]		
Width	4" min.	A

[1] Trim not required on buildings or portions of buildings where stucco or shingle is the primary wall material.

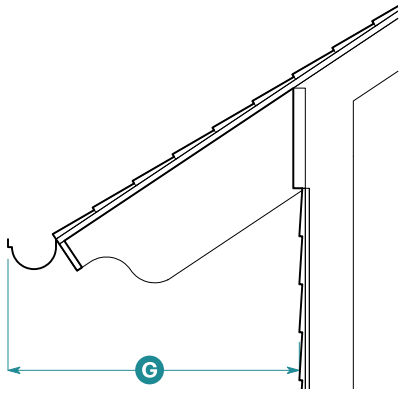
[2] Trim is required at openings and surrounds.

4. Base		
Height	1'0" min.; 1/2 story max.	B

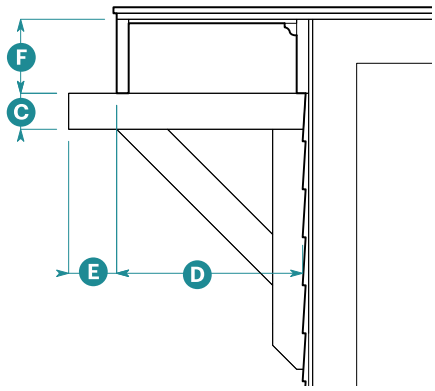
Elements of Craftsman Style – Mixed-Use Prototype

Note: The image below is intended to provide a reference for architectural elements and is illustrative, not regulatory. It is not an exhaustive list of applicable standards.

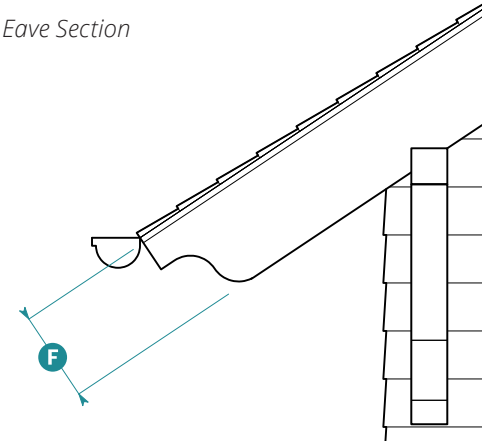
Prototypical Building Elevation



Eave Section



Rake Section



Eave Elevation

5. Building Roof		
Building Roof Standards	**Sloped Roof**	**Flat Roof**
Applicable Subsections		
Subsection 6 (Rake)	A	N/A
Subsection 7 (Eave)	A	N/A
Subsection 8 (Parapet)	N/A	A
Form		
Pitch	4:12 min.; 10:12 max.	N/A

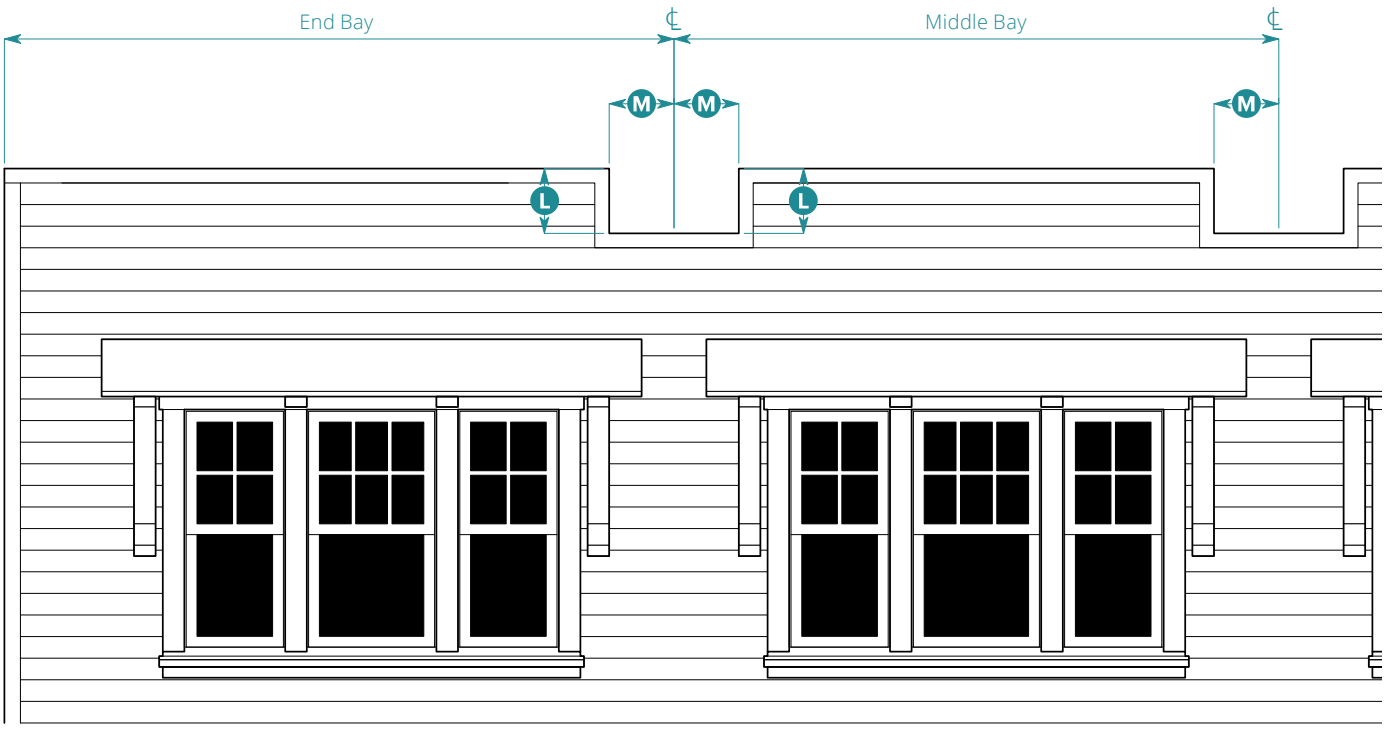
6. Rake		
Height		
Bracket Bracing Member	4" min.	C
Horizontal Projection		
Projection to Fascia	1'8" min. 3'0" max;	D
Bracket Projection Beyond Fascia	No min.; 1'0" max.	E

See Subsection 7 (Eave) for height standards.

A = Applicable N/A = Not Applicable

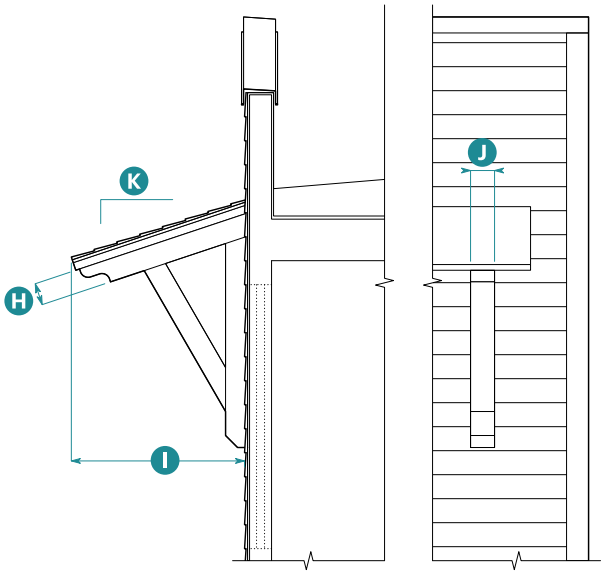
7. Eave		
Allowed Types		
Eave Types	Open	
Height		
Fascia	10" min.	F
Horizontal Projection [3]		
Overall	2'6" min.	G

[3] Horizontal projection includes gutter.



8. Parapet		
Canopy		
Parapet may include canopy.		
Eave Height	6" min.	H
Horizontal Projection[4]	3'0" min.	I
Required Support Elements	Brackets	
Bracket Width	4" min.	J
Roof Pitch	3:12 min.	K
Crenellation		
Parapet shall be crenellated.		
Crenel Height	1'0" min.	L
Width, from Center Line	1'0" min.	M
Crenel may not occur at building corner or end bays.		

[4] Horizontal projection includes gutter.



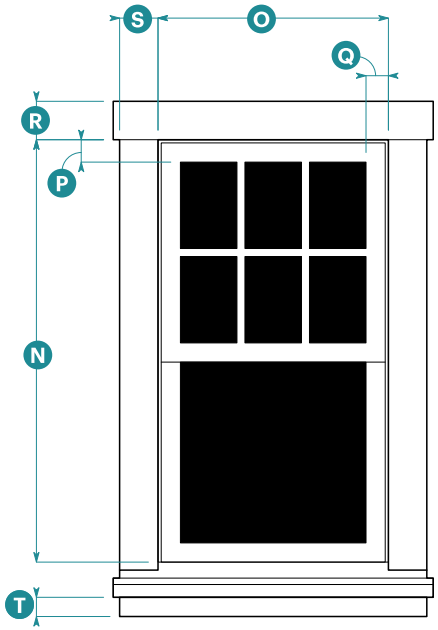
Parapet Section *Parapet Elevation*

9. Windows		
Opening		
Proportion, Height N to Width O [5]		
Ground Floor	2.0 min.	
Upper Floor	1.75 min.	
Dormer	See Subsection 11 (Dormers) for standards.	
Typical Sizes, Width O x Height N		
Ground Floor, Typical	3'0" x 6'0"	
Ground Floor, Ganged	2'4" x 6'0"	
Ground Floor, Picture	4'6" x 6'0"	
Upper Floor, Typical	3'0" x 5'6"	
Upper Floor, Ganged	2'4" x 5'6"	
Upper Floor, Picture	4'6" x 5'6"	
Privacy	2'0" x 4'0"	
Shape	Square	
Operation	Single Hung, Double Hung, Casement	
Window		
Glazing Divisions	6 over 1; 4 over 1; 10 over 1	
Frame Width (Frame + Sash)		
At Rail	2.5" min. ± 1/4"	P
At Stile	2.5" min. ± 1/4"	Q
Trim Widths [6]		
Head	6" min.	R
Jamb	4" min.	S
Apron	3" min.	T
Window Frame Recess		
Depth	2" min.	
Sill		
Depth	3" min.	
Pediment		
Allowed	No	
Mullions		
Mullions required between ganged windows.		

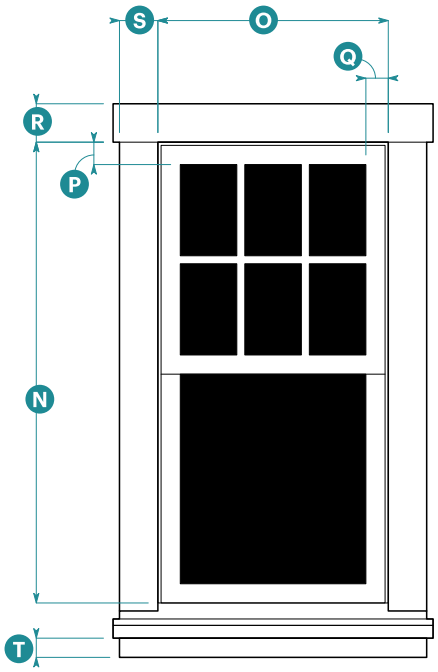
"Typical" refers to a regular recurring window (i.e., size or lite pattern) on a facade.

[5] Picture windows shall be wider than typical windows and equal in height to windows on the same floor.

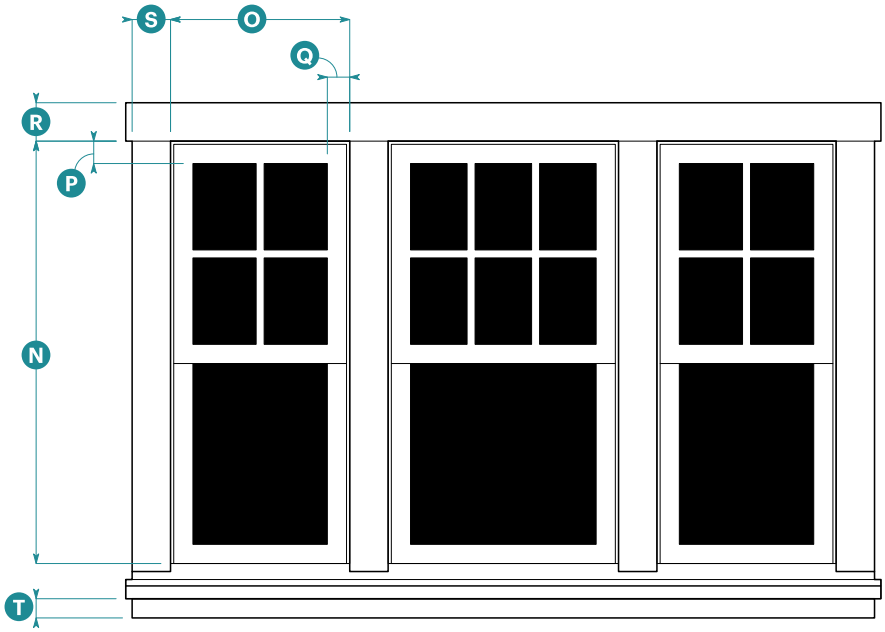
[6] Jamb shall be narrower than header



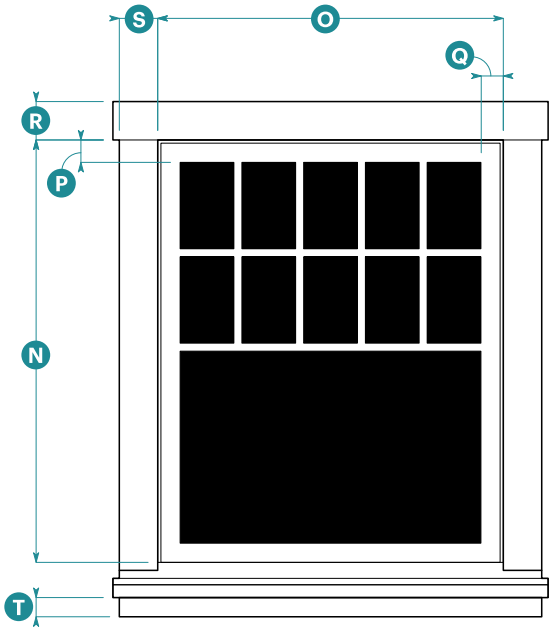
Upper Floor Typical Window Elevation
6 over 1



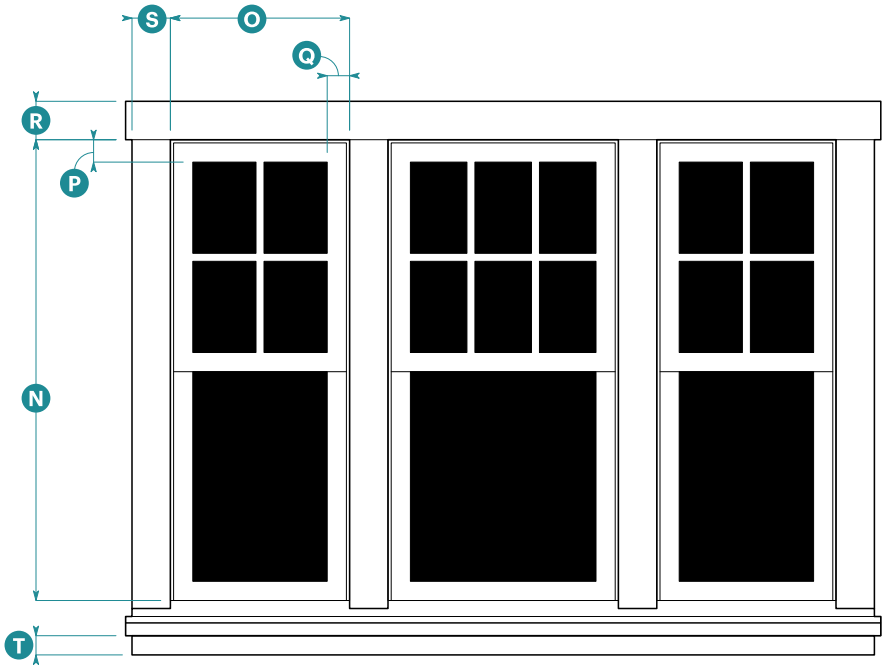
Ground Floor Typical Window Elevation
6 over 1



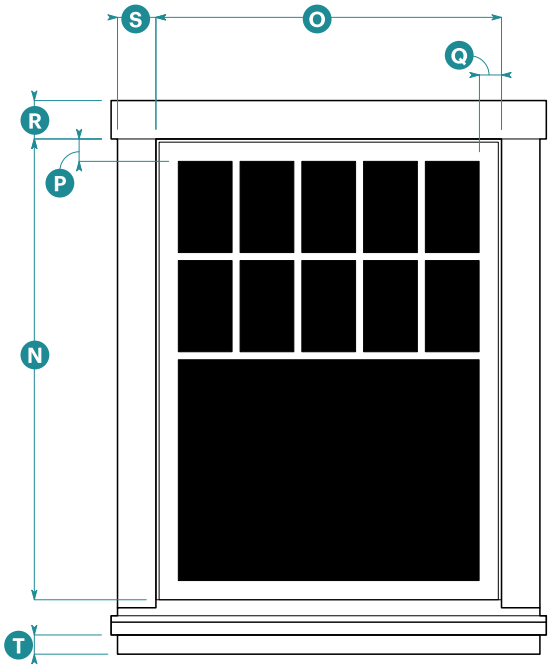
Upper Floor Ganged Window Elevation
4 over 1 and 6 over 1



Upper Floor Picture Window Elevation
10 over 1

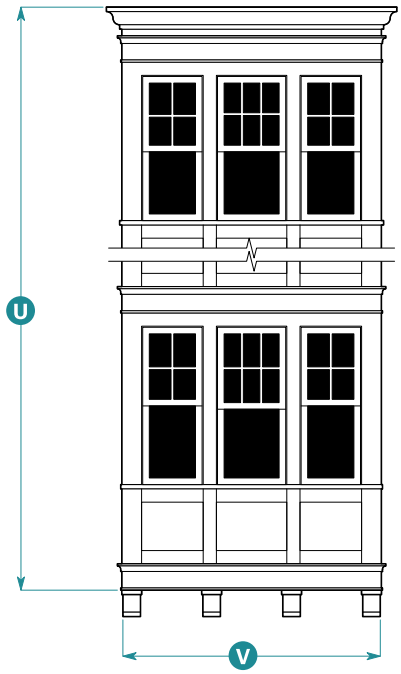


Ground Floor Ganged Window Elevation
4 over 1 and 6 over 1

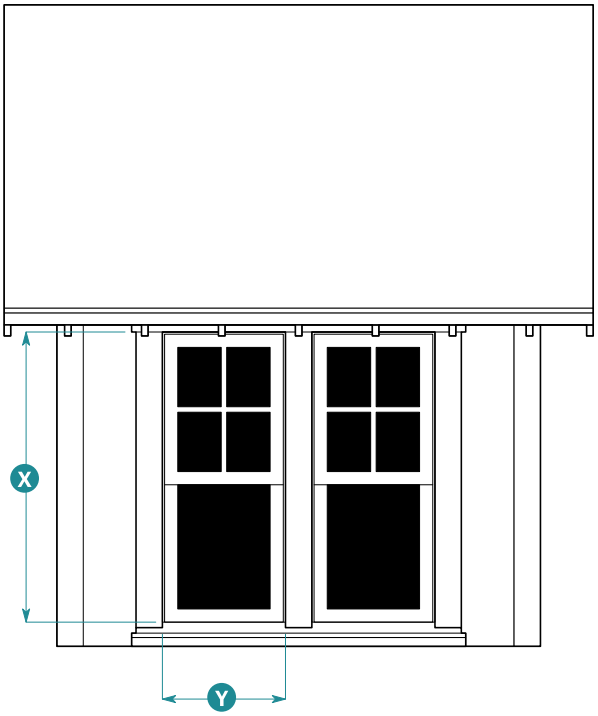


Ground Floor Picture Window Elevation
10 over 1

Bay Window Plan



Bay Window Elevation

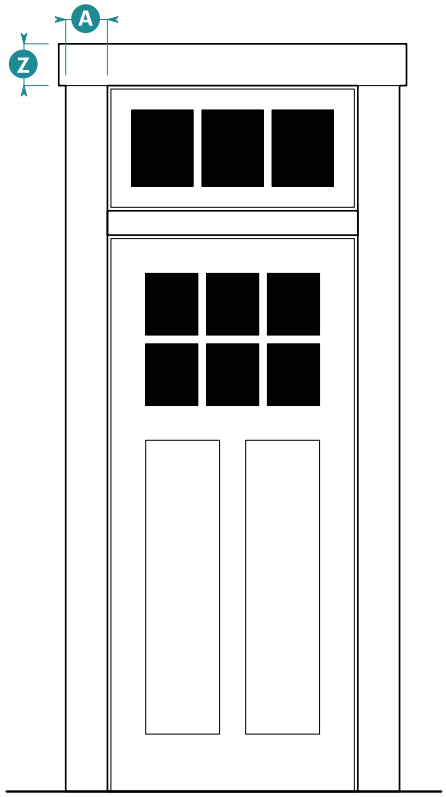


Dormer Elevation

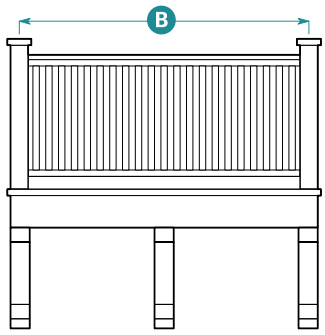
10. Bay Windows		
Form		
Type	Square	
Size		
Height		U
On buildings with heights up to 3 stories	2 stories max.	
On buildings with heights above 3 stories	2 stories plus 1 additional story for each building story over 3 max.	
Width	6'0" min.; 12'0" max.	V
Depth	1'0" min.; 3'0" max.	W
Cornice Types		
Building parapet wraps bay.		
Bay stops below building eave (bay has own cornice).		
Bay returns into building eave (bay never projects above the building eave).		
Additional Standards		
Bay depth not allowed to project beyond eave depth.		
Multi-story bay window form shall be vertically continuous.		

10. Bay Windows (Continued)
Continuous horizontal articulation on building shall wrap bay form.
Corner bay may be turned on side to be rotated 45 degrees from building corner.

11. Dormers		
Roof Form		
Type	Shed or Gable	
Pitch	2:12 min.; 5:12 max.	
Horizontal Projection		
Eave	8" min.	
Rake	8" min.	
Window		
Proportion, Height X to Width Y	1.75 min.	
Width	3'0" min.	Y
Dormers allowed only for buildings with half stories.		
Pediment not allowed.		
See Subsections 6 (Rake), 7 (Eave), and 9 (Windows) for additional standards.		



Entry Door Elevation

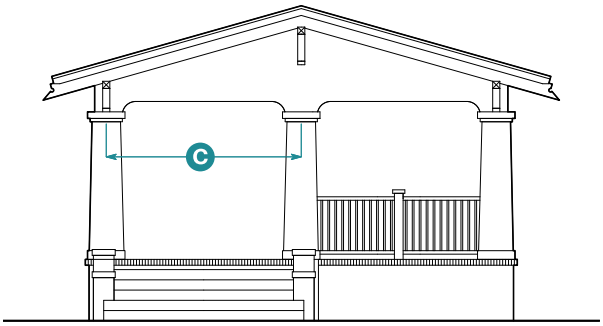


Balcony Front Elevation

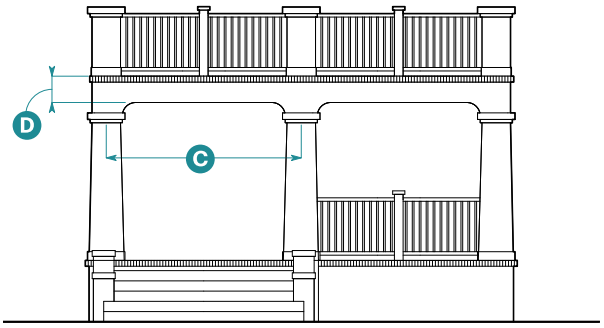
12. Entry Doors		
Door		
Number of Panels	2 min.	
Surround[7]		
Head Width	6" min.	Z
Jamb Width	4" min.	A
Additional Elements		
Transom	Allowed	
Pediment	Not Allowed	

[7] Jamb shall be narrower than header

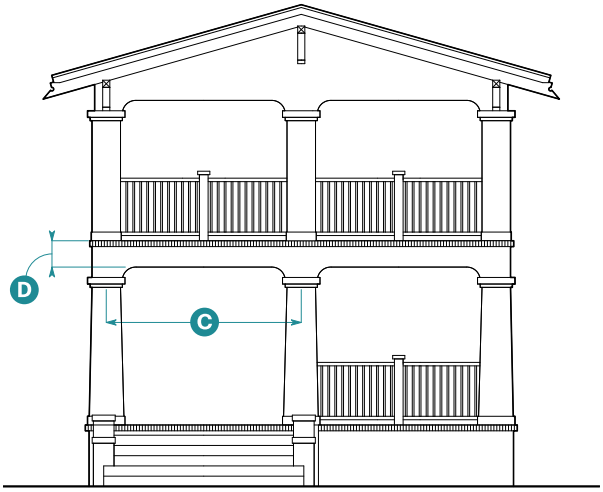
13. Balconies		
Allowed Materials		
Post, Baluster, Handrail, and Fascia	Metal, composite wood, wood	
Size		
Overall Balcony Width	10'0" max.	
Width Between Posts	3' min.	B



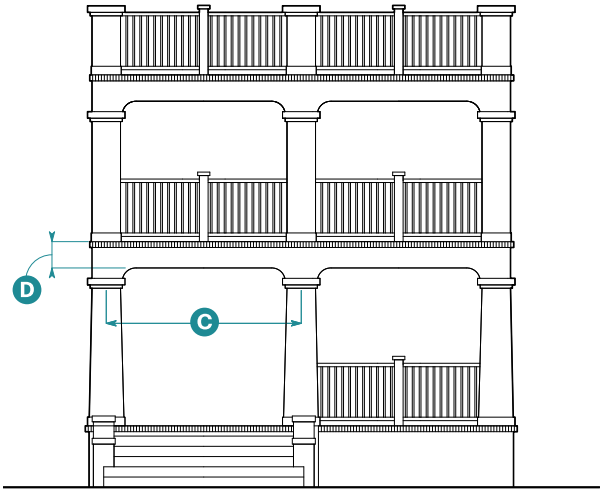
One-Story Porch



One-Story Porch with Deck Above



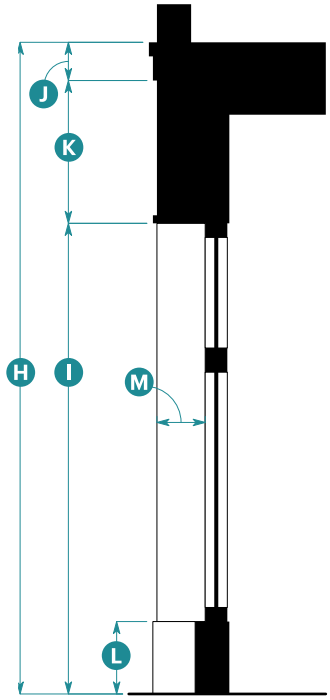
Two-Story Porch



Two-Story Porch with Deck Above

14. Porches		
Columns		
Shape	Square-tapered	
Base Width	1'10" min.	
Spacing	9'6" min.; 12' max. on center	C
Entablature		
Height of Entablature Supporting Deck		
Overall	10" min.	D

Storefront Elevation



Storefront Section

15. Storefronts		
Width		
Storefront Module	10'0" min.; 15'0" max.	E
Display Window	3'0" min.; 4'0" max.	F
Distance Between Storefront Modules	1'0" min.; 2'0" max.	G
Height		
Overall	13'0" min.	H
Head Height	10'0" min.	I
Cornice	10" min.	J
Signage Band	1'6" min.	K
Base	1'0" min.; 2'0" max.	L
Horizontal Recess		
Depth	1'0" min.; 2'0" max.	M
Base shall be continuous, unless divided by pilaster, and align with base height of building (if any).		
Cornice shall be continuous.		

16. Materials	
Element	**Allowed Materials**
Wall	
Wall Cladding	Shingle and lap siding: composite wood, wood, fiber cement; and stucco
Base	
Base or Foundation	Stone, cast stone, painted concrete
Roof and Roof Elements	
Roofing	Asphalt shingles, wood shingles, standing seam metal
Rake and Eave	Composite wood, wood
Cornice	Composite wood, wood
Brackets	Composite wood, wood, fiberglass
Gutter	Metal half-round
Windows, Bay Windows, and Entry Doors	
Trim or Surround	Composite wood, wood, fiber cement
Entry Door	Wood, aluminum, fiberglass, composite
Window Frames	Wood, aluminum-clad wood, aluminum, fiberglass
Glazing	Clear glass; shall not be tinted, mirrored, or colored
Balconies	
See Subsection 13 (Balconies) for allowed materials.	
Porches	
Columns	Composite wood, wood, metal
Railing	Composite wood, wood, metal
Storefronts	
Columns	Composite wood, wood, fiberglass, metal
Storefront Base	Wood panels, brick, stone tile, fiber cement

10-20.08.070 Main Street Classical

General note: The images above and the descriptions in Subsections 1 and 2 below are intended to provide a brief overview of the architectural style and are descriptive, not regulatory.

1. Description of Style

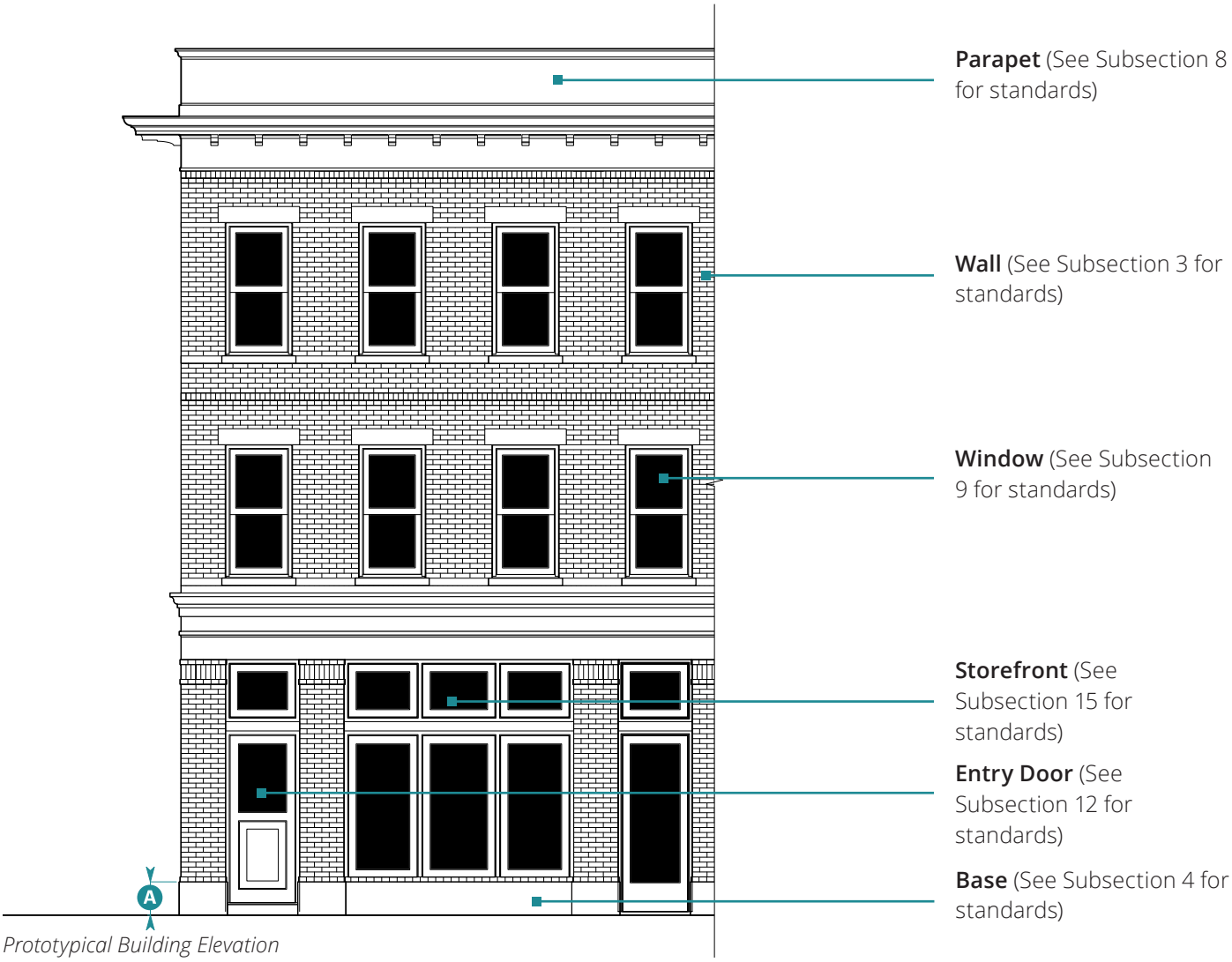
Main Street Classical style buildings combine influences from late 19th century Classical Revival and pre-war American main street architecture. With brick as a primary facade material, facades have a tripartite composition and often introduce ornament in a prominent cornice.

2. Typical Characteristics

- Symmetrical facade composition with proportions that imply load-bearing masonry structure
- Prominent cornice with classical detailing and parapet or pedimented roof forms
- Regular pattern of vertically proportioned openings
- Brick and stucco as primary facade materials

Elements of Main Street Classical Style – Mixed-Use Prototype

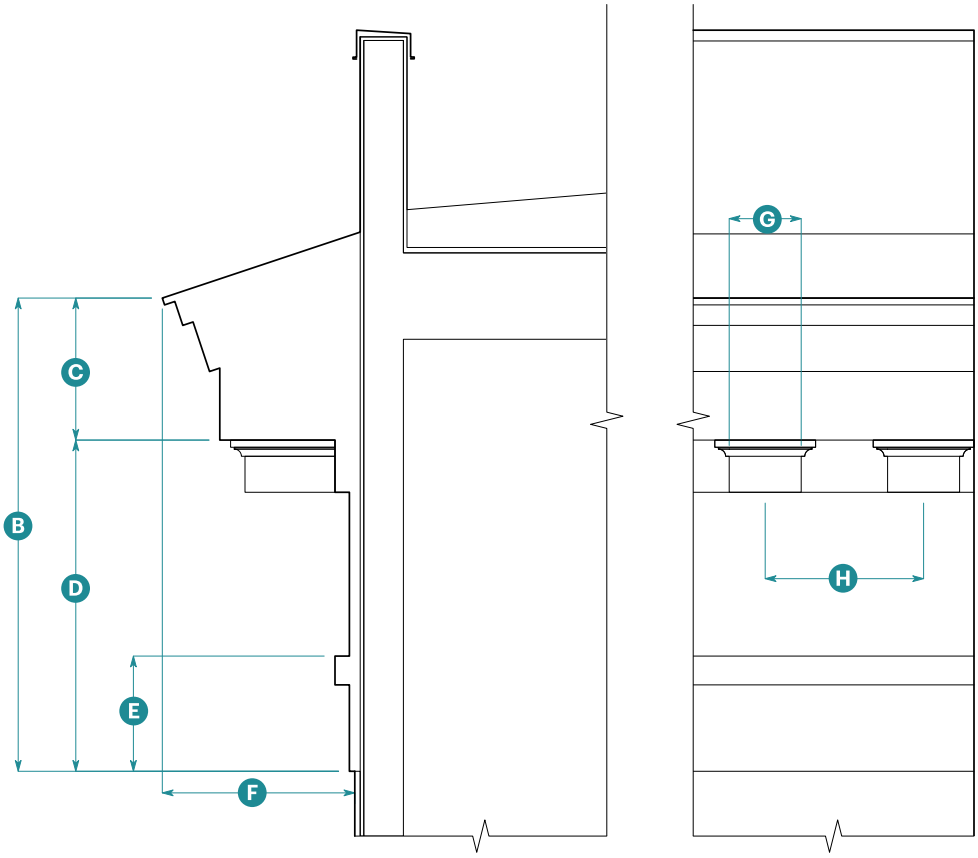
Note: The image below is intended to provide a reference for architectural elements and is illustrative, not regulatory. It is not an exhaustive list of applicable standards.



Prototypical Building Elevation

3. Wall
No wall standards apply to this style. See Subsection 16 (Materials) for materials standards.

4. Base		
Height	1'0" min.; 2'0" max.	A



Parapet Section

Parapet Elevation

5. Building Roof

Form	
Roof Type	Flat

6. Rake

Because this style does not allow sloped roofs, rake is not regulated. For wall-roof junction standards, see Subsection 8 (Parapet).

7. Eave

Because this style does not allow sloped roofs, eave is not regulated. For wall-roof junction standards, see Subsection 8 (Parapet).

8. Parapet

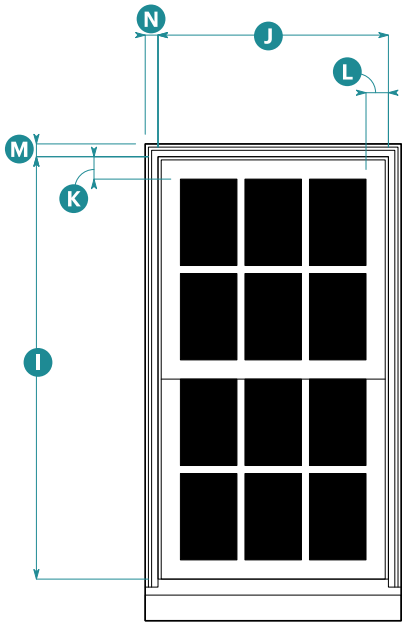
Height		
Overall	5'6" min.	B
Cornice	1'8" min.	C
Fascia		
Overall	3'6" min.	D
Lower Band	1'2" min.	E
Horizontal Projection [1]		
Overall	2'6" min.	F
Continuous cornice required on all street facing facades.		
Required Ornament		
Type	Dentils	
Width	10" min.	G
Spacing	2'0" max. on center	H
Placement	Below cornice at top of fascia	

[1] Horizontal projection includes gutter.

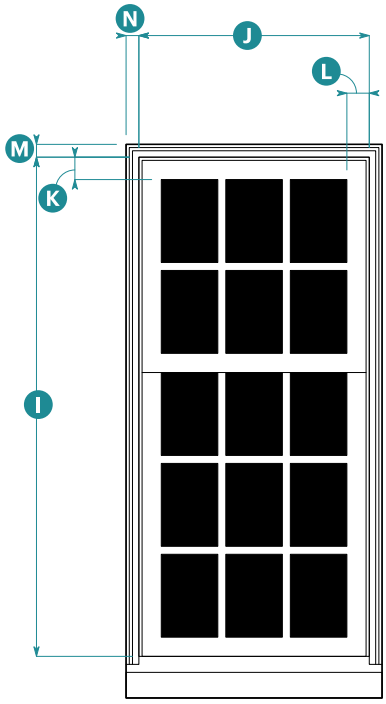
9. Windows		
Opening		
Proportion, Height I to Width J [2]		
Ground Floor	2.0 min.	
Upper Floor	1.75 min.	
Typical Sizes, Width J x Height I		
Ground Floor, Typical	3'0" x 6'6"	
Ground Floor, Picture	4'6" x 6'6"	
Upper Floor, Typical	3'0" x 5'6"	
Upper Floor, Picture	4'6" x 5'6"	
Privacy	2'0" x 4'0"	
Shape	Square	
Operation	Single Hung, Double Hung, Casement	
Window		
Glazing Divisions	6 over 9; 6 over 6	
Frame Width (Frame + Sash)		
At Rail	2.5" min. ± 1/4"	K
At Stile	2.5" min. ± 1/4"	L
Molding Widths		
Head	2" min.	M
Jamb	2" min.	N
Window Frame Recess		
Depth	2" min.	
Sill		
Depth	3" min.	
Pediment		
Allowed	Yes	

"Typical" refers to a regular recurring window (i.e., size or lite pattern) on a facade.

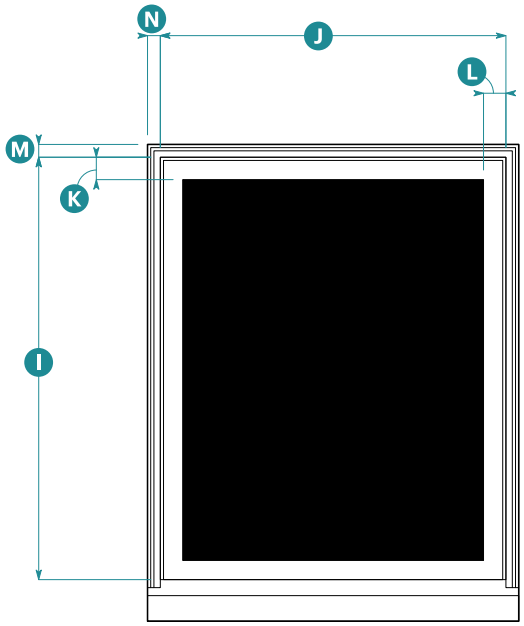
[2] Picture windows shall be wider than typical windows and equal in height to windows on the same floor.



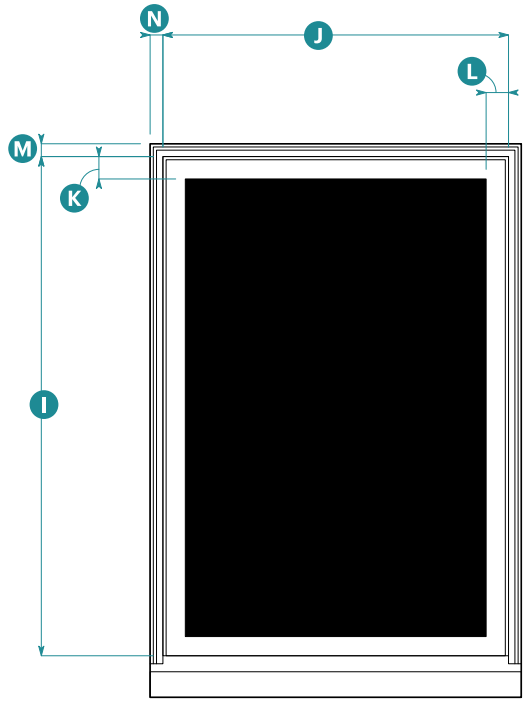
Upper Floor Typical Window Elevation
6 over 6



Ground Floor Typical Window Elevation
6 over 9

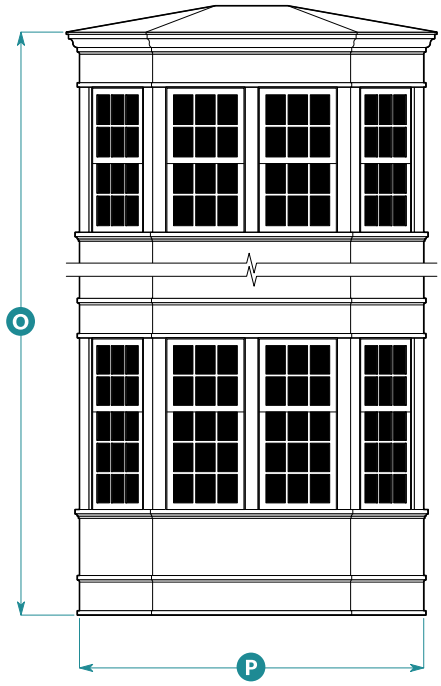


Upper Floor Picture Window Elevation



Ground Floor Picture Window Elevation

Bay Window Plan

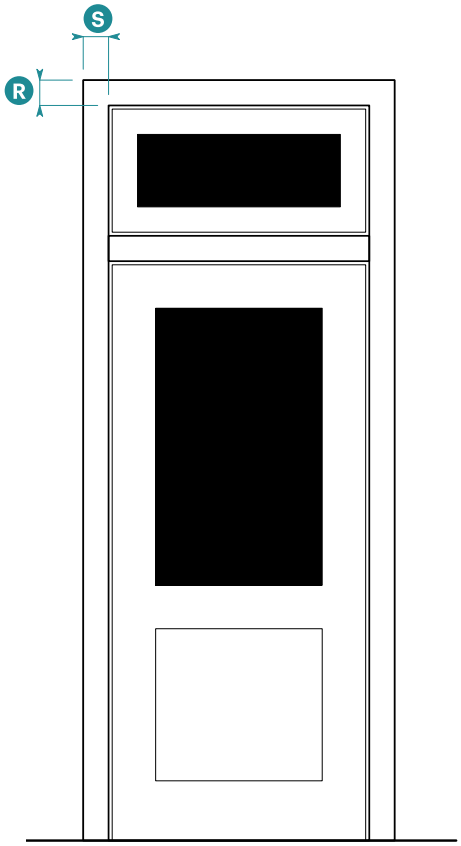


Bay Window Elevation

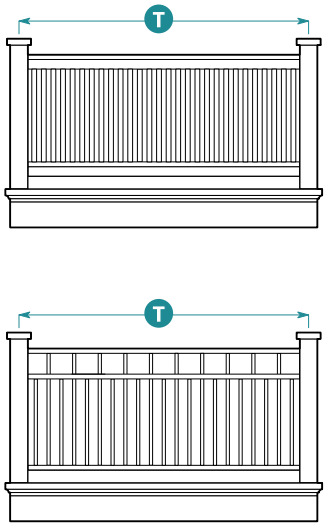
10. Bay Windows		
Form		
Type	Chamfered	
Interior Angle	30 degrees min.; 55 degrees max.	
Number of Faces	3 or 5	
Size		
Height		O
On buildings with heights up to 3 stories	2 stories max.	
On buildings with heights above 3 stories	2 stories plus 1 additional story for each building story over 3 max.	
Width	6'0" min.; 12'0" max.	P
Depth	1'0" min.; 3'0" max.	Q
Cornice Types		
Cornice wraps bay.		
Bay stops below building cornice (bay has own cornice).		

10. Bay Windows (Continued)
Bay returns into building cornice (bay never projects above the building cornice).
Additional Standards
Bay depth not allowed to project beyond cornice depth.
Multi-story bay window form shall be vertically continuous.
Continuous horizontal articulation on building shall wrap bay form.

11. Dormers
Because this style does not allow sloped roofs, dormers shall not be used.



Entry Door Elevation



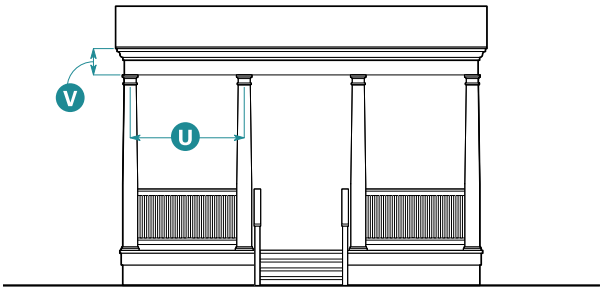
Type 1
Square Guardrail

Type 2
Decorative Metal Guardrail

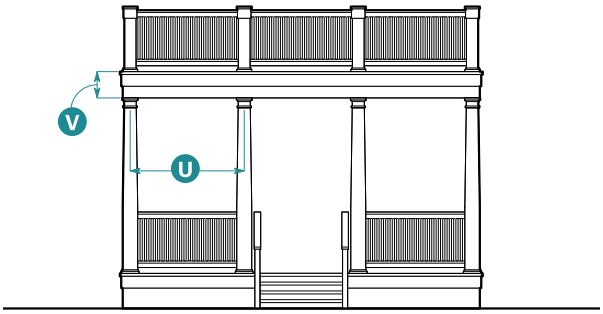
Balcony Front Elevation

12. Entry Doors		
Door		
Number of Panels	2 min.	
Surround		
Head Width	4" min.	R
Jamb Width	4" min.	S
Additional Elements		
Transom	Allowed	
Pediment	Allowed	

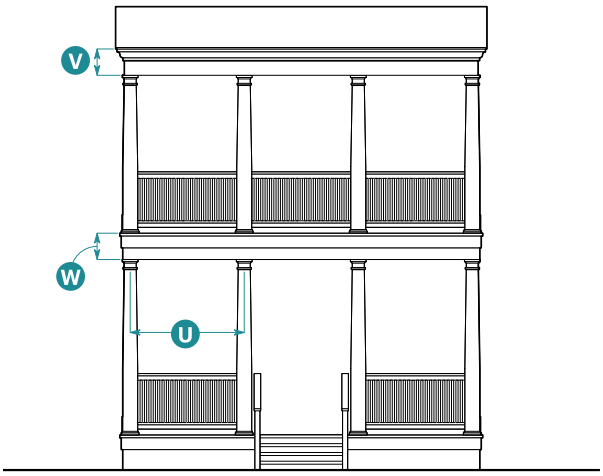
13. Balconies		
Allowed Materials		
Type 1 - Square Guardrail		
Post, Baluster, Handrail, Fascia, and Brackets	Metal, composite wood, wood	
Type 2 - Decorative Metal Guardrail		
Post, Handrail, Fascia, and Brackets	Metal, composite wood, wood	
Baluster	Metal	
Size		
Overall Balcony Width	10'0" max.	
Width Between Posts	3' min.	T



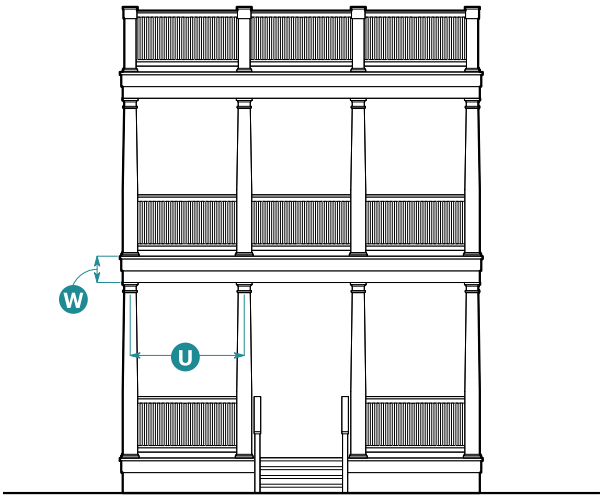
One-Story Porch



One-Story Porch with Deck Above

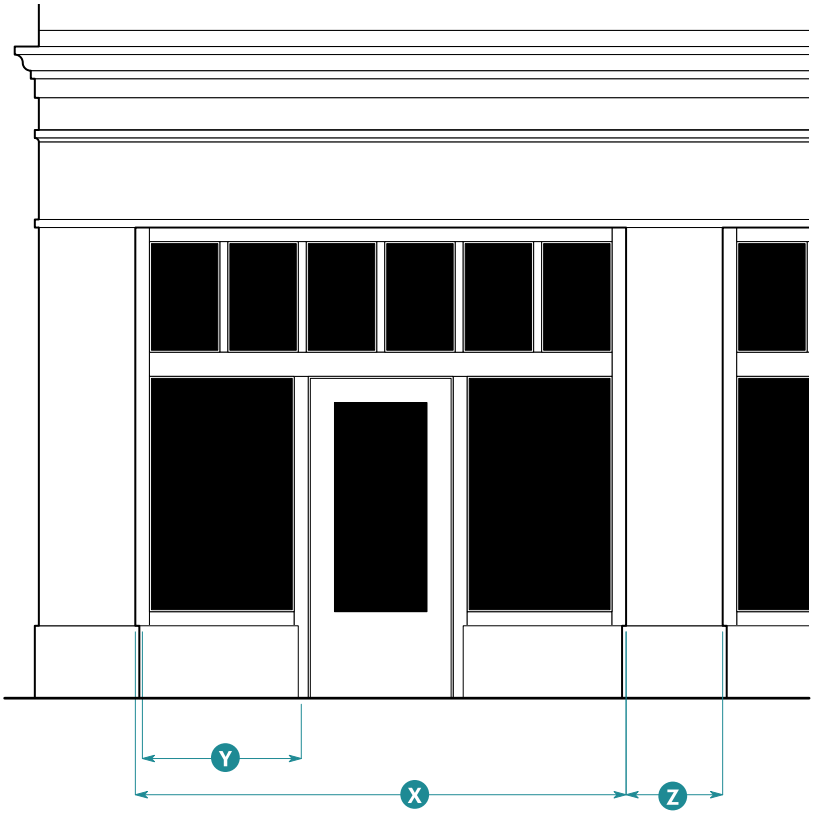


Two-Story Porch

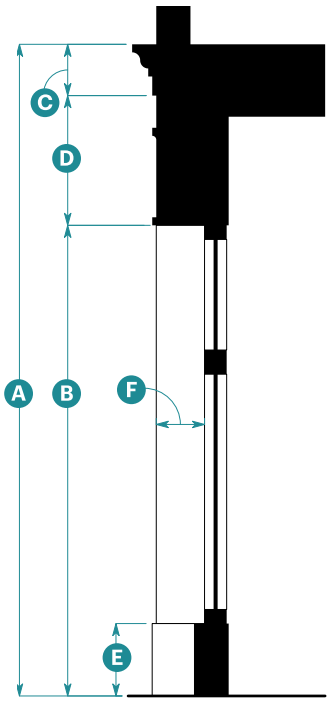


Two-Story Porch with Deck Above

14. Porches		
Columns		
Shape	Clearly defined capital, base, and shaft; shaft either turned with entasis or square stock with optional detailing	
Diameter	8" min.	
Spacing	6'6" max. on center	U
Entablature		
Height of Topmost Entablature		
Overall	1'6" min.	V
Fascia	10" min.	
Height of Floor-to-Floor Entablature		
Overall	10" min.	W



Storefront Elevation

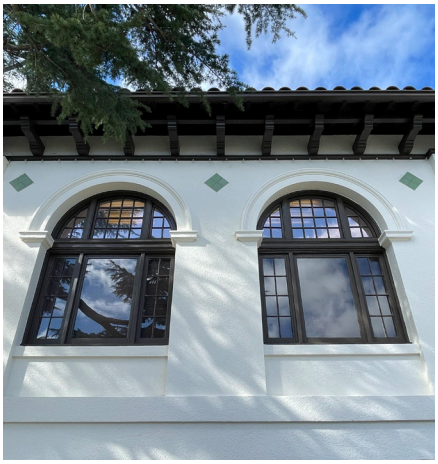


Storefront Section

15. Storefronts		
Width		
Storefront Module	10'0" min.; 15'0" max.	X
Display Window	3'0" min.; 4'0" max.	Y
Distance Between Storefront Modules	1'6" min.; 2'6" max.	Z
Height		
Overall	13'0" min.	A
Head Height	10'0" min.	B
Cornice	10" min.	C
Signage Band	1'8" min.	D
Base	1'0" min.; 2'0" max.	E
Horizontal Recess		
Depth	6" min.; 2'0" max.	F
Base shall be continuous, unless divided by pilaster, and align with base height of building (if any).		
Cornice shall be continuous.		

16. Materials	
Element	**Allowed Materials**
Wall	
Wall Cladding	Brick, stucco
Base	
Base or Foundation	Brick, stone
Windows, Bay Windows, and Entry Doors	
Lintel	Stone, concrete
Entry Door	Wood, aluminum-clad wood, aluminum
Window Frames	Wood, aluminum clad wood, aluminum, fiberglass
Glazing	Clear glass; shall not be tinted, mirrored, or colored
Balconies	
See Subsection 13 (Balconies) for allowed materials.	
Porches	
Columns	Composite wood, wood, cast stone, metal
Railing	Composite wood, wood, metal
Storefronts	
Storefront	Composite wood, wood, metal
Storefront Base	Wood panels, brick, stone tile, fiber cement

10-20.08.080 Mediterranean



General note: The images above and the descriptions in Subsections 1 and 2 below are intended to provide a brief overview of the architectural style and are descriptive, not regulatory.

1. Description of Style

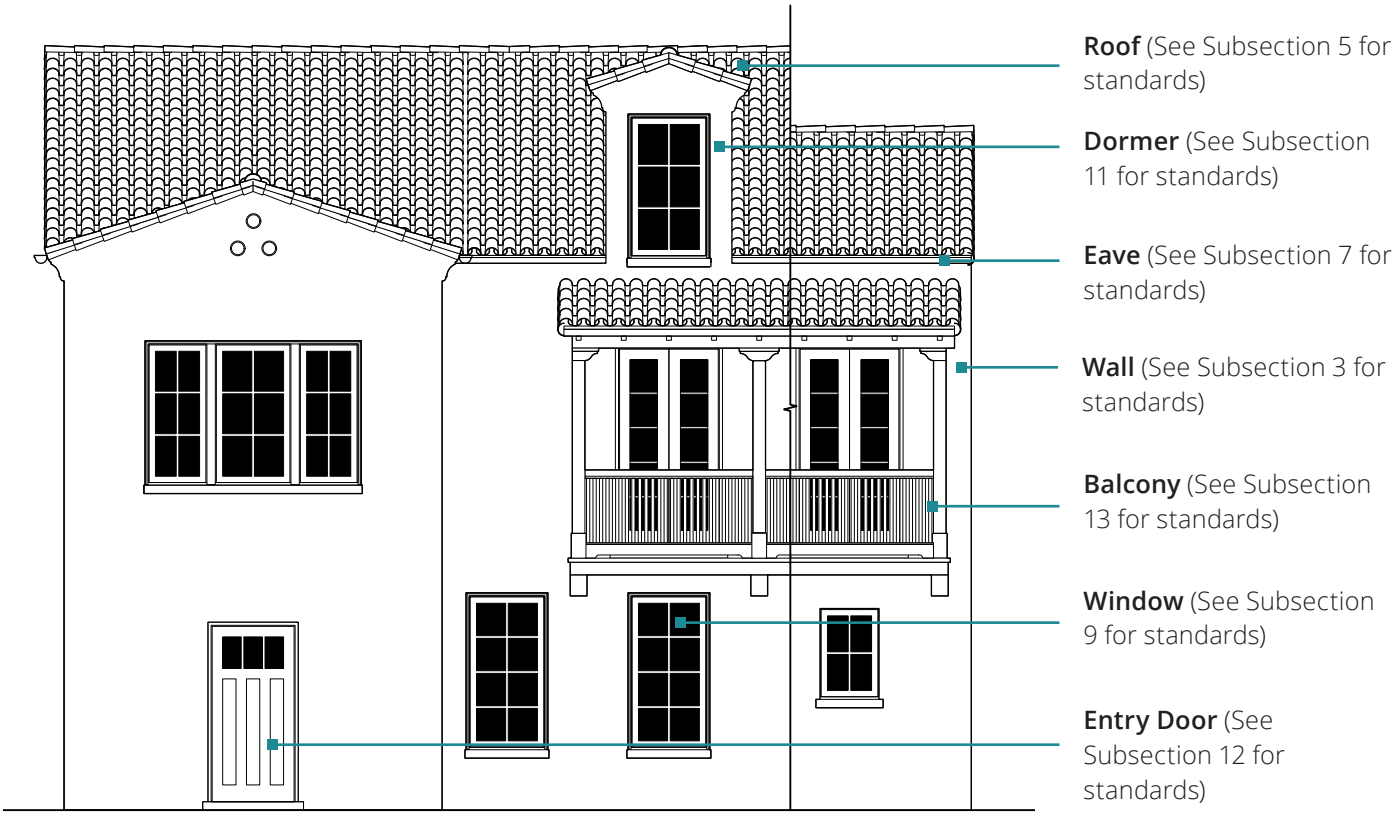
Mediterranean style buildings in Marin County draw from Spanish Colonial, Pueblo, and Spanish Revival influences. These buildings combine austere wall planes with punched, recessed openings for windows.

2. Typical Characteristics

- Low-pitched gabled or hipped roofs clad in red tile with open eaves
- Flat, rectilinear wall plane with vertically proportioned punched openings without trim
- Stucco as primary facade material with stucco or wood attached elements

Elements of Mediterranean Style – Multifamily Prototype

Note: The image below is intended to provide a reference for architectural elements and is illustrative, not regulatory. It is not an exhaustive list of applicable standards.



Prototypical Building Elevation

3. Wall

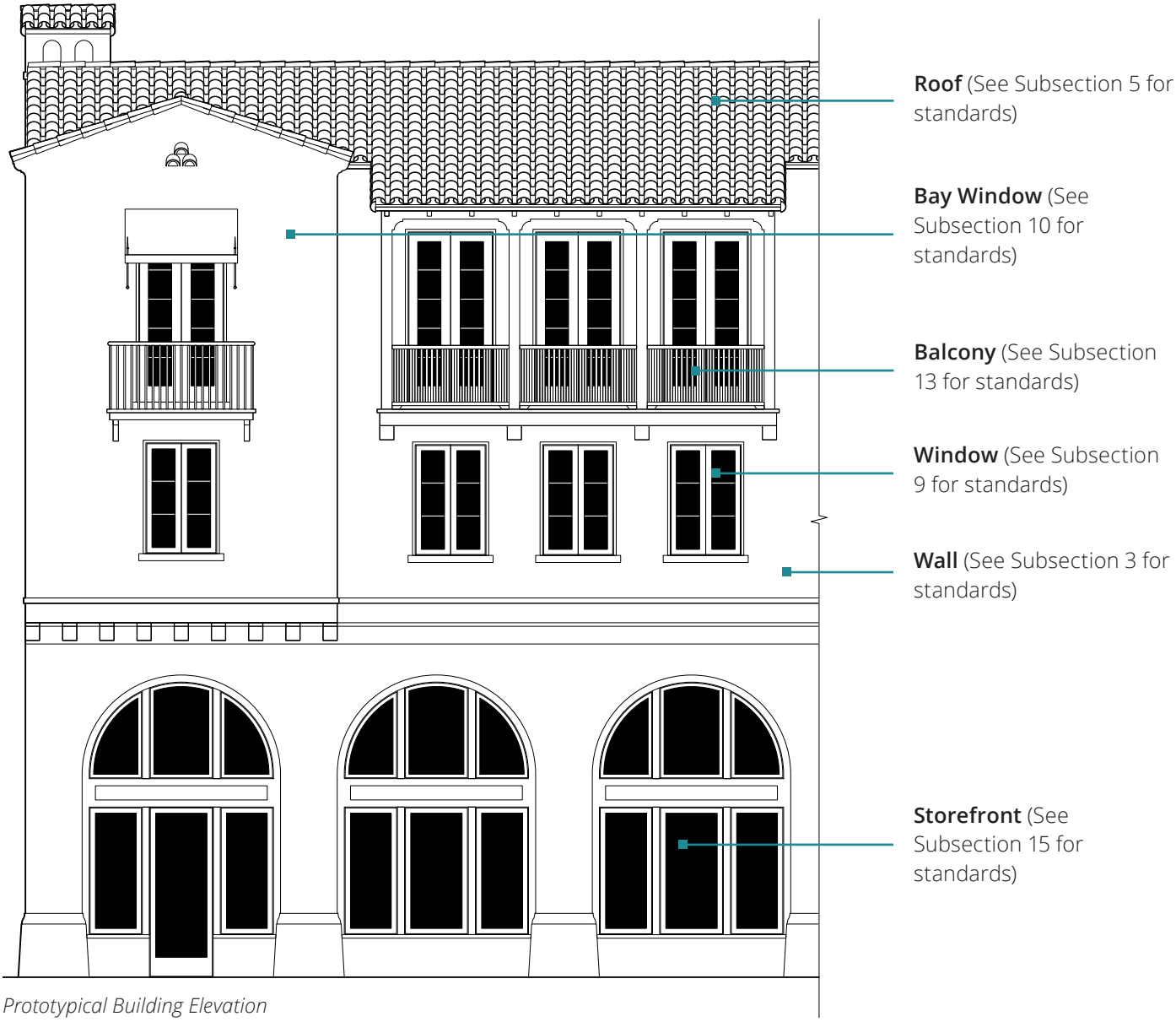
No wall standards apply to this style. See Subsection 16 (Materials) for materials standards.

4. Base

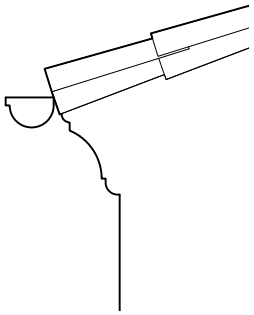
None required

Elements of Mediterranean Style – Mixed-Use Prototype

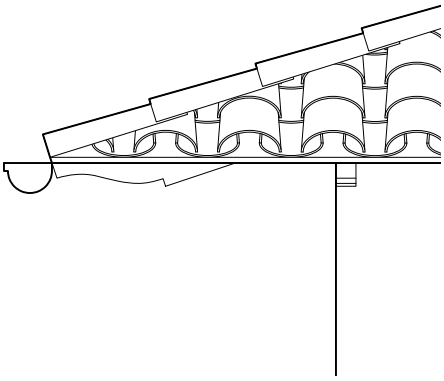
Note: The image below is intended to provide a reference for architectural elements and is illustrative, not regulatory. It is not an exhaustive list of applicable standards.



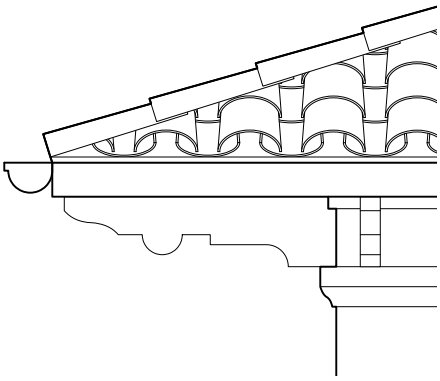
Prototypical Building Elevation



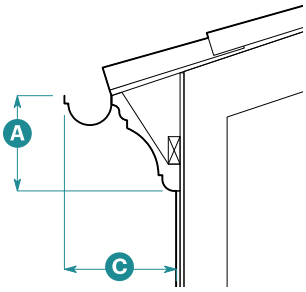
Closed Eave Elevation



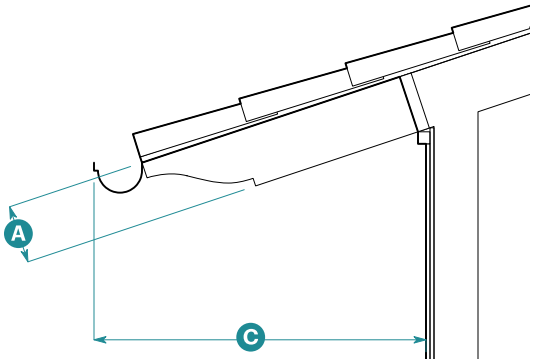
Open Eave Elevation



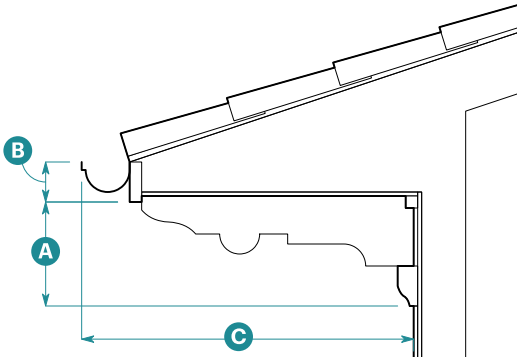
Returned Eave Elevation



Closed Eave Section



Open Eave Section



Returned Eave Section

5. Building Roof

Building Roof Standards	Sloped Roof	Flat Roof
Applicable Subsections		
Subsection 6 (Rake)	A	N/A
Subsection 7 (Eave)	A	N/A
Subsection 8 (Parapet)	N/A	A
Form		
Pitch	4:12 min.; 6:12 max.	N/A

6. Rake

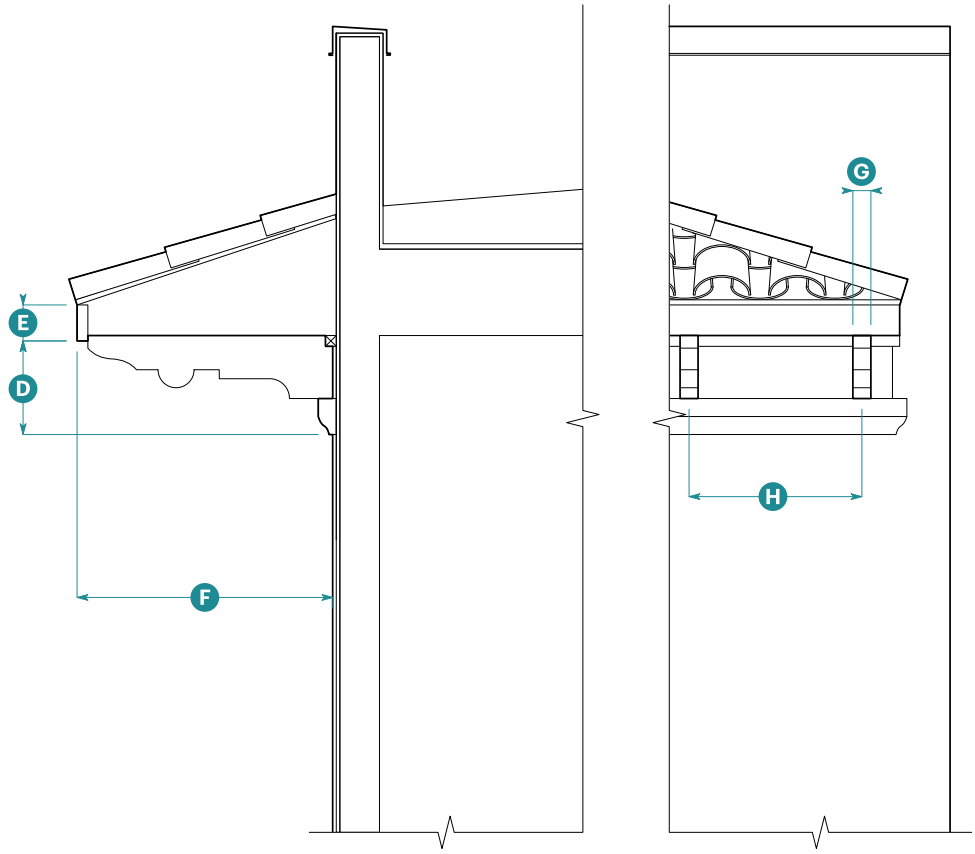
No specialized rake profile

7. Eave

Standards	Closed	Open	Returned	
Height				
Supporting Element	1'0" min.	8" min.	1'0" min.	A
Fascia	None	None	6" min.	B
Horizontal Projection [1]				
Overall	1'0" min.	3'0" min.	2'6" min.	C

[1] Horizontal projection includes gutter.

A = Applicable N/A = Not Applicable



Parapet Section *Parapet Elevation*

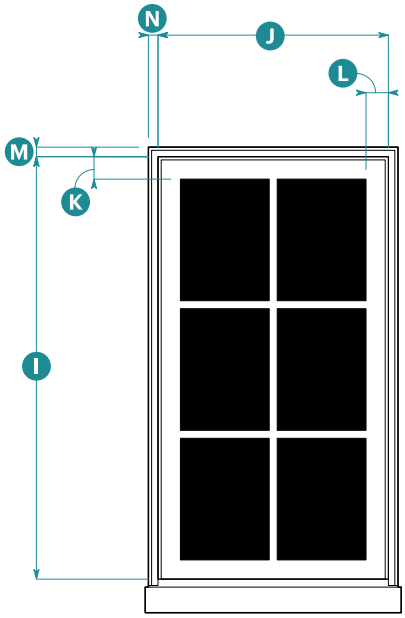
8. Parapet		
Height		
Supporting Element	1'8" min.	D
Fascia	6" min.	E
Horizontal Projection [2]		
Overall	2'0" min.	F
Continuous cornice required on all street facing facades.		
Required Ornament		
Type	Brackets	
Width	3" min.	G
Spacing	24" max. on center	H
Placement	Below fascia	

[2] Horizontal projection includes gutter.

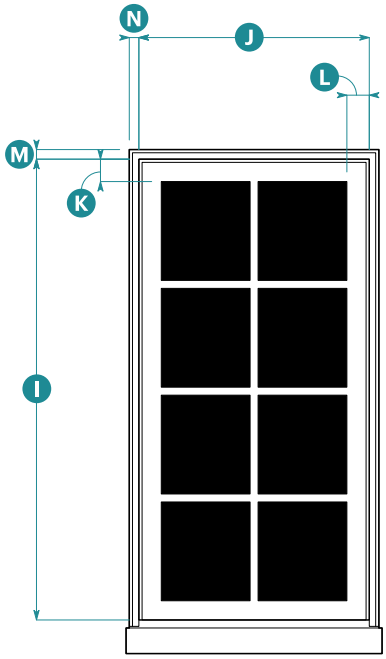
9. Windows		
Opening		
Proportion, Height (I) to Width (J) [3]		
Ground Floor	2.0 min.	
Upper Floor	1.75 min.	
Dormer	See Subsection 11 (Dormers) for standards.	
Typical Sizes, Width (J) x Height (I)		
Ground Floor, Typical	3'0" x 6'0"	
Ground Floor, Ganged	2'4" x 6'0"	
Ground Floor, Picture	4'6" x 6'0"	
Upper Floor, Typical	3'0" x 5'6"	
Upper Floor, Ganged	2'4" x 5'6"	
Upper Floor, Picture	4'6" x 5'6"	
Privacy	2'0" x 4'0"	
Shape	Square, arched	
Operation	Casement	
Window		
Glazing Divisions	6 parts or 8 parts	
Frame Width (Frame + Sash)		
At Rail	2.5" min. ± 1/4"	(K)
At Stile	2.5" min. ± 1/4"	(L)
Molding Widths		
Head	2" min.	(M)
Jamb	2" min.	(N)
Apron	None required	
Window Frame Recess		
Depth	2" min.	
Sill		
Depth	2" min.	
Pediment		
Allowed	No	
Mullions		
Mullions required between ganged windows.		

"Typical" refers to a regular recurring window (i.e., size or lite pattern) on a facade.

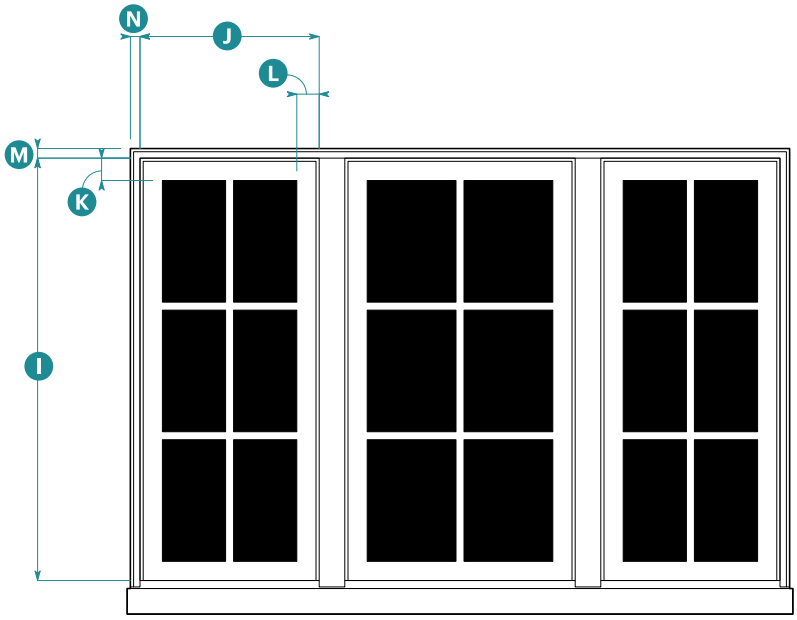
[3] Picture windows shall be wider than typical windows and equal in height to windows on the same floor.



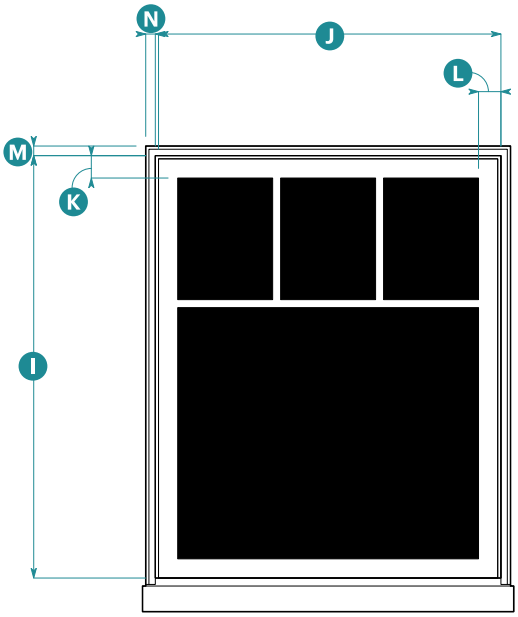
Upper Floor Typical Window Elevation
6 parts



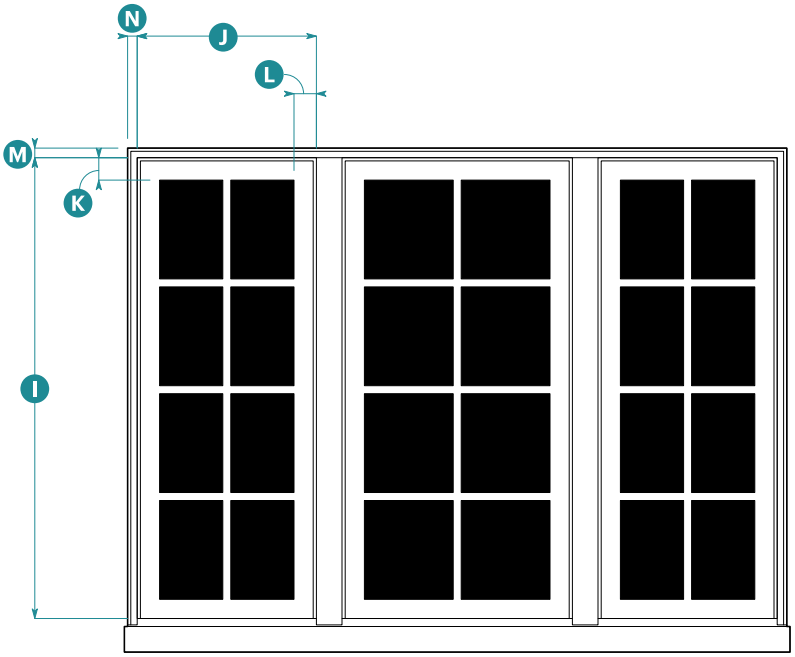
Ground Floor Typical Window Elevation
8 parts



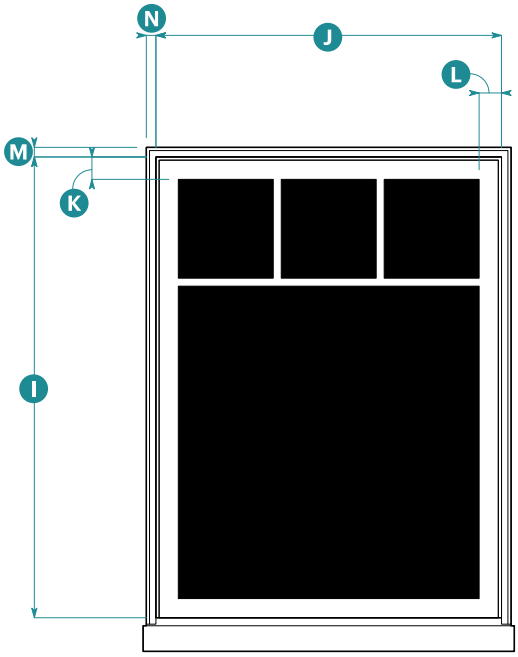
Upper Floor Ganged Window Elevation
6 parts



Upper Floor Picture Window Elevation

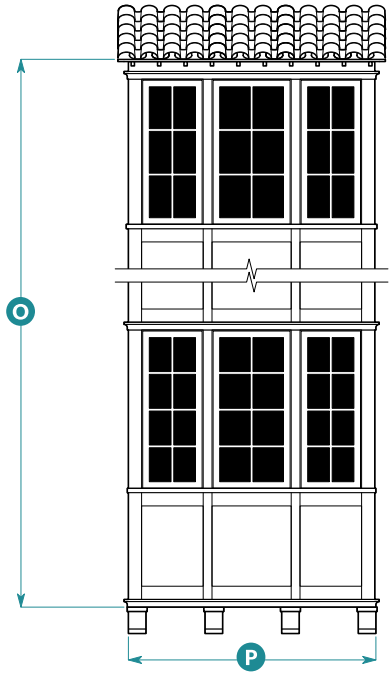


Ground Floor Ganged Window Elevation
8 parts

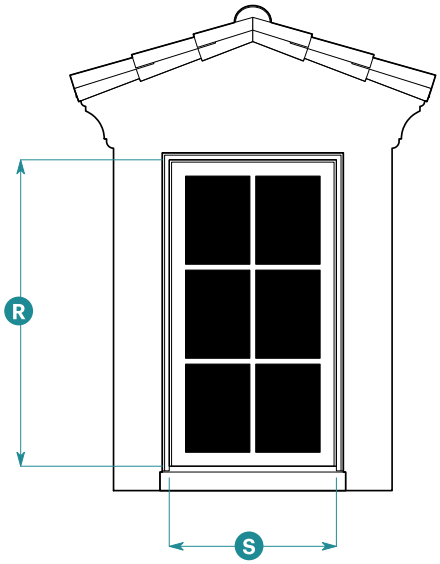


Ground Floor Picture Window Elevation

Bay Window Plan



Bay Window Elevation

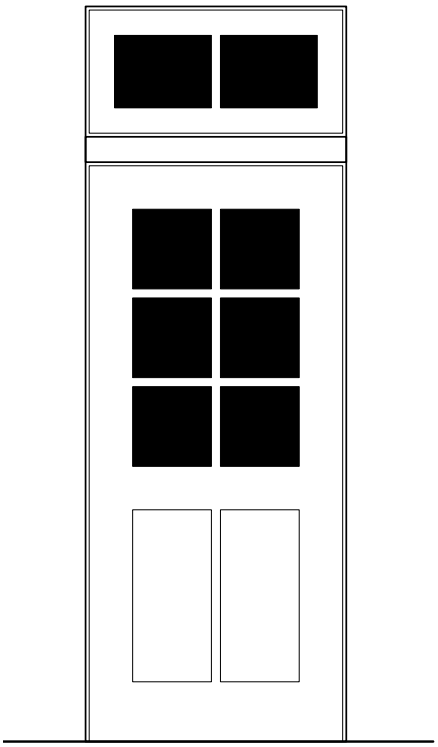


Dormer Elevation

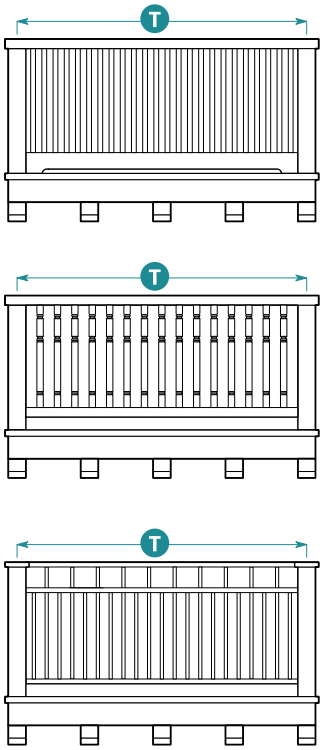
10. Bay Windows		
Form		
Type	Square	
Size		
Height		O
On buildings with heights up to 3 stories	2 stories max.	
On buildings with heights above 3 stories	2 stories plus 1 additional story for each building story over 3 max.	
Width	6'0" min.; 12'0" max.	P
Depth	1'0" min.; 3'0" max.	Q
Cornice Types		
Building eave wraps bay.		
Bay stops below building eave (bay has own cornice).		
Bay returns into building eave (bay never projects above the building eave).		
Additional Standards		
Bay depth not allowed to project beyond eave depth.		

10. Bay Windows (Continued)
Multi-story bay window form shall be vertically continuous.
Continuous horizontal articulation on building shall wrap bay form.
Corner bay may be turned on side to be rotated 45 degrees from building corner.

11. Dormers		
Roof Form		
Type	Gable	
Pitch	4:12 min.; 8:12 max.	
Window		
Proportion, Height R to Width S	1.75 min.	
Width	3'0" min.	S
Pediment		
Allowed	No	
Dormers allowed for buildings with half stories.		
See Subsections 6 (Rake), 7 (Eave), and 9 (Windows) for additional standards.		



Entry Door Elevation



Type 1
Square Guardrail

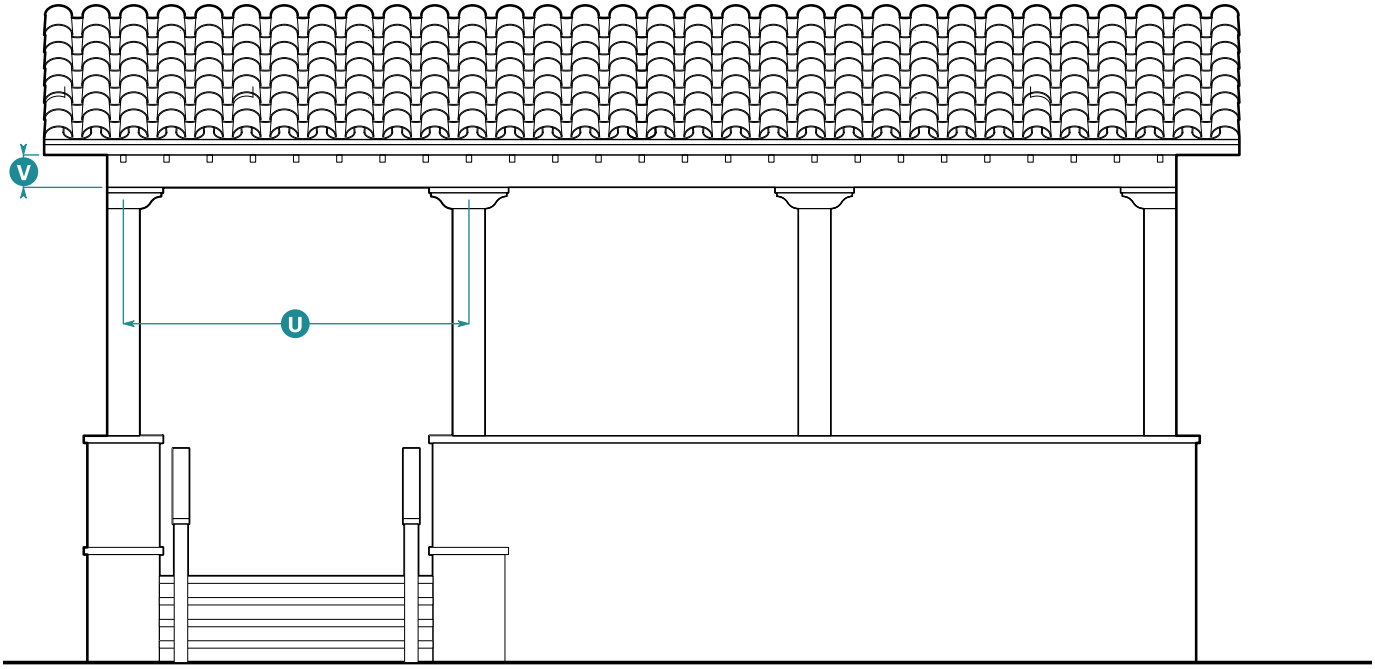
Type 2
Turned Guardrail

Type 3
Decorative Metal Guardrail

Balcony Front Elevation

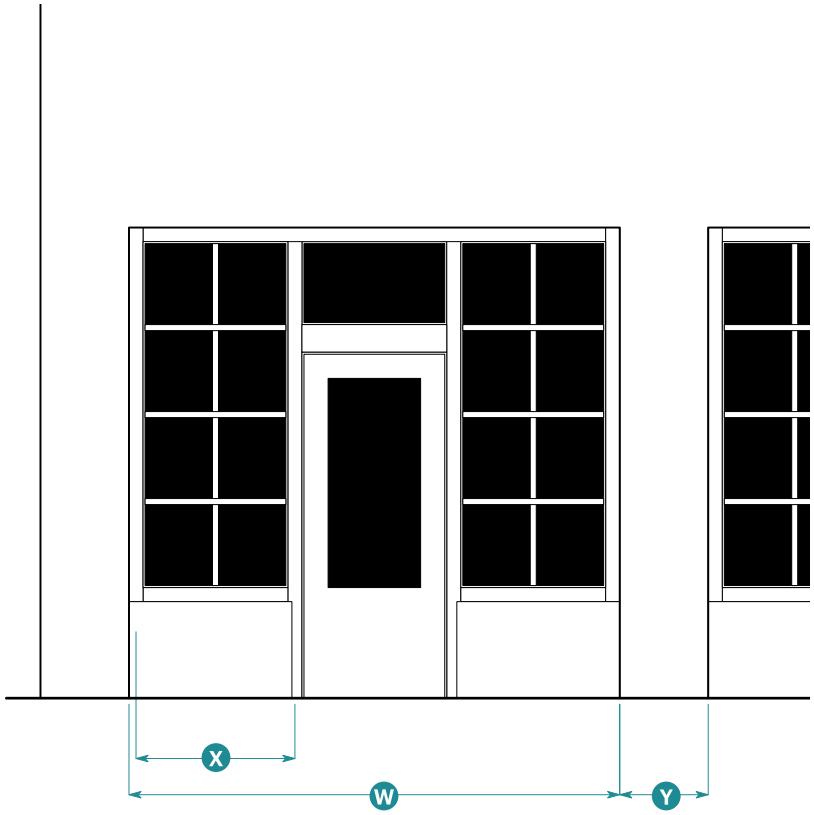
12. Entry Doors	
Door	
Number of Panels	2 min.
Surround	
None required	
Additional Elements	
Transom	Allowed
Pediment	Not Allowed

13. Balconies	
Allowed Materials	
Type 1 - Square Guardrail	
Post, Baluster, Handrail, Fascia, and Brackets	Metal, composite wood, wood
Type 2 - Turned Guardrail	
Post, Baluster, Handrail, Fascia, and Brackets	Metal, composite wood, wood
Type 3 - Decorative Metal Guardrail	
Post, Handrail, Fascia, and Brackets	Metal, composite wood, wood
Baluster	Metal
Size	
Overall Balcony Width	10'0" max.
Width Between Posts	3' min. T

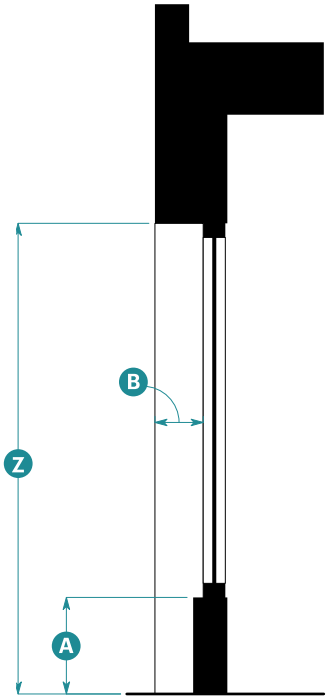


Porch Elevation

14. Porches		
Columns		
Shape	Square or round, with capitals or brackets	
Diameter	8" min.	
Spacing	9'0" max. on center	U
Entablature		
Overall	10" min.	V



Storefront Elevation



Storefront Section

15. Storefronts		
Width		
Storefront Module	10'0" min.; 15'0" max.	W
Display Window	3'0" min.; 4'0" max.	X
Distance Between Storefront Modules	1'6" min.; 2'6" max.	Y
Height		
Head Height	11'0" min.	Z
Cornice	None	
Signage Band	None	
Base	1'0" min.; 2'0" max.	A
Horizontal Recess		
Depth	6" min.; 9" max.	B

Base shall be continuous, unless divided by pilaster, and align with base height of building (if any).

16. Materials	
Element	**Allowed Materials**
Wall	
Wall Cladding	Stucco
Roof and Roof Elements	
Roofing	Terracotta clay barrel tiles
Rake and Eave	Wood, composite wood, stucco
Cornice	Wood, composite wood, stucco
Brackets	Composite wood, wood, or fiberglass
Gutter	Metal half-round
Windows, Bay Windows, and Entry Doors	
Entry Door	Wood, aluminum, fiberglass, composite
Window Frames	Wood, aluminum-clad wood, aluminum, fiberglass
Sill	Stucco, cast stone
Glazing	Clear glass; shall not be tinted, mirrored, or colored
Balconies	
See Subsection 13 (Balconies) for allowed materials.	
Porches	
Columns	Composite wood, wood, fiberglass, metal
Railing	Wood, wrought iron
Storefronts	
Storefront	Composite wood, wood, metal
Storefront Base	Stucco, tile

Article 9: Specific to Signage Types

Sections:

10-20.09.010 Signage Standards

10-20.09.010 Signage Standards

All signage shall comply with the standards in Title 10, Chapter 9 (Signs).

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Article 10: Specific to Large Sites

Sections:

10-20.10.010 Purpose
10-20.10.020 General to Walkable Community Design
10-20.10.030 Walkable Neighborhood Plan
10-20.10.040 General to Civic Space

10-20.10.010 Purpose

This Article establishes standards to create walkable neighborhoods.

1. Development subject to this Article is required to create and reinforce walkable neighborhoods with a mix of housing, civic, retail, and service uses within a compact, walkable, and transit-friendly environment.
2. Developments in compliance with this Section shall achieve the following goals:
   A. Improve the built environment and human habitat;
   B. Promote development patterns that support safe, effective, and multi-modal transportation options, including auto, pedestrian, bicycle, and transit;
   C. Reduce vehicle traffic and support transit by providing for a mixture of land uses, highly interconnected block and street network, and compact community form;
   D. Generate or reinforce neighborhoods with a variety of housing types to serve the needs of a diverse population;
   E. Promote the health benefits of walkable environments;
   F. Generate pedestrian-oriented and scaled neighborhoods where the automobile is accommodated but does not dominate the streetscapes;
   G. Reinforce the unique identity of the Town and build upon the local context, climate, and history;
   H. Realize development based on the patterns of existing walkable neighborhoods; and
   I. Design that suits specific topographical, environmental, development site layout, and design constraints unique to the development site.

10-20.10.020 General to Walkable Community Design

1. Developments of at least three acres or at least 700 feet long or deep shall be designed per the following standards:

   A. Developments of three acres or less, see Figure 1 [Walkable Neighborhood Plan Design Process Overview for Large Sites (1 to three acres)]; or

   B. Developments over three acres, see Figure 2 [Walkable Neighborhood Plan Design Process Overview for Large Sites (Over three acres)]; and

   C. **Walkable Neighborhood Plan (WNP).** Proposed development is required to include a Walkable Neighborhood Plan (WNP) in compliance with this Subsection that identifies the proposed and existing blocks, civic and open spaces, and streets within 1,500 linear feet of the proposed development. WNPs shall include the information required in Section 10-20.10.030 (Walkable Neighborhood Plan).

2. **Civic Space Required**

   A. Civic space shall be provided in compliance with Section 10-20.10.040 (General to Civic Space).

   B. A minimum of 10 percent of the total development area, after subtracting street right-of ways, is required.

3. **Streets.** Streets are to be applied to create walkable neighborhoods with redundant routes for vehicular, bicycle, and pedestrian circulation.

   A. New streets are required to meet the standards in Ross Valley Fire Department Standard 210 (Roadway and Driveway Bridges), including maximum slope.

   B. Required streets, indicated on the Zone Map or a Site Development Regulating Plan may be adjusted from their identified location by up to 100 feet in either direction.

   C. The WNP shall identify the proposed street and block network.

   D. Streets that pass from one zone to another may transition in their streetscape along the street's edges. For example, while a street within a more intense zone (e.g., MS.S) with retail shops may have wide sidewalks with trees in grates, it may transition to a narrower sidewalk with a planting strip within a less intense zone (e.g., N.S) with lower intensity residential building types.

4. **Alleys**

   A. Existing alleys may be removed if street access is provided to the development sites on those blocks in compliance with the access standards of the zone.

   B. Alleys may be added in compliance with Ross Valley Fire Department Standard 210 (Roadway and Driveway Bridges) and in compliance with Table A (Block Size Standards).

   C. Development sites adjoining an alley and/or with a slope greater than six percent may be reduced in depth by up to 10 feet of the required depth. Rear setbacks may be reduced as allowed by Section 10-20.11.030 (Adjustment to Standards). Front setbacks shall not be reduced.

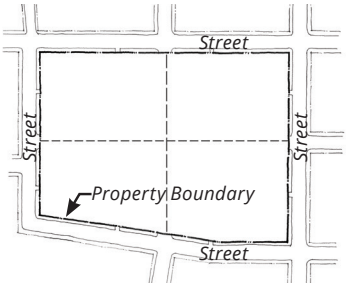
5. **External Connectivity**

   A. The arrangement of streets shall provide for the alignment and continuation of existing or proposed streets into adjoining lands where the adjoining lands are undeveloped and intended for future development, or where the adjoining lands are undeveloped and include opportunities for such connections.

Figure 10-20.10.020.1: Walkable Neighborhood Plan Design Process Overview for Large Sites (One to Three Acres)

1 Blocks

Divide development area to create smaller blocks and a network of interconnected streets, see Table A (Block Size Standards).



2 Streets/Civic Space

A. Introduce new streets in compliance with Ross Valley Fire Department Standard 210 (Roadway and Driveway Bridges).
B. Identify at least 10% of the development area as new civic space. 10% is calculated after subtracting street ROWs.

3 Alleys

If rear vehicular access is preferred, introduce alleys to provide access to development sites and maintain a continuous streetscape without the interruption of driveways.

4 Zones

Apply zones to implement the intended physical character in compliance with Subsection 10-20.10.020.7.

Neighborhood.Small
Neighborhood.Medium
Main Street.Small

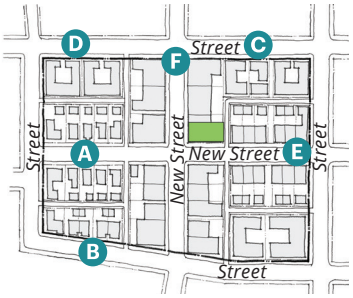
5 Development Sites

For each block, select at least two building types from the allowable building types in Subsection 3 of each zone and introduce development sites[1] within each block based on the required development site width and depth.

[1]*Development site lines may be permanently recorded by the applicant.*

6 Buildings

Show the different building types in each block, and identify the selected frontage types for each development site. See Subsection 8 of each zone and check Section 10-20.10.030 (Walkable Neighborhood Plan) for all standards.



A *House*
B *Duplex*
C *Multiplex*
D *Neighborhood Courtyard*
E *Neighborhood Townhouse*
F *Main Street Building*

Figure 10-20.10.020.2: Walkable Neighborhood Plan Design Process Overview for Large Sites (Over Three Acres)

1 Blocks

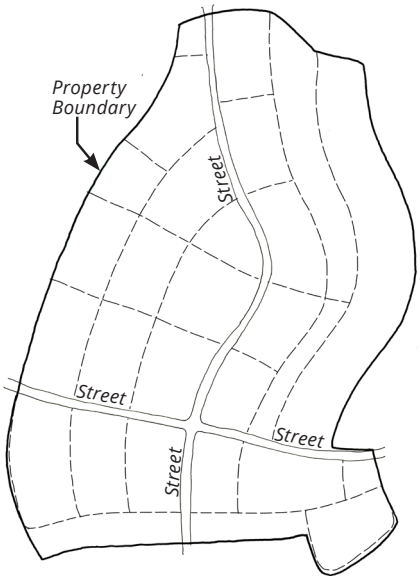
Divide development area to create smaller blocks and a network of interconnected streets, see Table A (Block Size Standards).

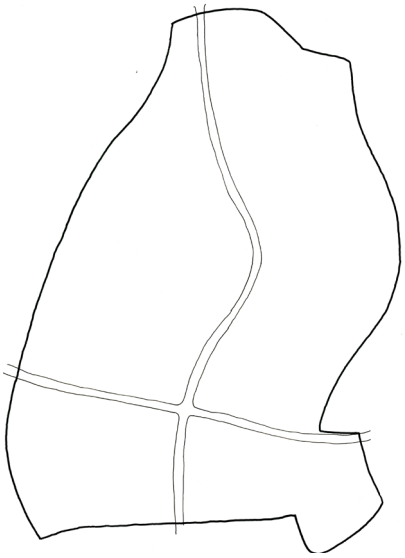
2 Streets/Civic Space

A. Introduce new streets in compliance with Ross Valley Fire Department Standard 210 (Roadway and Driveway Bridges).
B. Identify at least 10% of the development area as new civic space. 10% is calculated after subtracting street ROWs.

3 Alleys

If rear vehicular access is preferred, introduce alleys to provide access to development sites and maintain a continuous streetscape without the interruption of driveways.





Existing Site

Development area with existing streets and superblocks

Figure 10-20.10.020.2: Walkable Neighborhood Plan Design Process Overview for Large Sites (Over Three Acres) (Continued)

4 Zones

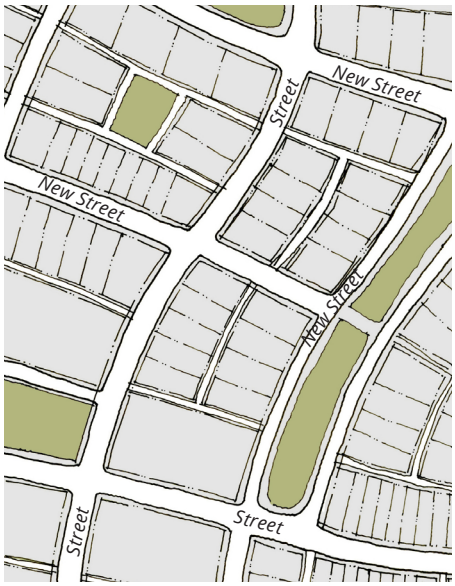
Apply zones to implement the intended physical character, in compliance with Subsection 10-20.10.020.7.

5 Development Sites

For each block, select at least two building types from the allowable building types in Subsection 3 of each zone and introduce development sites[1] within each block based on the required development site width and depth.

6 Buildings

Show the different building types in each block, and identify the selected frontage types for each development site. See Subsection 8 of each zone and check Section 10-20.10.030 (Walkable Neighborhood Plan) for all standards.



Neighborhood.Small
Neighborhood.Medium
Main Street.Small

[1]*Development site lines may be permanently recorded by the applicant.*

A *House*
B *Duplex*
C *Cottage Court*
D *Neighborhood Townhouse*
E *Multiplex*
F *Main Street Building*

B. Street rights-of-way shall be extended to or along adjoining property boundaries to provide a roadway connection or street stub for development, in compliance with Table A (Block Size Standards), for each direction (north, south, east, and west) in which development abuts vacant land.

C. Right-of-way stubs shall be identified and include a notation that all stubs are to connect with future streets on adjoining property and be designed to transition in compliance with Ross Valley Fire Department Standard 210 (Roadway and Driveway Bridges).

D. New dead-end streets and cul-de-sacs are not allowed, except when the grade of the new street exceeds 15 percent.

6. **Block Size** (New Blocks and Blocks to be Modified)

A. Individual block lengths and the total block perimeter shall be in compliance with the standards in Table A (Block Size Standards).

B. If a block contains multiple zones, the most intense zone is to be used to establish the standards for block size.

C. Blocks shall be a minimum width to result in two halves of developable development sites in compliance with the development site depth standards for the allowed building types in the zone. A single half is allowed when adjoining an existing half-block.

D. Blocks shall be designed so that new streets and building sites conform with Section 10-20.04.050 (Slope Standards).

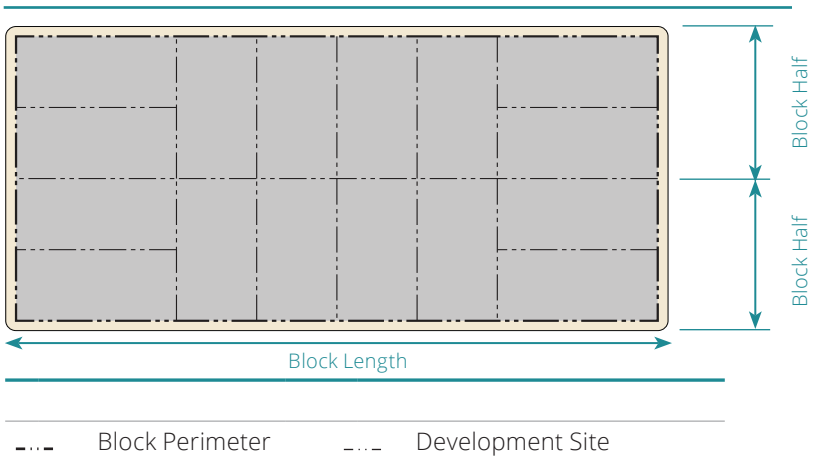
E. Blocks may be uniquely shaped in compliance with the standards in Table A (Block Size Standards), and the allowed adjustments in Table 10-20.11.030.A (Adjustments to Standards for Development Sites Less Than 6% Slope) and Table 11.030.B (Adjustments to Standards for Development Sites Over 6% Slope).

Table 10-20.10.020.A: Block Size Standards

Zone	Length	Passage Required[1]	Perimeter Length
N.S	600' max.	Yes	2,000' max.
N.M	600' max.	Yes	2,000' max.
MS.S	600' max.	Yes	2,000' max.

[1] In compliance with the standards for a Passage in Subsection 10-20.10.040.13 (Passage)

Figure 10-20.10.020.3 Block Size



7. **Stormwater Management**

A. **Integrated Design**

(1) Stormwater management is required through a system that is integral to the streetscapes and/or the civic and open space(s) in the development.

(2) The WNP shall identify the area(s) being proposed for managing stormwater. These areas are required to be a combination of the following:

(a) Swale within a planted median;

(b) Swale within a continuous tree planter adjacent to the travel lane;

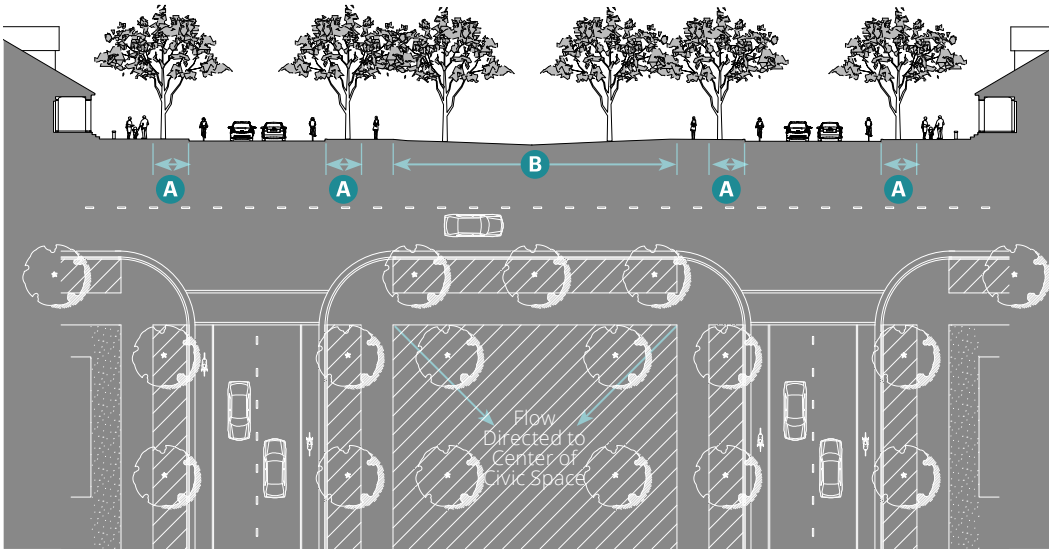
(c) Pond or other water body; and/or

(d) Areas within an allowed civic space type.

(3) The area(s) used for stormwater management is to be designed for both seasonal temporary on-site retention of stormwater and as public open space for the neighborhood(s) accessible to the public.

(4) The stormwater management area(s) may connect with those of adjacent development(s).

Figure 10-20.10.020.4 Stormwater Management Diagram



Potential Area for Stormwater Management

A Planted Swale

B Civic Space Graded to also Accommodate Stormwater

8. **Applying Zones**

A. **Allocation of Zones.** The WNP shall map the proposed zones on the proposed blocks and any existing blocks in the development in compliance with the following:

(1) Sites less than three acres are required to apply one zone, using only the zones established in Article 3 (Zones); or

(2) Sites greater than three acres and up to 20 acres shall apply at least two zones using only the zones established in Article 3 (Zones); or

(3) Sites over 20 acres shall apply zones in compliance with the allocation mix standards in Table B (Required Allocation Mix of Zones).

B. **Organization of Zones.** Zones shall be organized and mapped in a manner that responds appropriately to the various development site conditions. When applying or amending zone boundaries, more intense zones (i.e., MS.S) shall be organized around a neighborhood main street, civic or open space, transit stop, or civic building locations suitable for greater intensities. These areas shall not be located on slopes greater than six percent.

C. **Transition between Zones.** Transitions between zones shall occur within the block or across alleys along the adjacent prevailing slope.

Table 10-20.10.020.B: Required Allocation Mix of Zones

Zone	Minimum % of Land[1]	Maximum % of Land[1]
Walkable Development	**Total to not exceed 100%**	
N.S	10%	40%
N.M	25%	40%
MS.S	None	25%
Walkable Development within 1,500 feet of transit stop[2]	**Total to not exceed 100%**	
N.S	30%	50%
N.M	40%	70%
MS.S	None	30%

[1] Net area after subtracting rights-of-way for streets and open/civic space

[2] A high-frequency transit stop with approximately 15-minutes between arriving buses

10-20.10.030 Walkable Neighborhood Plan

1. **Walkable Neighborhood Plan (WNP) Standards**

   A. **Organization.** Each WNP is required to:

      (1) Identify the zone(s), civic space(s), street and block network, as allowed to be adjusted by Table 10-20.11.030.A (Adjustments to Standards for Development Sites Less than 6% Slope) and Table 10-20.11.030.B (Adjustments to Standards for Development Sites Over 6% Slope); and

      (2) Be in compliance with the design standards of Section 10-20.10.020 (General to Walkable Community Design).

2. **Required Content**

   A. **General.** Each WNP shall include the following information:

      (1) Boundaries of the proposed development;

      (2) Existing and proposed blocks within 1,500 linear feet of the development boundaries;

      (3) Open space not to be developed (if any);

      (4) Civic space, in compliance with Section 10-20.10.040 (General to Civic Space); and

      (5) Mapping of proposed zones in compliance with Subsection 10-20.10.020.8 (Applying Zones).

   B. **Illustrative Site Plan**

      (1) The proposed physical character of the WNP shall be identified on an Illustrative Plan showing, in plan view, the proposed building types and private frontage types on each block and the proposed public frontage types showing proposed trees and landscaping along streets and in civic space types.

      (2) As individual needs of a development may change over time, the building types specified in the WNP may be substituted with other building types allowed by the zone in compliance with the zone standards.

3. **Required Mix of Building Types and Private Frontage Types**

   A. The WNP shall maintain a mix of at least two different building types and two different private frontage types within each block, using only the types allowed in the zone(s).

   B. The WNP shall maintain a mix of at least two different architectural styles within each block.

   C. The WNP shall show dimensioned block depths for both halves of each block to demonstrate compliance with the minimum development site depth required for the building types in each zone.

   D. The applicant may choose to show the shortest minimum development site depth allowed in each zone with an acknowledgement that the selected depth may not accommodate the full range of building types allowed by the zone.

10-20.10.040 General to Civic Space

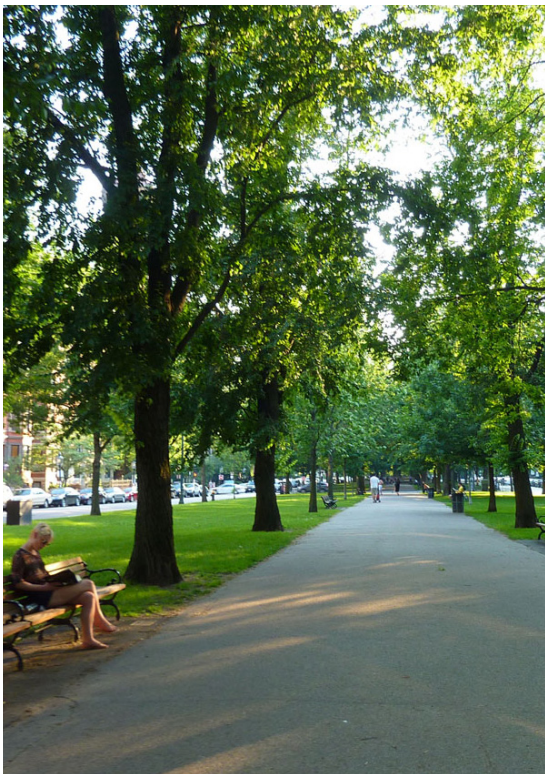
1. The WNP shall identify open spaces and civic space types in compliance with the following standards and the standards of Table A (Civic Space Types Overview).
2. When hillsides are within the development, the hillside ridge(s) shall be the location for civic and open space.
3. Required civic and open space identified on the Zone Map or Site Development Regulating Plan may be adjusted from its identified location by up to 100 feet in any direction.
4. Public access and visibility is required along public parks, natural open spaces, and civic uses, including creeks and drainages and stormwater management areas, and shall be fronted by:
   A. Single-loaded frontage streets (those with development on one side and open space on the other);
   B. Bike and pedestrian paths; or
   C. Other methods of frontage that provide similar access and visibility to the open space allowed in the zone. Such access may be provided through public easements or other similar methods.
5. **Amount of Civic Space Required.** As required by Subsection 10-20.10.020.2, development of development sites are required to set aside a minimum area of the development site as civic space. One or more civic spaces may be used to meet the required area.
6. **Building Frontage Along or Adjacent to a Civic Space.** The facades on building development sites attached to or across a street from a civic space shall be designed as a "front" on to the civic space, in compliance with Subsection 5 and Subsection 8 of the zone.
7. **Civic Space Types Overview.** This Subsection identifies the allowed civic space types and standards for improvements to existing civic spaces and for construction of new civic spaces. For each civic space type, Subsection 1 and Subsection 3 are regulatory, and Subsection 2 and Subsection 4 are non-regulatory. Allowed civic space types are identified in Table A (Civic Space Types Overview).

Table 10-20.10.040.A: Civic Space Types Overview

		Zones		
	Specific Standards	N.S	N.M	MS.S
Greenway	10-20.10.040.8	P	P	X
Green	10-20.10.040.9	P	P	X
Plaza	10-20.10.040.10	X	X	P
Playground	10-20.10.040.11	P	P	P
Community Garden	10-20.10.040.12	P	P	P
Passage	10-20.10.040.13	P	P	P

P = Allowed X = Not Allowed

8. **Greenway**



1. Description
A multiple-block long linear space for community gathering and strolling for nearby residents and employees, defined by a tree-lined street on at least one side, sometimes forming a one-way couplet on its flanks and by the fronting buildings across the street. Greenways serve an important role as a green connector between destinations.

2. General Character
Formal or informal dominated by landscaping and trees with integral stormwater management capacity
Hardscape path
Spatially defined by tree-lined streets and adjacent buildings

3. Size and Location	
Size	2 continuous blocks in length, min.
Width	60' min.
Shall front at least one street	

4. Typical Uses
Uses as allowed by the zone

9. Green

1. Description
A large space available for unstructured and limited amounts of structured recreation.
2. General Character
Formal or informal with integral stormwater management capacity
Primarily planted areas with paths to and between recreation areas and civic buildings
Spatially defined by tree-lined streets and adjacent buildings
3. Size and Location
Size 300' x 300' min.
Street required on at least one side of the Green.
Facades on development sites attached to or across a street shall "front" on to the Green.
4. Typical Uses
Uses as allowed by the zone

10. **Plaza**

1. Description
A community-wide focal point primarily for civic purposes and commercial activities.
2. General Character
Formal, urban
Hardscaped and planted areas in formal patterns
Spatially defined by buildings and tree-lined streets
3. Size and Location
Size 50' x 50' min.
Street required one of the Plaza's sides.
Facades on development sites attached to or across a street shall "front" on to the Plaza.
4. Typical Uses
Uses as allowed by the zone

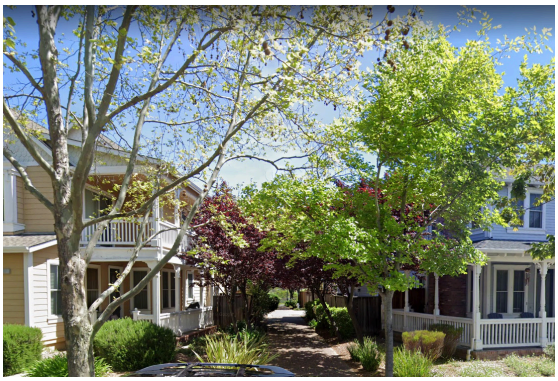
11. **Playground**

1. Description
A small-scale space designed and equipped for the recreation of children. These spaces serve as quiet, places protected from the street and in locations where children do not have to cross any major streets. An open shelter, play structure(s), or interactive art and fountain(s) may be included. Playgrounds may be included within all other civic space types except Community Garden.
2. General Character
Play structure(s), interactive art, and/or fountain(s)
Shade and seating provided
May be fenced
Spatially defined by trees
3. Size and Location
Size 40' x 60' min.
4. Typical Uses
Uses as allowed by the zone

12. **Community Garden**

1. Description
A small-scale space designed as a grouping of garden plots available for small-scale cultivation. Community gardens may be fenced and may include a small accessory structure for storage. Community Gardens may be included within all other civic space types except Playgrounds.
2. General Character
Informal or Formal, urban
Combination of planted areas and hardscape
Spatially defined by building frontages and adjacent street trees
Walkways along edges or across space
3. Size and Location
Size No minimum; within any development site as allowed by the zone
4. Typical Uses
Uses as allowed by the zone

13. **Passage**



1. Description
A pedestrian pathway that extends from the public sidewalk into a civic space and/or across the block to another public sidewalk. The pathway is lined by non-residential shopfronts and/or residential ground floors and pedestrian entries as required by the zone.

2. General Character
Formal, urban
No accessory structure(s)
Primarily hardscape with landscape accents
Spatially defined by building frontages
Trees and shrubs in containers and/or planters

3. Size and Location	
Size	20' min. clear width between or through buildings
Ground floor facades shall be in compliance with facade zone in Subsection 5 and frontages allowed in Subsection 8 of the zone.	
Dooryards, porches, patios, and sidewalk dining shall not encroach into the minimum required width.	

4. Typical Uses
Uses as allowed by the zone

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Article 11: Administration

Sections:

10-20.11.010 Purpose
10-20.11.020 Procedures
10-20.11.030 Adjustments to Standards

10-20.11.010 Purpose

This Article is intended to establish procedures for applications eligible for streamlined review consistent with State law (i.e., SB 35) and for reviewing applications under the Housing Accountability Act (HAA). The Town is responding to State mandates and including application procedures in the FBC that are compliant with State law but reflect the unique conditions and procedures within the Town. The intent of SB 35 and the HAA is to facilitate and expedite the construction of housing through the application of objective standards and, with SB 35, ministerial and streamlined approval procedures. These procedures shall be used in conjunction with the objective standards contained in this FBC as applicable.

10-20.11.020 Procedures

1. **Procedures for Applications Filed Under** SB 35

   A. **Applicability**

      (1) This Section applies to housing development projects applying for approval under Government Code §65913.4 and replaces the Town's procedures for reviewing discretionary applications.

      (2) This Section shall remain in effect for the same period as SB 35 provisions contained in Government Code §65913.4. Unless SB 35 provisions are extended by the State Legislature, this Section shall remain in effect only until January 1, 2026, and as of that date is repealed.

      (3) The California Environmental Quality Act (CEQA) does not apply to projects eligible under SB 35.

      (4) The Department of Housing and Community Development is charged with developing guidelines for implementing SB 35. These procedures may change if required by changes in those guidelines or in Government Code §65913.4.

B. **Definitions.** Terms defined in Government Code §65913.4 shall apply to this Section and shall control in the event of a conflict between definitions in this FBC and definitions in Government Code §65913.4.

C. **Application Filing**

(1) **Preliminary Application Filing**. An applicant shall file a notice of intent to submit an SB 35 application in the form of a preliminary application consistent with Government Code §65941.1.

(a) **Form**. A preliminary application shall be filed on a form provided by the Town with the required fee. If the Town has not prepared a form, a preliminary application shall be filed on the standardized form adopted by the California Department of Housing and Community Development.

(b) **Timeline**. Within 180 calendar days after submitting a preliminary application, an applicant shall submit a full SB 35 application, provided scoping consultation has concluded consistent with Subsection (c), below.

(c) **Scoping Consultation**

i. Upon receipt of the preliminary application, the Town shall contact the Native American Heritage Commission for assistance in identifying any California Native American tribe that should be noticed. The Town shall provide a formal notice of the applicant's intent to submit a full application to each required California Native American tribe within 30 days of preliminary application submittal. The formal notice shall be consistent with Government Code §65913.4(b).

ii. If, within 30 days of receipt of the formal notice, any California Native American tribe that was formally noticed accepts the invitation to engage in scoping consultation, the Town shall commence scoping consultation within 30 days of receiving that response.

iii. Scoping consultation shall be conducted consistent with Government Code §65913.4(b). If, after scoping consultation is concluded, a development is not eligible for SB 35 streamlining, the Town shall provide written documentation as required by Government Code §65913.4(b) to the applicant and any California Native American tribe that is a party to that scoping consultation.

(2) **Full Application**. If the development remains eligible to apply under SB 35 after scoping consultation consistent with Government Code §65913.4(b) has concluded, an applicant may file a full SB 35 application on a form provided by the Town with the required fee.

D. **Completeness Review**. The Town shall review an application for compliance consistent with Subsection 1.E; there shall be no separate or additional timeframe for completeness review. Only the items necessary to determine compliance with the provisions contained in Government Code §65913.4(a) shall be required.

E. **Compliance Review**

(1) **Scope of Review**. The Planning Director's scope of review is limited to all of the provisions contained in Government Code §65913.4(a) and the objective standards in effect at the time of preliminary application submittal.

(2) **Review Timeframes**

(a) **Consistency Review**. The Planning Director shall determine if the application complies with all of the provisions contained in Government Code §65913.4(a) and applicable objective standards within the following timeframes:

i. Within 60 calendar days of application submittal for applications that include 150 or fewer housing units.

ii. Within 90 calendar days of application submittal for applications that include 151 or more housing units.

(3) **Compliance Determination**

(a) **Compliant Application.** If the application complies with all of the provisions contained in Government Code §65913.4(a) and all applicable objective standards, the Town shall complete any design review or public oversight and any subdivision approval within the timeframes listed in Subsection 1.E. Only objective design and subdivision standards may be applied. See Subsection 1.F.

(b) **Non-Compliant Application.** If the application does not comply with all of the provisions contained in Government Code §65913.4(a) and all applicable objective standards, the Planning Director shall make the following determination:

i. If the application does not comply with all of the provisions contained in Government Code §65913.4(a) and all applicable objective standards, the Planning Director shall provide the applicant with written documentation of which standards the development conflicts with and an explanation of the reasons the development conflicts with each standard.

ii. Resubmitted Application. If the project was found to be non-compliant, the applicant may resubmit the application for SB 35 streamlining, and the Town shall review it for compliance with all of the provisions contained in Government Code §65913.4(a) and all applicable objective standards subject to the same timelines in Subsection (2) above.

iii. Project Ineligible. If the project is ineligible for SB 35 streamlined processing, the applicant may elect to submit an application for the applicable discretionary approval under the provisions of Title 10, Chapter 3, Article 7 (Zoning Implementation Procedures), Article 14 (Variance), and Article 15 (Design Review).

F. **Decision on Project**

(1) **Project Approval and Findings.** The Planning Director shall approve the application if the Planning Director finds that the proposed development is compliant with all of the provisions contained in Government Code §65913.4(a) and all applicable objective standards, including objective subdivision standards.

(2) **Conditions of Approval.** The Planning Director may impose conditions of approval provided those conditions of approval are objective and broadly applicable to development within the Town.

G. **Post-decision Procedures**

(1) **Subsequent Permits.** Any necessary subsequent permits shall be issued on a ministerial basis subject to applicable objective standards; however, a commercial use located in a qualifying mixed-use project is subject to any additional Town permitting requirements and processes. If a public improvement is necessary to implement a development subject to this Section, and that public improvement is located on land owned by the Town, the Planning Director shall process any approvals needed as required by Government Code §65913.4(h)(3).

(2) **Post-Approval Modifications**

(a) **Post-Approval Modification Request.** An applicant or the Town may request a modification to an approved development if that request is made prior to the issuance of the final building permit.

(b) **Applicability of Objective Standards to Modifications.** The Planning Director shall only apply objective standards in effect when the original application was submitted, except that objective standards adopted after the date of original submittal may be applied in any of the following instances:

i. The total number of residential units or total square footage of construction changes by 15 percent or more; or

ii. The total number of residential units or total square footage of construction changes by five percent or more, and it is necessary to subject the development to an objective standard beyond those in effect when the application was submitted in order to mitigate or avoid a specific adverse impact upon public health of safety, for which there is no feasible alternative method to satisfactorily mitigate or avoid.

iii. Objective building standards contained in Title 24 may be applied to all modifications.

(c) **Post-Approval Modification Review Timeframe and Decision.** The Planning Director shall determine if the modification is consistent with objective planning standards and issue a decision on the applicant's modification request within 60 days after submittal unless design review is required, in which case a decision shall be made within 90 days.

(3) **Expiration.** An application approved consistent with this Section shall remain valid for three years; however, an application approval shall not expire if the development includes public investment in housing affordability, beyond tax credits, where 50 percent of the units are affordable to households making at or below 80 percent of the area median income consistent with Government Code §65913.4(f).

(4) **Extension.** At the discretion of the Planning Director, a one-year extension may be granted consistent with Government Code §65913.4(f)(3).

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Procedures for applications filed consistent with the HAA

H. **Applicability**

(1) This Section applies to housing development projects as defined by Government Code §65589.5(h)(2).

(2) This Section shall remain in effect for the same period as provisions contained in the Government Code §65589.5 (HAA). Any provisions that are not extended by the State Legislature shall be repealed as of the date those provisions in the HAA are deemed null and void.

I. **Definitions.** Terms defined in Government Code §65589.5 shall apply to this Section and shall control in the event of a conflict between definitions in this FBC and definitions in Government Code §65589.5.

J. **Application Filing**

(1) **Preliminary Application Filing (Optional).** An applicant may file a preliminary application consistent with Government Code §65941.1.

(a) A preliminary application shall be filed on a form provided by the Town with the required fee. If the Town has not prepared a form, a preliminary application shall be filed on the standardized form adopted by the California Department of Housing and Community Development.

(b) Within 180 calendar days after submitting a preliminary application, an applicant shall submit a full application for the housing development.

(2) **Full Application.** An applicant may file a full application for a housing development without filing a preliminary application. The full application shall be filed on a form provided by the Town with the required fee.

K. **Conflicting Procedures.** This Section provides additional procedures that shall be followed for applicable projects. If conflicts occur between the Town's procedures and the procedures of this Section, this Section shall control.

L. **Completeness Review**

(1) **Preliminary Application.** If a preliminary application is filed, the preliminary application shall be deemed complete when the preliminary application containing all of the information listed in the preliminary application form is submitted. If all listed information is not provided, the Town shall request the missing information from the applicant.

(2) **Full Application**

(a) Once a full application is submitted, the Town shall inform the applicant in writing within 30 calendar days of submittal or resubmittal that the application is complete or incomplete and the additional information required consistent with Government Code §65943. Only information requested in the Town's application forms can be requested. If the Town does not provide written notification within this timeframe, the application shall be deemed complete. The Town shall review each resubmittal within the 30-day period and cannot request information that was not listed in the first incompleteness letter.

(b) If an applicant receives written notification that the application is incomplete, and a preliminary application was submitted for the housing development, the applicant shall submit the information needed to complete the application within 90 calendar days of receiving the written notification of incompleteness. If the applicant does not submit this information within this timeframe, the preliminary application shall expire and have no further force or effect.

(c) If a second determination of incompleteness is provided, the applicant shall be able to appeal the decision to the Planning Commission. The Town shall make a decision on the appeal no later than 60 calendar days after receipt of the applicant’s written appeal. If the decision on the appeal is not made within this timeframe, the application shall be deemed complete.

M. **Compliance Review**

(1) **Scope of Review**

(a) **Housing Development with a Preliminary Application Submittal.** A housing development for which a preliminary application was submitted shall only be subject to the ordinances, policies, and standards adopted and in effect when the preliminary application is submitted, except in the following circumstances:

i. A fee, charge, or other monetary exaction increase resulting from an automatic annual adjustment based on an independently published cost index that is referenced in the ordinance or resolution establishing the fee or monetary exaction.

ii. A preponderance of the evidence in the record establishes that subjecting the housing development to an ordinance, policy, or standard beyond those in effect when the preliminary application was submitted is necessary to mitigate or avoid a specific, adverse impact upon the public health or safety, and there is no feasible alternative method to satisfactorily mitigate or avoid the adverse impact.

iii. Subjecting the housing development to an ordinance, policy, standard, or any other measure, beyond those in effect when the preliminary application was submitted is necessary to avoid or substantially lessen an impact consistent with CEQA.

iv. The housing development has not commenced construction within 2.5 years following the date of the housing development's final approval (as defined in Government Code §65589.5(o)(1)(D)).

v. The number of residential units or square footage of construction proposed changes by 20 percent or more, exclusive of any increase resulting from a density bonus, incentive, concession, waiver, or similar provision.

(b) **Housing Development without a Preliminary Application Submittal.** A housing development shall be subject to objective standards in effect when the application was deemed complete.

(2) **Review Timeframes**

(a) Applications for housing development containing 150 or fewer units shall be reviewed for compliance with applicable objective standards within 30 calendar days of being deemed complete.

(b) Applications for housing development containing more than 150 units shall be reviewed for compliance with applicable objective standards within 60 calendar days of being deemed complete.

(3) **Review Authority.** The Planning Director shall be the Review Authority consistent with the Town's procedures for the full application for the application type(s) set forth in Title 10, Chapter 3, Articles 7 through 16; however, if the Planning Director is not the Review Authority, the Planning Director may serve as the Review Authority, if necessary, to comply with Review Timelines described in Subsection 2.F.

(4) **Compliance Determination**

(a) The Planning Director shall identify the specific standard(s) that the project does not comply with and provide an explanation of the reason(s) why the housing development is considered to be inconsistent or non-compliant with identified provisions and shall provide the written determination to the applicant.

(b) A housing development is considered in compliance with this FBC, and shall not require a Zoning Map Amendment, if the housing development complies with objective General Plan standards but the zoning for the housing development site is inconsistent with the General Plan.

(5) **Limited Hearings/Meetings.** If a housing development complies with applicable objective standards, the Town shall not conduct more than five public hearings (including continuances), workshops, or similar meetings after the full application is complete in connection with the approval of the housing development consistent with Government Code §65905.5. Meetings required by CEQA are exempt from the limit.

N. **Findings and Decision**

(1) **Findings**

(a) If the proposed housing development complies with applicable objective General Plan, zoning, and subdivision standards and criteria, including design review standards, the Planning Director may only deny the housing development or conditionally approve the housing development at a lower density if the Planning Director makes written findings supported by a preponderance of the evidence in the record that:

i. The housing development would have a specific, adverse impact upon the public health or safety unless the housing development is denied or conditionally approved at a lower density. A "specific, adverse impact" means a "significant, quantifiable, direct, and unavoidable impact, based on identified written public health or safety standards, policies, or conditions as they existed on the date that the project was deemed complete"; and

ii. There is no feasible method to satisfactorily mitigate or avoid the adverse impact other than the denial of the housing development or conditional approval of the housing development at a lower density.

(b) If the housing development includes 20 percent of units affordable to very low or low-income households, 100 percent of units affordable or moderate or middle income households, or an emergency shelter, the Planning Director shall approve the housing development unless the Planning Director makes written findings supported by a preponderance of the evidence in the record, as to at least one of the findings in Government Code §65589.5(d).

(2) **Decision Timeframes.** The Planning Director shall approve or deny the housing development within the following applicable period:

(a) 90 days from Environmental Impact Report certification;

(b) 60 days from Environmental Impact Report certification for an affordable housing development consistent with Government Code §65950(a)(3);

(c) 60 days from adoption of a Negative Declaration; or

(d) 60 days from determination of CEQA exemption.

O. **Post-Decision Procedures.** Post-decision procedures for the required permit (full application) shall be followed provided those procedures do not conflict with applicable Government Code sections for housing developments (i.e., HAA, Government Code §65589.5).

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Figure 10-20.11.020.1: Process for Developments Eligible for SB 35 Streamlining with 150 units or Fewer (Government Code §65913.4)

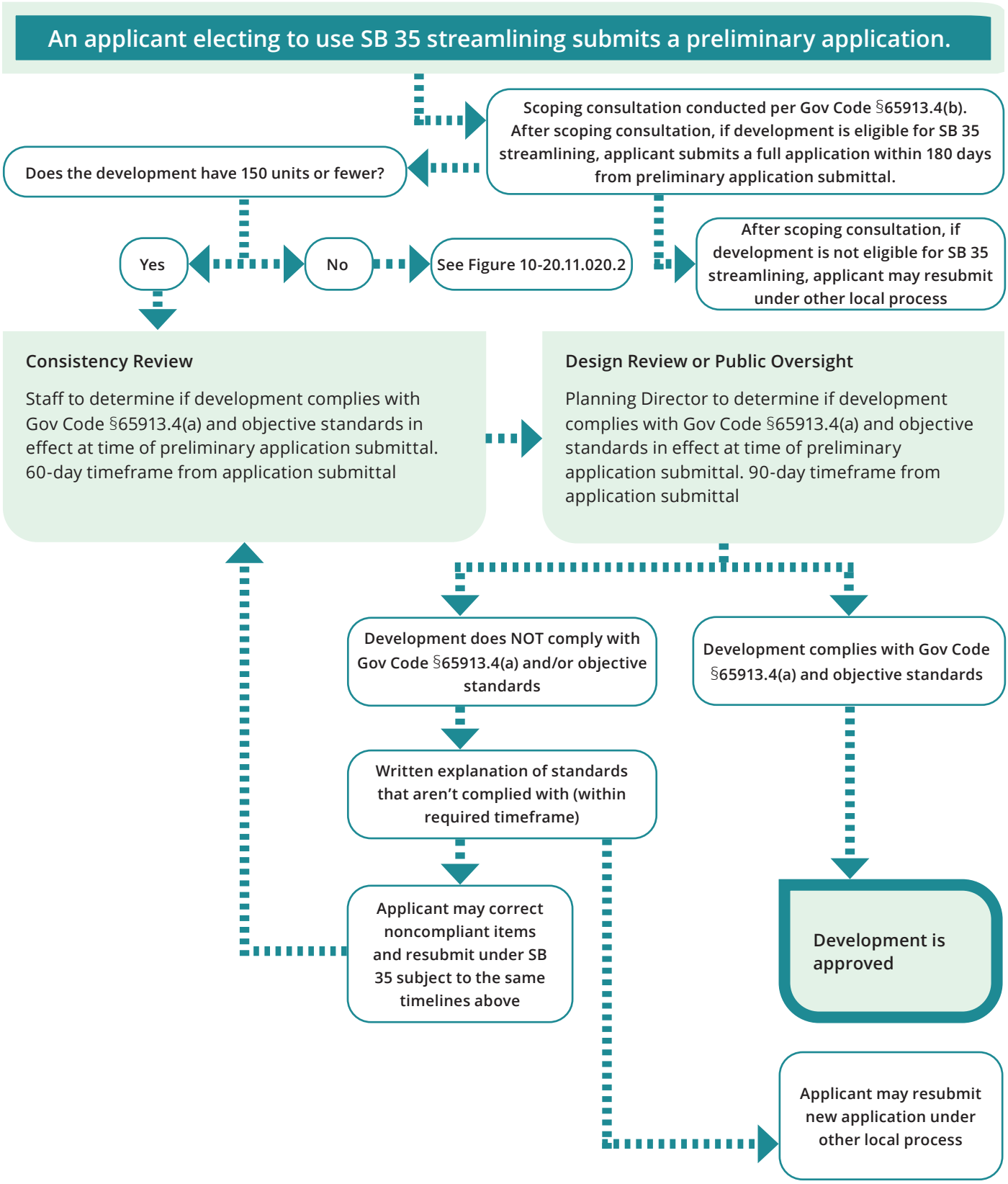


Figure 10-20.11.020.2: Process for Developments Eligible for SB 35 Streamlining with 151 units or More (Government Code §65913.4)

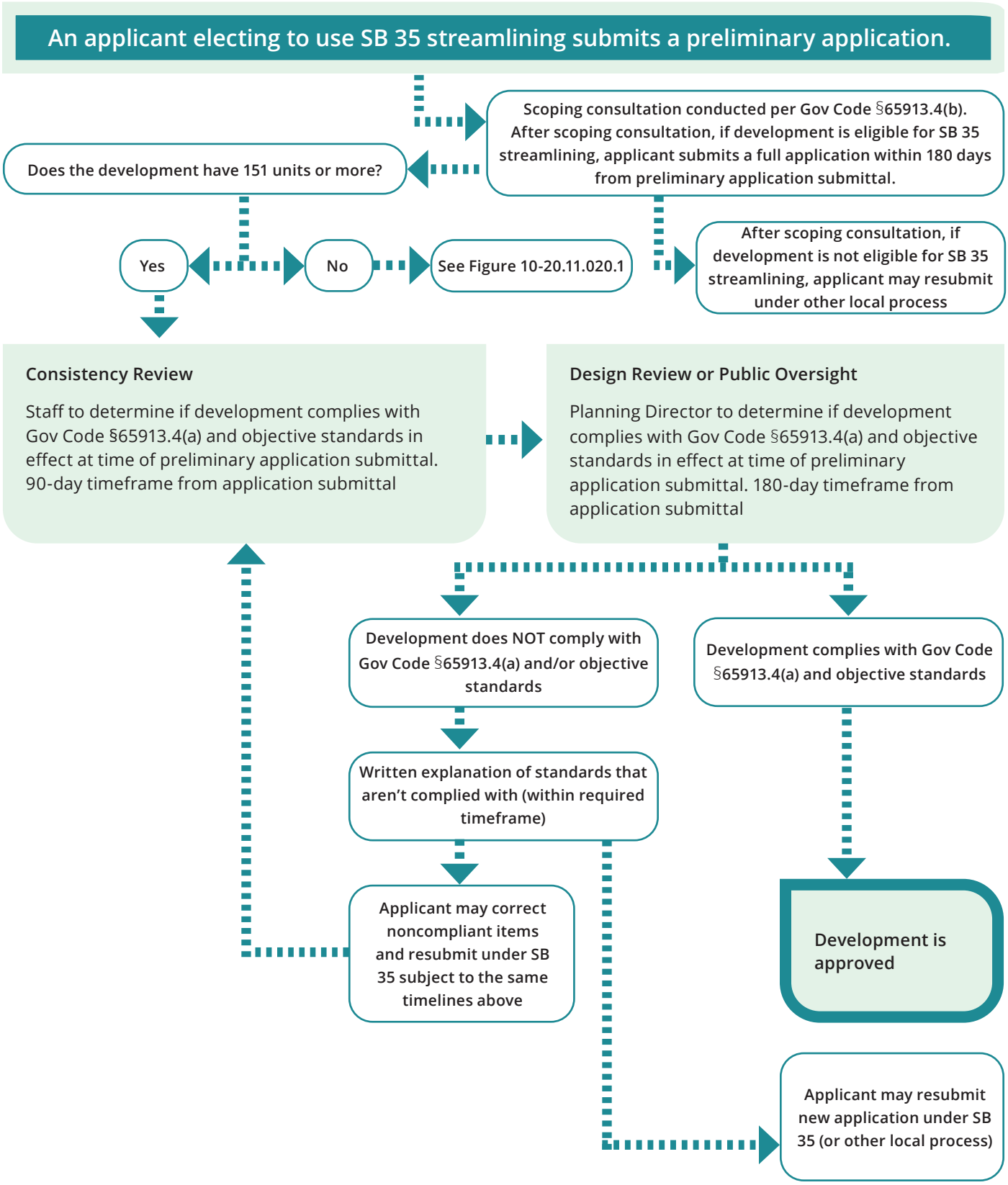
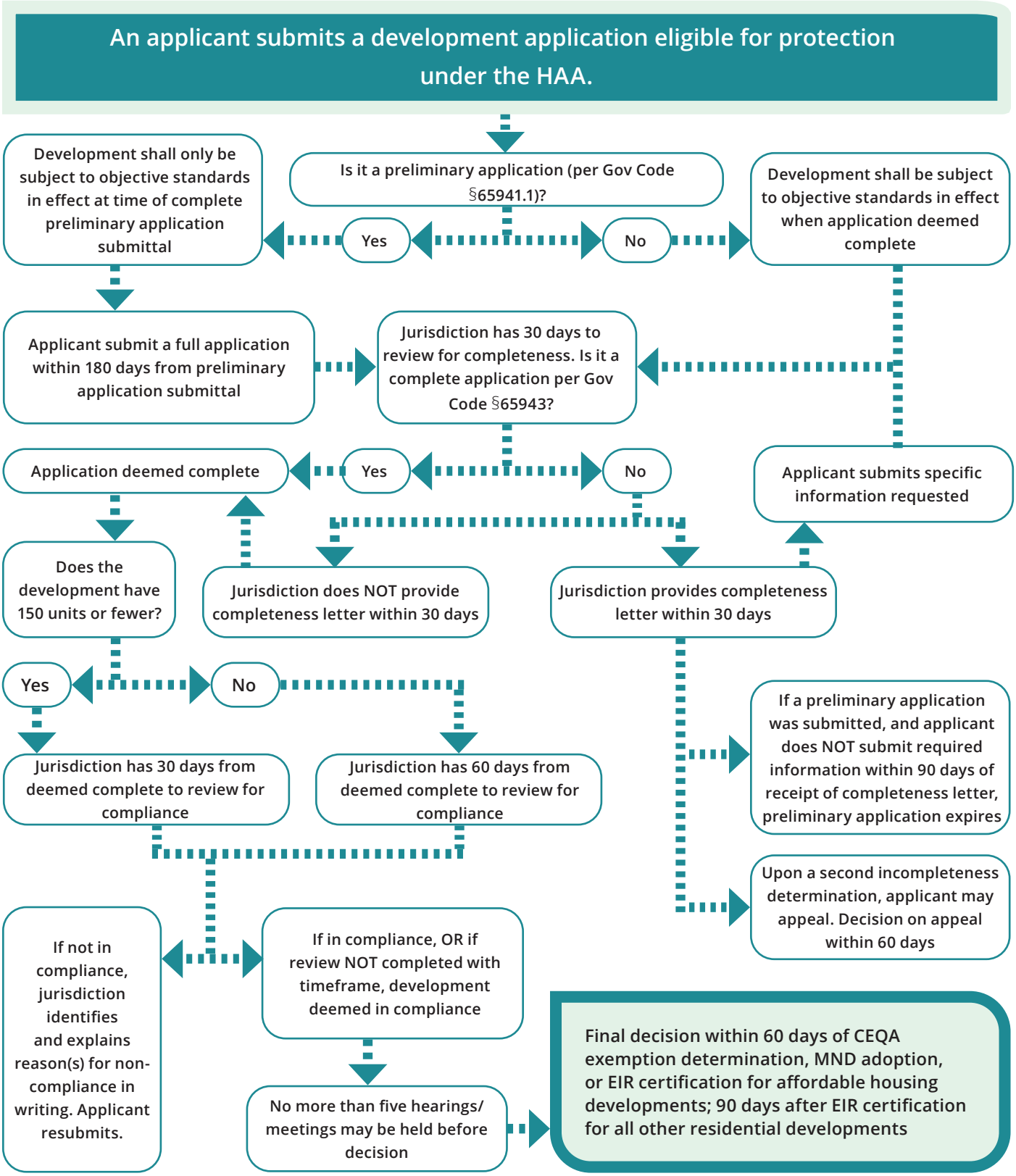


Figure 10-20.11.020.3: Process for Developments Eligible for Housing Accountability Act (HAA) Protection (Government Code §65589.5)



10-20.11.030 Adjustments to Standards

1. **Purpose.** This Section is intended to allow for minor deviations from certain standards in this Title for specific situations that make compliance not possible because of the prescriptive nature of the standards.

2. **Applicability.** This Section applies to developments subject to Section 10-20.11.020 (Procedures). The Planning Director may grant an Adjustment for only the standards identified as follows:

   A. Development sites less than 6% slope. See Table A (Adjustments to Standards for Development Sites Less Than 6% Slope).

   B. Development sites over 6% slope. See Table B (Adjustments to Standards for Development Sites Over 6% Slope).

3. **Procedures.** Adjustment requests shall be reviewed and processed as follows:

   A. The Adjustment shall be processed concurrently with the development involving the request(s) for adjustment(s). The adjustment request(s) shall be processed in compliance with the applicable procedures in Section 10-20.11.020 (Procedures); or

   B. If the development for which an Adjustment is requested is beyond what is authorized in Table A (Adjustments to Standards for Development Sites Less Than 6% Slope) and/or Table B (Adjustments to Standards for Development Sites Over 6% Slope), the adjustment will be processed only up to the amount authorized in these Tables.

   C. Adjustment requests that involve any of the following features (i.e., historic building/feature, tree, rock outcrop, and/or utility infastructure) shall be accompanied by existing documentation identifying the feature(s).

   D. Depending on the unique characteristics and dimensions of an individual parcel, it is possible that the full develoment potential of the zone may not be achieveable even after applying the allowed adjustments oin the Section.

Table 10-20.11.030.A: Adjustments to Standards for Development Sites Less Than 6% Slope

Administrative Relief Type	Required Findings	Allowed Administrative Relief	Reference to Standard
1. Development Site Dimensions			
a. **Depth or Width** Decrease in the minimum required or maximum allowed	i. An existing historic building/feature, tree, rock outcrop, and/or utility infrastructure prevents compliance with the standard.	Up to 10% of the standard	Subsection 3 of the zone
2. Building Setbacks			
a. **Front[1], Side Street[1], Side or Rear** Increase or decrease in the minimum to maximum required setback for a primary building and/or wing(s)	i. An existing historic building/feature, tree, rock outcrop, and/or utility infrastructure prevents compliance with the standard. ii. The existing lot is 80' or less in depth, preventing compliance with the rear setback standard.	Up to 25% of the standard	Subsection 5 of the zone
b. **Facade within Facade Zone** Reduction of the minimum amount of facade required within or abutting the facade zone	i. An existing historic building/feature, tree, rock outcrop, and/or utility infrastructure prevents compliance with the standard. ii. The horizontal unbuilt area resulting from this adjustment is landscaped per the standards in Section 10-20.05.030 (Landscaping and Lighting).	Up to 25% of the standard	Subsection 5 of the zone

[1] Standards for private frontage still apply [See Article 7 (Specific to Private Frontages)], and any adjustment shall not preclude the application of a private frontage type.

Table 10-20.11.030.A: Adjustments to Standards for Development Sites Less Than 6% Slope (Continued)			
Administrative Relief Type	**Required Findings**	**Allowed Administrative Relief**	**Reference to Standard**
3. Building Footprint			
a. **Size of Main Body[1] or Wing(s)** Increase in the allowed width or length	i. An existing historic building/feature, tree, rock outcrop, and/or utility infrastructure prevents compliance with the standard.	Up to 10% of the standard	Subsection 3 of the building type
	ii. The wing(s) is one-story less in height than the main body.		
	iii. The building complies with the setbacks of the zone or as allowed to be adjusted by this Section.		
4. Parking Location			
a. **Front or Side Street Setback** Reduction in the required parking setback	i. An existing historic building/feature, tree, rock outcrop, and/or utility infrastructure prevents compliance with the standard.	Up to 10% of the standard when the required setback is 20' or more.	Subsection 7 of the zone
	ii. The driveway is in compliance with the zone standards.	Up to 20% of the standard when the required setback is less than 20'.	
	iii. The ground floor space remains habitable in compliance with the zone standards, as allowed to be adjusted by this Section.		Subsection 3 of the Zone

[1] Standards for private frontage still apply [See Article 7 (Specific to Private Frontages)], and any adjustment shall not preclude the application of a private frontage type.

Table 10-20.11.030.B: Adjustments to Standards for Development Sites Over 6% Slope

Administrative Relief Type	Required Findings	Allowed Administrative Relief	Reference to Standard
1. Development Site Dimensions			
a. **Depth** Increase or decrease in minimum to maximum development site depth	i. Existing slope exceeds 15% grade for at least 50% of development site depth.	20% max. of the standard If an adjustment is granted for an increase in the Main Body and Rear wing resulting in the need to change the development site depth, the development site depth may increase as allowed in this Section.	Subsection 3 of the zone
b. **Width** Increase or decrease in minimum to maximum development site width	i. Existing slope exceeds 15% grade for at least 25% of development site width.	10% max. of the standard If an adjustment granted for an increase in the main body and rear wing results in needing to change the development site depth by up to 25%	Subsection 3 of the zone
2. Building Setbacks			
a. **Front[1],Side Street[1], Side or Rear** Increase or decrease in minimum to maximum required setback areas for primary building and/or wing(s)	i. Existing slope exceeds 15% grade within at least the first 30' of development site depth. ii. An existing historic building/feature, tree, rock outcrop, and/or utility infrastructure prevents compliance with the standard. iii. The existing lot depth is less than 80'.	Reduction in the minimum setback to within 5' of the development site line. Where side street setback is 5' minimum, reduction in the minimum setback to within 3' of the development site line.	Subsection 5 of the zone

[1]Standards for private frontage still apply [See Article 7 (Specific to Private Frontages)], and any adjustment shall not preclude the application of a private frontage type.

Table 10-20.11.030.B: Adjustments to Standards for Development Sites Over 6% Slope (Continued)			
Administrative Relief Type	**Required Findings**	**Allowed Administrative Relief**	**Reference to Standard**
3. Building Footprint			
a. **Size of Main Body[1] or Wing(s)** Increase in the allowed width or length	i. Existing slope exceeds 15% grade for at least 50% of the development site width or depth.	Up to 25% of the standard	Subsection 3 of the building type
	ii. The building is in compliance with the setbacks of the zone or as allowed to be adjusted by this Section.		
4. Site Grading			
a. **Retaining Wall (Height)** Increase in maximum retaining wall height or length	i. Existing slopes exceed 15% grade for at least 50% of development site width or depth.	Increase in retaining wall height up to 10' along rear and/or side development site line(s); Increase in retaining wall height up to 20' within the building footprint	Subsection 10-20.05.050.5
	ii. The retaining wall or series of retaining walls cannot be seen from the adjacent public sidewalk or adjacent property.		
	iii. Retaining walls not within the building footprint are less than 50' in total length along the rear development site line or any development site line.		
5. Block Face and Perimeter			
a. **Increase in maximum length of new or modified block**	i. Existing slope along at least one side of the block exceeds 15% grade, resulting in new street(s) that exceed maximum allowed grade, preventing compliance with the standards.	Up to 25% of the standard	Table 10-20.10.020.A (Block Size Standards)
	ii. The subject block(s) include a Passage in compliance with Subsection 10-20.10.040.13 (Passage).		
	iii. The block(s) is in compliance with Ross Valley Fire Department Standard 210 (Roadway and Driveway Bridges).		

Standards for private frontage stillapply [See Article 7 (Specific to Private Frontages)], and any adjustment shall not preclude the application of a private frontage type.

Table 10-20.11.030.B: Adjustments to Standards for Development Sites Over 6% Slope (Continued)

Administrative Relief Type	Required Findings	Allowed Administrative Relief	Reference to Standard
6. Parking Location Setbacks			
a. **Front or Side Street** Reduction in a required parking setback.	One or more of the following techniques are applied, as allowed by this Section:		
	i. Existing lot depth that is less than 80' preventing compliance with the parking setbacks location.	Front Setback: The parking location setbacks standards do not apply. Only one row of parking spaces allowed in the front setback for up to 75% of the parcel width.	Subsection 7 of the zone; Subsection 4 of the zone
	ii. The average slope of the parcel from the front to the rear exceeds 15%		
	iii. Surface: Parking is uncovered and located between the building and the street		
	iv. Podium: Parking under primary building is enclosed and access is only from one side of the development site for development sites 150' or less in width. Habitable space, in compliance with Subsection 4 of the zone or as allowed to be reduced by this Section, is between the front of the building and the parking spaces. The parking garage access is not greater than 10' in width.	Front Setback: Reduction to 18' behind the primary building facade. Side Street Setback: Reduction to 5' behind the primary building facade. Habitable Space: Reduction in the minimum depth to 15'.	
	v. Tandem Parking: Tandem parking spaces may be arranged in a series of up to 6 total parking spaces, but only up to 2 side-by-side, from the front development site line.	Existing lot up to 100' wide: Allowed in front setback up to 75% of existing lot width. Existing lot up to 150' wide: Allowed in front setback up to 50% of existing lot width. Existing lot up over 150' wide: Allowed in front setback up to 20% of existing lot width or 50' whichever is less.	
	vi. Subterranean Parking: Parking spaces are located below the adjacent finished grade of the building to the zone's building setbacks.	All Setbacks: Reduced to match the building setbacks of the zone or as allowed to be reduced by this Section.	
	vii. Stacked Parking System: Parking spaces are arranged in a system that provides up to 3 spaces in the horizontal area of one space. The garage access is not greater than 10' in width.	Front and/or Side Street Setback: Reduced to be the same as the primary building setback. Reduction in the minimum habitable space depth to 18'.	

Standards for private frontage still apply [See Article 7 (Specific to Private Frontages)], and any adjustment shall not preclude the application of a private frontage type.

Article 12: Definitions

Sections:

10-20.12.010 Purpose
10-20.12.020 Definitions
10-20.12.030 Measurement Methods

10-20.12.010 Purpose

This Article provides descriptions of specialized terms, phrases, and methods for measurements used in this Title.

10-20.12.020 Definitions

For specialized terms and phrases used in this Title, refer to the definitions in Title 10, Chapter 3, Article 17 (Definitions).

10-20.12.030 Measurement Methods

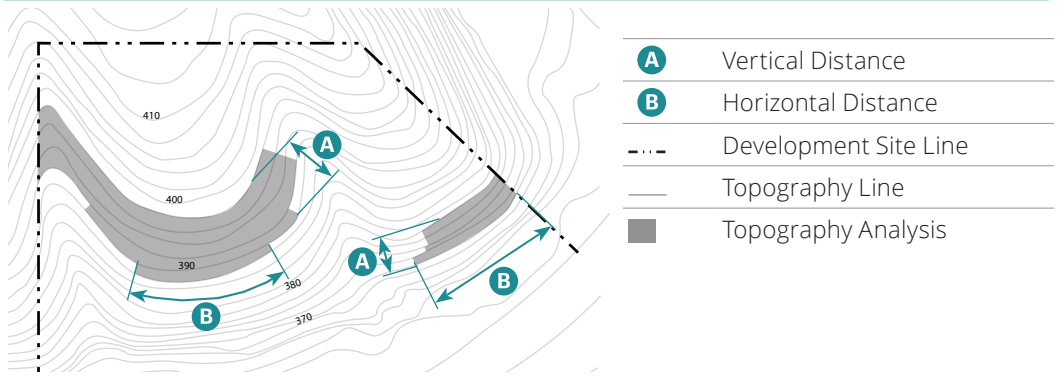
1. **Sloped and Steeply Sloped Development Sites**

   A. **Applicability.** The standards of Section 10-20.05.050 (Slope Standards) apply to sloped and steeply sloped development sites. Slope is measured by taking the vertical distance, or "rise", over the horizontal distance, or "run." The resulting fraction, or percentage, is the "slope" of the land. Sloped and steeply sloped development sites are those areas of land that exhibit slopes of six percent or greater.

B. **Methodology.** The following methodology shall be used to identify steep slopes protected in compliance with this Article. An example of the methodology is shown in Figure 1 (Example for Defining Sloped and Steeply Sloped Development Sites).

(1) **Steep Slope Determination.** To qualify as a steep slope, the slope shall be at least six percent with a 10-foot vertical drop over a 100-foot horizontal distance parallel to at least one common contour line. The horizontal measurement shall cross property lines to establish if a steep slope may exist on a development site (i.e., the 100-foot minimum width calculation shall cross a property line if necessary to achieve this minimum width).

Figure 10-20.12.030.1: Example for Defining Sloped and Steeply Sloped Development Sites



(2) **Area Calculation.** Steep slope areas are calculated based on the square feet of qualifying steep slope on the development site as determined in Subsection 1 above. There is no minimum square footage for each slope area.

(a) First, calculate the square footage of slopes 30 percent and greater. Determine the square footage of each area as well as the sum of these areas for the total site.

(b) Second, calculate the square footage of slopes between 29 and 25 percent. Determine the square footage of each area as well as the sum of these areas for the total site.

(c) Third, calculate the square footage of slopes between 24 and 20 percent. Determine the square footage of each area as well as the sum of these areas for the total site.

(d) Fourth, calculate the square footage of slopes between 15 percent and 19 percent. Determine the square footage of each area as well as the sum of these areas for the total site.

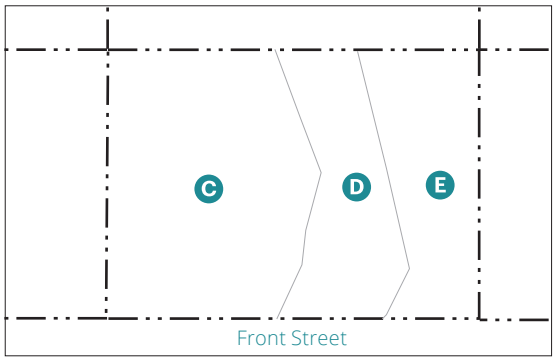
(e) Fifth, calculate the square footage of slopes between 10 and 14 percent. Determine the square footage of each area as well as the sum of these areas for the total site.

(f) Last, calculate the square footage of slopes between 6 and 9 percent. Determine the square footage of each area as well as the sum of these areas for the total site.

(3) **Steep Slope Resource Area.** Based on the area calculations in Subsection 2, above, Table 10-20.05.050.A (Amount of Sloped Areas Allowed to be Developed) identifies the percentage of sloped area that is developable. Figures 2 and 3 illustrate examples of the calculated slopes and the corresponding percentage allowed for development.

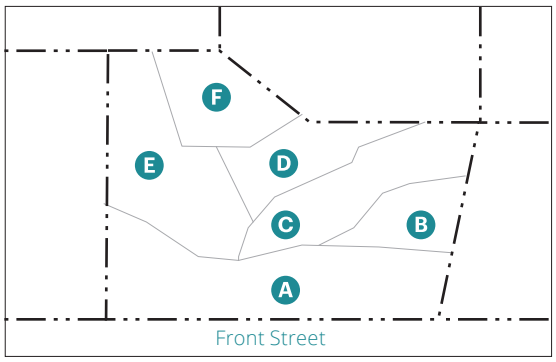
(4) **Sloping Development Site Height.** Development sites with slopes of six percent or more shall measure the maximum height of structures as set forth in the zone and measured vertically from ground level at the front setback line, or if no setback is required, at the center of the development site.

Figure 10-20.12.030.2: Example for a Sloped Development Site (<3 acres)



Key	Existing Slope	Developable Area[1]
A	0-5.99%	100% max.
B	6-9.99%	100% max.
C	10-14.99%	100% max.
D	15-19.99%	100% max.
E	20-29.99%	50% max.
F	>30%	0% max.
	Development Site Line	
	Slope Designations	

Figure 10-20.12.030.3: Example for a Sloped Development Site (>3 acres)



Key	Existing Slope	Developable Area1
A	0-5.99%	100% max.
B	6-9.99%	70% max.
C	10-14.99%	25% max.
D	15-19.99%	5% max.
E	20-29.99%	0% max.
F	>30%	0% max.
	Development Site Line	
	Slope Designation	

[1] In compliance with the setbacks of the zone, required on-site open space, this Section, and the maximum building footprint standards in Article 6 (Building Type Standards).

C. **Average Slope.** The result of dividing the length of a slope by the difference in elevation at the top and bottom of the slope.

(1) **Development Sites with Even Slope.** Average slope for development sites with relatively even slope across the site and small development sites is determined by using the following formula:

(a) S = ((T - B) ÷ run) × 100

(b) S = average slope

(c) T = elevation at top of slope

(d) B = elevation at bottom of slope

(e) Run = horizontal distance between the top and bottom elevations

(2) **Development Sites with Uneven Slope.** Average slope of development sites with an uneven slope across the site before grading is determined by using the following formula:

(a) S = (1.0029 × I × L) ÷ A

(b) S = average slope

(c) I = contour interval in feet

(d) L = summation of length of the contour lines in scale feet

(e) A = area of the development site in acres

2. **Facade Zone Defined by Primary Building/Frontage Type(s)**

A. **Applicability.** The facade zone standards apply to new primary buildings and their additions along the front and side street of a development site.

B. **Methodology.** The required amount is expressed in the zone standards as a percentage. The percentage is calculated as follows through an example for the front facade zone. The same approach is to be applied to the side street, using the minimum front and rear building setbacks.

(1) Identify the width of development site (e.g., 50 feet) and apply required side building setbacks (e.g., 5 feet and 5 feet).

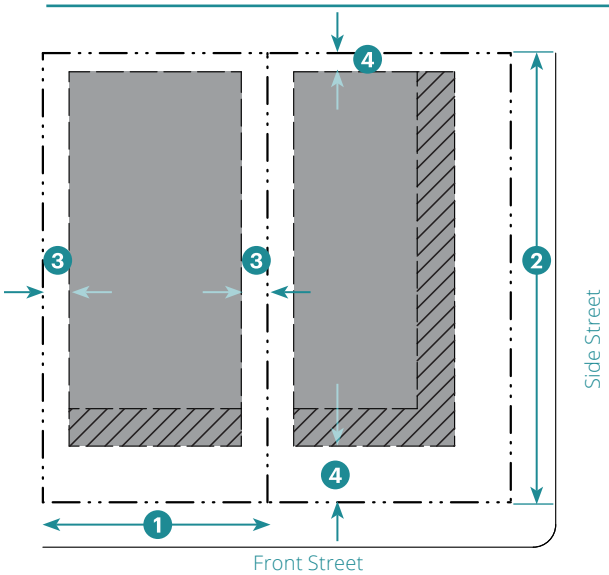
(2) Subtract the horizontal length between each side setback and the adjacent side development site line from the total width of the development site. The result is the net buildable width of the development site (e.g., 40 feet).

(3) Multiply the required minimum percentage in the zone standards (e.g., 50 percent) by the net buildable width of the development site (e.g., 50 feet).

(4) The result is the minimum length, in feet, of building facade and frontage type(s) that is required in or abutting the facade zone (e.g., 20 feet).

(5) See Figure 5 (Applying the Required Amount to the Facade Zone) for examples that are consistent with the intent of this standard.

Figure 10-20.12.030.4: Determining the Required Amount Subject to the Facade Zone

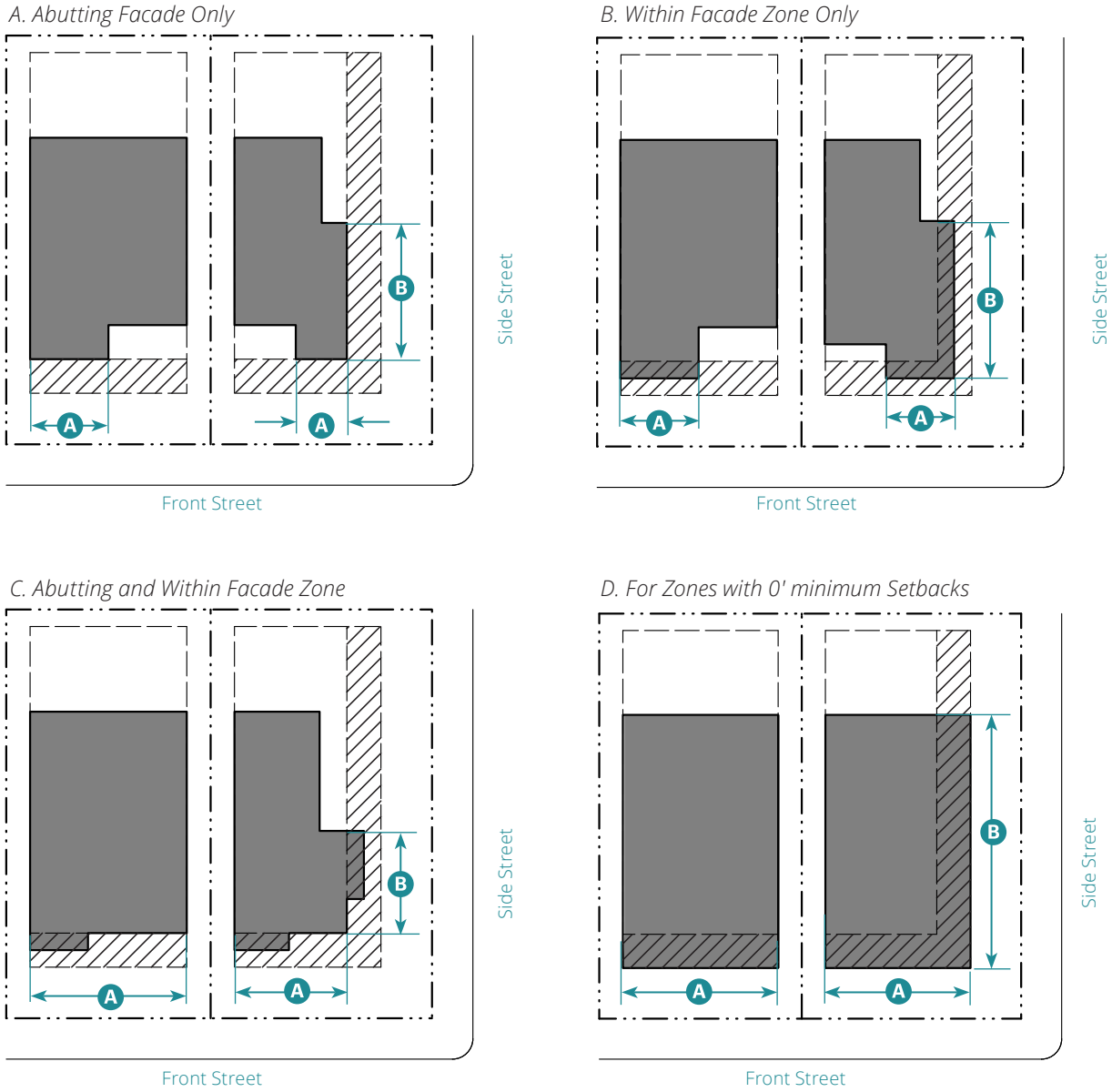


Example Calculation

50'	Development Site Width
- 5'	Side Setback
- 5'	Side Setback
= 40'	Net Buildable Width
40'	Net Buildable Width
x Zone Standard	(e.g., 50%)
= 20'	Required In or Abutting the Facade Zone

1. Width of Development Site
2. Depth of Development Site
3. Setback to be Subtracted from Development Site Width
4. Setback to be Subtracted from Development Site Depth

Figure 10-20.12.030.5: Applying the Required Amount to the Facade Zone



		Front Street	Side Street
	Facade Zone	50% min.[1]	50% min.[1]
	Buildable Area for Building and Frontage Type(s)	A	B

[1] This is an example. See Subsection 5 of the zone for the required percentage.

3. **Measuring Building Types**

A. **Methodology.** Measurement of width, depth, and height.

(1) **Main Body.** The width and depth of the main body shall be measured as follows:

(a) The width shall be parallel to the front.

(b) The depth shall be perpendicular to the front.

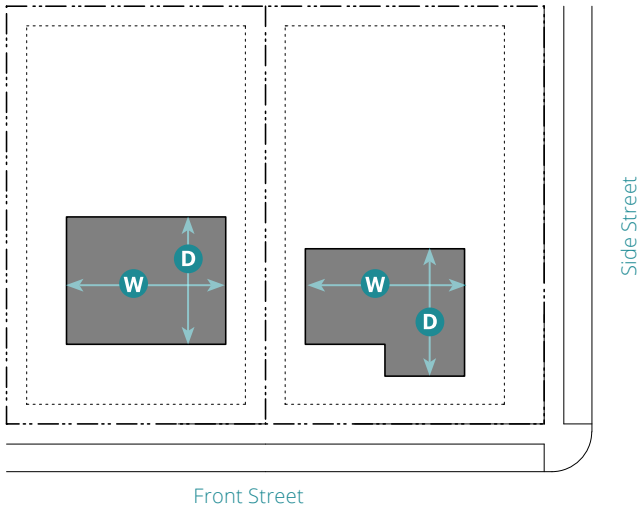


Figure 10-20.12.030.6: Main Body

W Width

D Depth

(2) **Wings and Ancillary Structures.** The width and depth of wings and ancillary structures, shall be measured as follows:

(a) The width shall be the greater of the two dimensions of the footprint.

(b) The depth shall be the lesser of the two dimensions of the footprint.

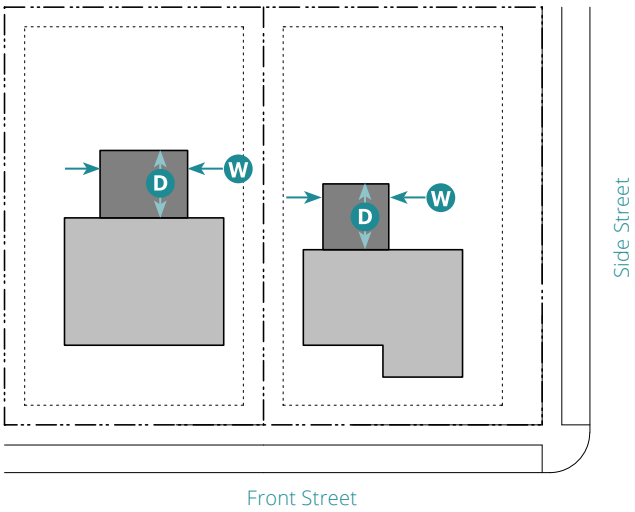


Figure 10-20.12.030.7: Wings and Ancillary Structures

W Width

D Depth

(3) **Open Space(s).** The width and depth of open spaces shall be measured as follows:

(a) The width shall be parallel to the front

(b) The depth shall be perpendicular to the front.

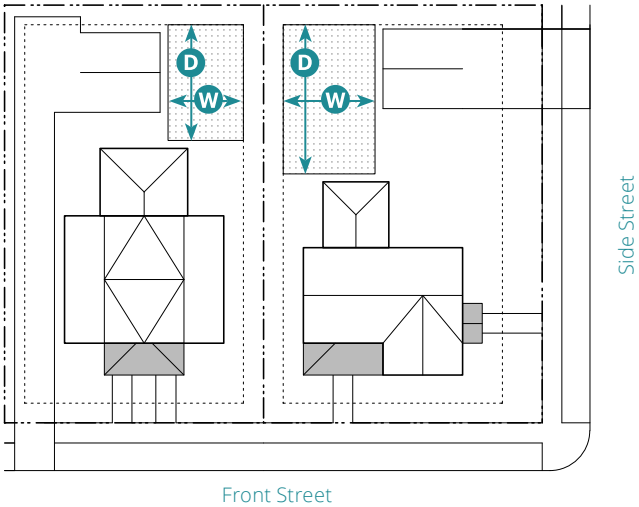


Figure 10-20.12.030.8: Open Space(s)

W Width

D Depth

(4) **Courtyard(s).** The width and depth of courtyards shall be measured as follows:

(a) The width shall be parallel to the front; unless the courtyard is a secondary courtyard accessed directly from a side street.

(b) If a secondary courtyard is accessed directly from the side street, the width shall be parallel to the side street.

(c) The depth shall be perpendicular to the width.

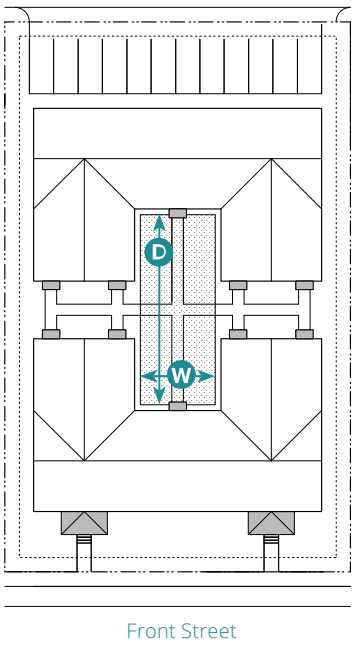


Figure 10-20.12.030.9: Courtyard(s)

W Width

D Depth

(5) **Width-to-Height Ratio.** Measurement of width-to-height ratio and depth-to-height ratio of forecourts.

(a) The width and depth of forecourts shall be measured per Figure 10 (Width-to-Height Ratio).

(b) The height of forecourts shall be a measurement of the vertical plane of the building that defines the forecourt.

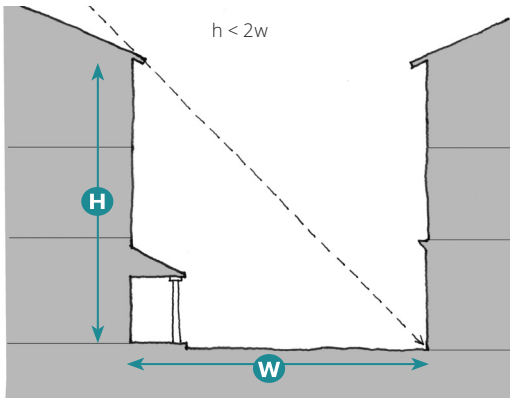


Figure 10-20.12.030.10: Width-to-Height Ratio

W Width

H Height

(6) **Highest Eave/Top of Parapet.**

(a) **Height, Overall.** The vertical distance between adjacent finished grade and the highest part of the structure directly above.

(b) **Height, Top of Parapet.** The vertical distance between adjacent finished grade and the top of the parapet of the primary building.

(c) **Height, Highest Eave.** The vertical distance between adjacent finished grade and the highest eave of the primary building.

(d) **Highest Eave Measurement.** The measurement is to bottom of the eave assembly.

(e) **Eave.** The edge of the roof that overhangs the face of the adjoining wall. The bottom of the eave can range from exposed rafters to a finished horizontal surface.

Figure 10-20.12.030.11: Top of Parapet and Flat Roof

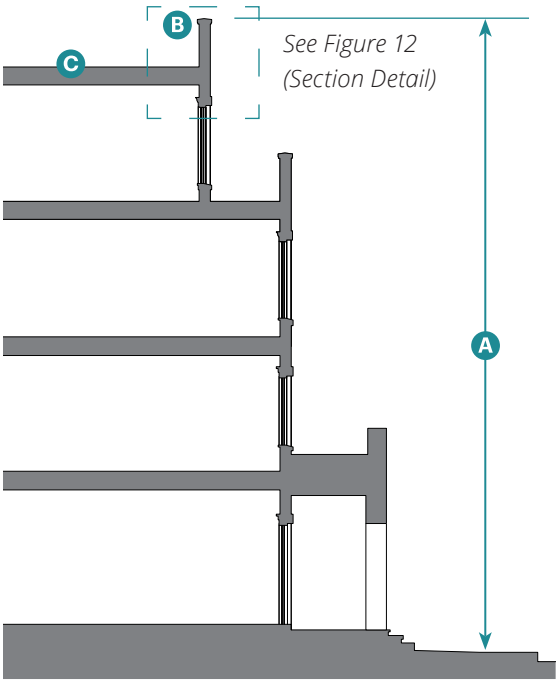
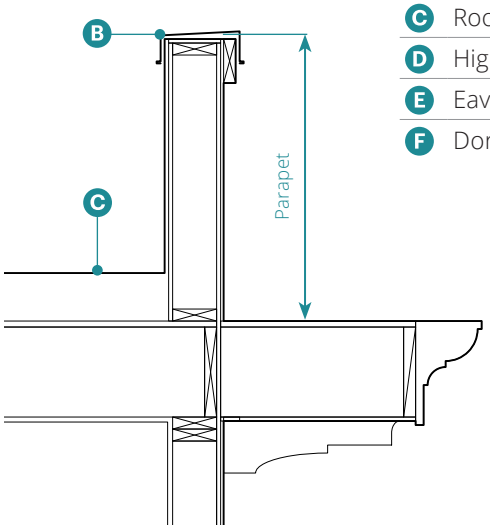


Figure 10-20.12.030.12: Section Detail of Top of Parapet and Flat Roof



Key

- **A** Height, Overall
- **B** Top of Parapet
- **C** Roof Structure
- **D** Highest Eave Measurement
- **E** Eave Assembly
- **F** Dormer

Figure 10-20.12.030.13: Highest Eave for Pitched Roof

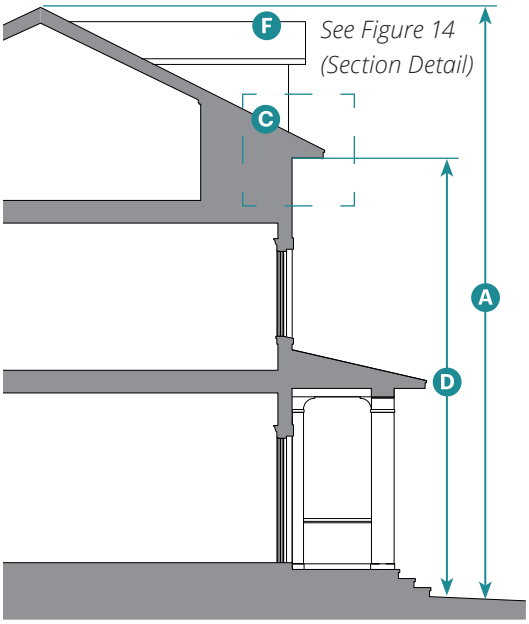
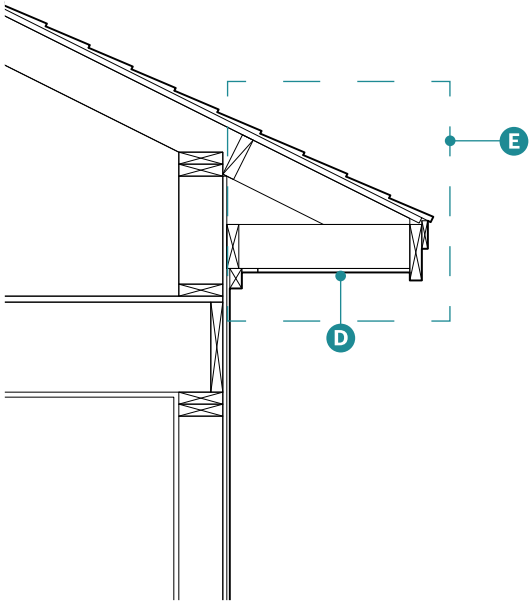


Figure 10-20.12.030.14: Section Detail of Highest Eave for Pitched Roof



4. **Measuring Bays**

A. **Applicability.** All buildings, with or without wings must have defined bays, as specified in Subsection 10-20.06.140.1 (Bay Composition).

B. **Bay Measurement.**

(1) Boundaries of each bay shall extend vertically from the lower boundary of the main body or wing to the upper boundary of the same division and shall not intersect any opening.

(2) Boundary is considered to lie at the midpoint between successive openings unless marked by an expression of vertical structure on the façade. Bay width shall be measured horizontally from one boundary to the next.

C. **Building Types and Bays**. Bays shall be placed according to the following methodology. An example of the methodology is shown in Figure 15 (Example of Massing Type and Bays).

(1) Select main body massing type from Subsection 3 (Building Size and Massing) of the selected building type (e.g., Gable L). See Figure 10-20.12.030.15A (Select Main Body Massing Composition).

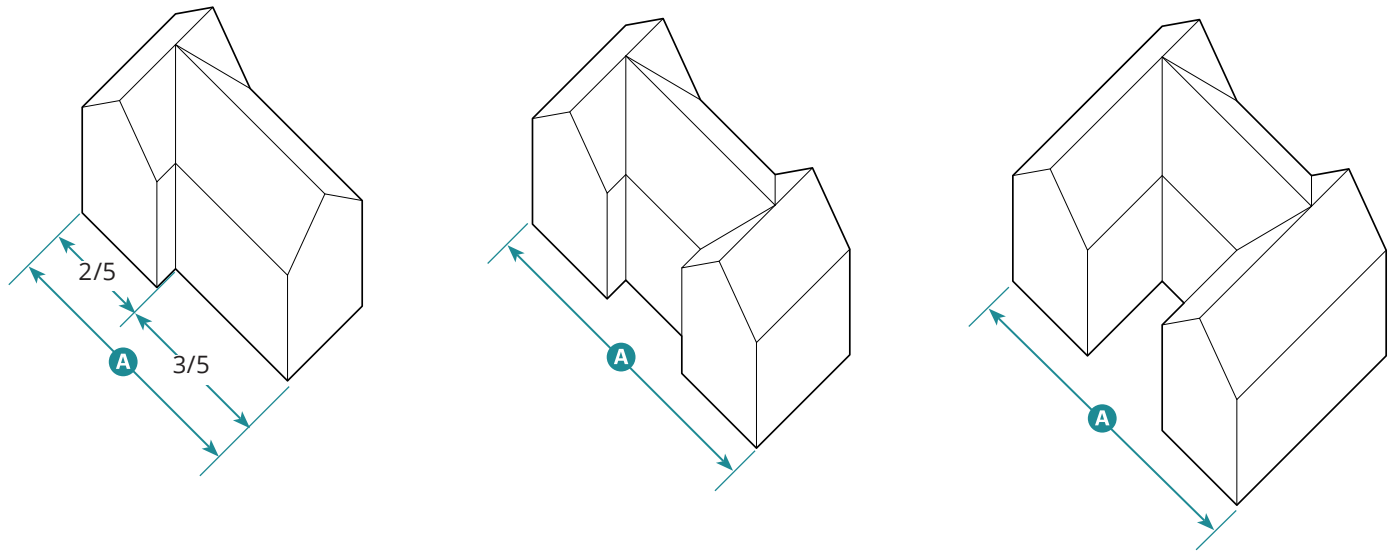
(2) Within each volume/facade of the main body massing, identify and apply a number of bays within the allowed range. See Figure 10-20.12.030.15B (Identify the Required Number or Range of Bays).

(3) See Figure 10-20.12.030.15C (Examples of Bay Compostions in Compliance with Required Massing Proportions) for examples that are consistent with the intent of this standard.

Figure 10-20.12.030.15: Example of Massing Type and Bays

A. Select Main Body Massing Composition

Gable L	Twin Gable	Gabled Front Courtyard

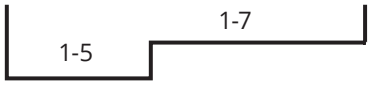


Key

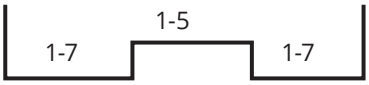
A Required Massing Proportions and Number of Bays

B. Identify the Allowed Range of Bays by Volume/Facade for Selected Massing Type

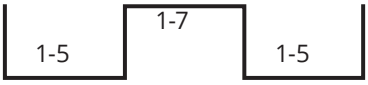
Gable L: 1-5 Bays + 1-7 Bays



Twin Gable: 1-7 Bays + 1-5 Bays + 1-7 Bays

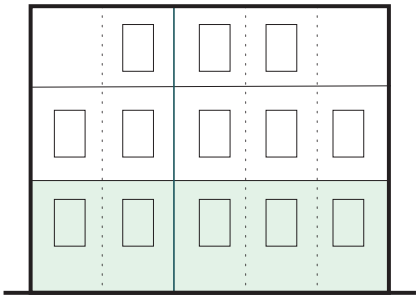


Gabled Courtyard: 1-5 Bays + 1-7 Bays + 1-5 Bays

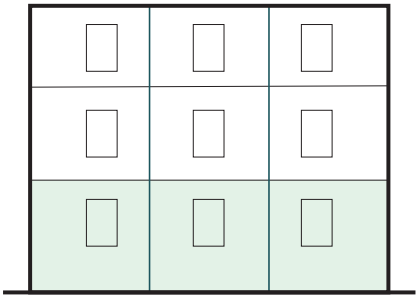


C. Examples of Bay Compositions in Compliance with Required Massing Proportions

5-Bay Composition (2 + 3)



3-Bay Composition (1 + 1 + 1)



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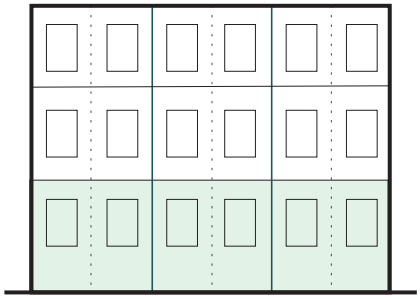

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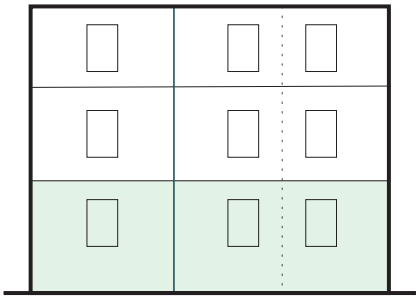

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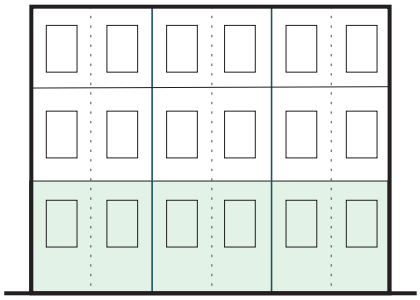

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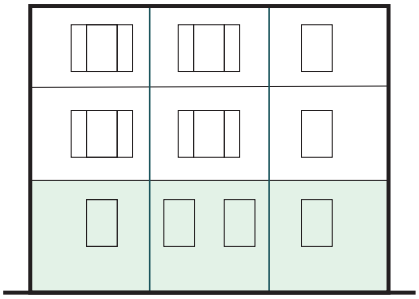
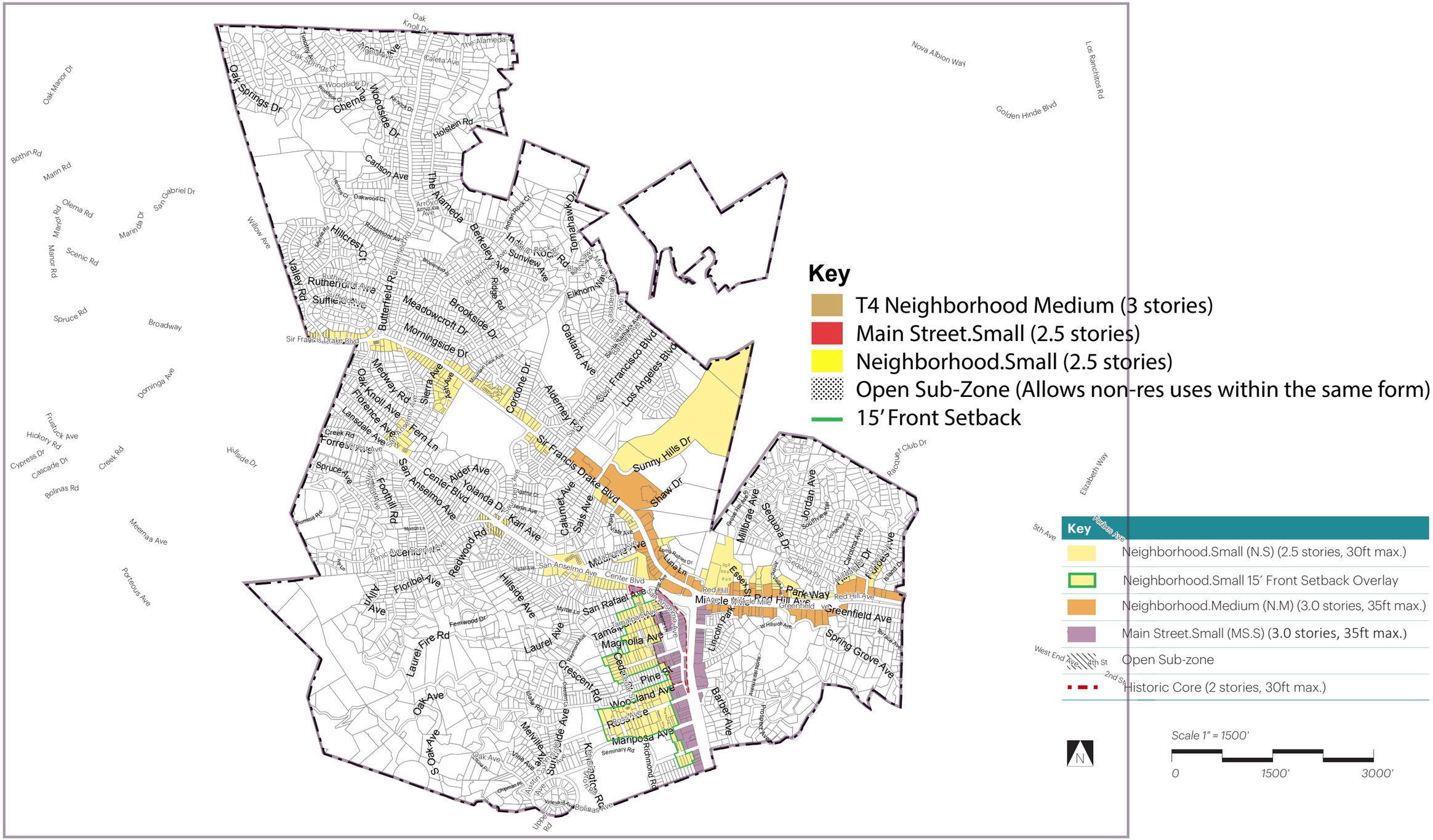


Key

☐ Ground Floor

Town of San Anselmo Objective Design and Development Standards Zones



STAFF REPORT

TOWN OF SAN ANSELMO Item # 3A

MEETING DATE: April 25, 2023

AGENDA TITLE: Amending the Master Fee Schedule for the Town of San Anselmo

FROM: Jeff Zuba, Finance & Admin Services Director

RECOMMENDATION: That the Town Council conduct a public hearing and adopt the attached Resolution amending the Master Fee Schedule effective July 1, 2023.

SUMMARY

On December 11, 2018, the Town Council adopted Resolution No. 4258 to approve The Town of San Anselmo User Fee Study Report by Willdan Financial Services, dated October 2018 ("Fee Study") and to adopt the updated Town of San Anselmo User Fee Schedule. Resolution No. 4258 directed the Town Manager or his designee to conduct an annual internal review of the Master Fee Schedule and to permit the automatic adjustment of fees based on the annual change in the Consumer Price Index for All Urban Consumers San Francisco-Oakland-Hayward, California ("CPI"). Under the resolution and state law, the Town Council must review and approve the annual automatic adjustment by resolution.

BACKGROUND

As required in Resolution No. 4258, the Town Manager and Town Finance & Administrative Services Director have conducted an annual internal review of the User Fee Schedule and prepared a revised fee schedule to reflect the automatically adjusted schedule of user and regulatory fees, based on the CPI. This year marks the fourth annual adjustment. The amended fee schedule in the attached Resolution reflects the 4.9% increase in CPI for the period from December 2021 to December 2022. The CPI increases over the previous three fiscal years were 2.5%, 2.0%, and 4.2%.

A. Planning Department Fees. The Planning Department proposes restructuring its fees to better align with the cost recovery methodology used by the Building Department. Cost recovery is determined by determining the estimated amount of time each staff position (in increments of minutes or hours) spends to render a service rather

than charging a flat fee that may not cover staff time or overcharges the applicant. Staff use an electronic time record system to track time spent on each task. Under these Planning Department fees, the Town will collect a deposit based on the estimated time to complete the task and will return any unused funds.

B. Police Department Fines. The Police fee schedule has had consistent fees over the past four years with no changes based on CPI. California Vehicle Code Section 40203.5.(a) stipulates: “To the extent possible, issuing agencies within the same county shall standardize parking penalties.” Staff researched other jurisdictions websites and reached out to several other Finance Director’s but were only able to secure a couple of responses to compare against the Town’s current parking penalties. Several of the Town’s parking violation fines are lower than the Town of Ross Parking Fees (Attachment 2) and City of San Rafael Parking Fees (Attachment 3). Staff are proposing adjusting those rates to be more in line with the other jurisdictions as noted in the table below.

	San Anselmo Current	**San Anselmo Proposed**	**Town of Ross**	**City of San Rafael**
Improper Parking or No Parking	$40	$45	$47	$65
No parking red zone	$55	$65	$104	$65
Blue Zone – Handicapped Only	$290	$304	$344	$275
Expired Tags	$84	$90	$117	$93

The Town has other Police department fees that are in line with the other jurisdictions and have been increased by 4.9% CPI.

C. Miscellaneous fees.

Town staff has included a general appeal fee, which was inadvertently left out of the fee schedule. This fee is the same amount as the appeal of a Planning Appeal and will cover the cost of preparing for and conducting an appeal hearing before the Town Council. The information contained in the 2018 fee study report to establish the Planning Appeal fee also supports a general appeal fee, as the procedure and staff time required are the same for both proceedings.

Town staff has also included in the fee schedule the parklet fees that were adopted by the Council at its April 11, 2023, meeting.

Following review and approval by the Council, the amended fee schedule will become effective on July 1, 2023.

FISCAL IMPACT

Assuming fee-related activity remains relatively stable, the proposed fee changes are anticipated to generate roughly $70,000 in additional annual revenues.

It is important to note that while adjusting fees will provide a fiscal impact in the form of additional revenue, the revenue is not intended to be used to fund new services. Rather the revenue is intended to offset the costs of providing existing services that are recoverable from fees. Consequently, while fees may rise annually, typically labor and service costs (the primary drivers of fee-related costs) also rise annually. Recalibration of these fees simply provides an offset of existing expenditures/needs rather than a source of funding for expanded service levels.

GENERAL PLAN CONSISTENCY

Not applicable.

CEQA AND CLIMATE ACTION PLAN CONSISTENCY

Adoption of the attached Resolution is statutorily and categorically exempt from the California Environmental Quality Act (CEQA) under Public Resources Code section 21080(b)(8) and CEQA Guidelines section 15273, because it involves approval of charges by the Town which the Town finds are for the purpose of meeting operating expenses, as demonstrated by the Fee Study completed in October 2018.

ATTACHMENTS

Attachment 1: Resolution Amending Fee Schedule
Exhibit A: Fee Schedule FY2023-2024
Attachment 2: Town of Ross Fee Schedule - Police
Attachment 3: City of San Rafael Parking Fees

RESOLUTION NO. XXXX

RESOLUTION OF THE SAN ANSELMO TOWN COUNCIL AMENDING CERTAIN USER FEES FOR TOWN SERVICES

WHEREAS, state law permits the Town to impose service fees for certain Town services, as long as those fees do not exceed the estimated reasonable costs of providing the service for which the fee is intended; and

WHEREAS, on December 11, 2018, the Town Council adopted Resolution No. 4258 to approve the Town of San Anselmo User Fee Study Report by Willdan Financial Servcies, dated October 2018 ("Fee Study") and to adopt the Town of San Anselmo User Fee Schedule; and

WHEREAS, Resolution No. 4258 directed the Town Manager or designee to conduct an annual internal review of the Master Fee Schedule to permit the automatic adjustment of various fees based on the annual change in the Consumer Price Index for All Urban Consumers San Francisco-Oakland-Hayward, California ("CPI"); and

WHEREAS, the Town Manager and Town Finance & Administrative Services Director conducted the annual internal review of the User Fee Schedule and calculated the adjustment to the fees based on the CPI, as reflected in Exhibit "A" to this Resolution; and

WHEREAS, the Town has followed all notice and hearing requirements set forth in state law for considering an adjustment to these fees.

NOW, THEREFORE, THE TOWN COUNCIL HEREBY RESOLVES:

Section 1. Environment Review

The charges authorized by this resolution are exempt from the California Environmental Quality Act, Public Resources Code section 21000 et seq. ("CEQA"), because it can be seen with certainty that there is no possibility that the activity authorized herein may have a significant effect on the environment. (CEQA Guidelines §15061(b)(3)). More specifically, adopting the resolution is statutorily and categorically exempt from CEQA under Public Resources Code section 21080(b)(8) and CEQA Guidelines section 15273, because it involves approval of charges by the Town which the Town Council finds are for the purpose of meeting operating expenses, as demonstrated by the Fee Study approved by the Town Council on December 11, 2018, in Resolution No. 4258.

Section 2. Adoption of Amended Master Fee Schedule

The Town Council hereby adopts the amended Town of San Anselmo Schedule of User Fees attached hereto as Exhibit A and incorporated herein by reference ("Master Fee Schedule"). Unless otherwise specified in the Master Fee Schedule, all user fees shall be paid to the Town prior to the Town's performance of requested services. Pursuant to Resolution No. 4197, fees may be paid by credit card, debit card, or electronic fund transfer.

Section 3. Effective Date of Fees

The fees listed on the Master Fee Schedule at Exhibit A will take effect on July 1, 2023. The Master Fee Schedule at Exhibit A will replace the Town's existing Master Fee Schedule adopted by Resolution No. 4421.

Section 4. Severability

The Town Council hereby declares every section, paragraph, sentence, clause and phrase of this Resolution is severable. If any section, paragraph, sentence, clause or phrase of this Resolution is for any reason found to be invalid or unconstitutional, such invalidity, or unconstitutionality shall not affect the validity or constitutionality of the remaining sections, paragraphs, sentences, clauses or phrases.

RESOLUTION PASSED AND ADOPTED, at the regular meeting of the San Anselmo Town Council on the 25th day of April, 2023, by the following vote:

AYES: Councilmember:
NOES: Councilmember:
ABSENT: Councilmember:
ABSTAIN: Councilmember:

_____
STEVE BURDO
MAYOR

ATTEST:

_____
SERGE AVILA
TOWN CLERK

EXHIBITS

A. FEE SCHEDULE FY23-24

TOWN OF
SAN ANSELMO
EST. 1907

Schedule of User Fees

Effective July 1, 2023

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5. **Planning Fees** ..... **16 - 19**
6. **Recreation Fees** ..... **20 - 21**
7. **Police Fees** ..... **22 - 23**
8. **Fully Burdened Hourly Rate** **24**

Finance & Administration

#	Description	Current Fee/Charge	Proposed Fee/Charge	Unit	Type	Notes
1	Photocopies	$0.20	$0.20	Per page	Fee	Document with State requirements are charged per State Mandate
2	Returned check charge	$25.00	$25.00	Per incident	Regulated	
3	Certification	$20.00	$20.00	Per certification	Fee	
4	Appeals - Planning Applicant	$2,724.00	$2,858.00	Per appeal	Fee	Town Attorney costs will be passed on directly to applicant as incurred and the Town may request a deposit to cover the cost of anticipated town attorney time
5	Appeals - Non-Applicant	$873.00	$916.00	Per appeal	Fee	Town Attorney costs will be passed on directly to applicant as incurred and the Town may request a deposit to cover the cost of anticipated town attorney time
6	Appeals - General		$916.00	Per Appeal	Fee	Town Attorney costs will be passed on directly to applicant as incurred and the Town may request a deposit to cover the cost of anticipated town attorney time
7	Proof of Residency/Living Certification	$15.00	$15.00	Per request	Fee	
8	**Business License Fees:**					
9	Transfer Fee	$20.00	$20.00	Per transfer	Fee	
10	Business License Penalty	10%	10%	Per month	Penalty	Max. 50%
11	Duplicate Business License	$15.00	$15.00	Per copy	Fee	
12	**Gross receipts:**					
13	$0 - $7,500	$15.00	$15.00		Tax	
14	$7,501 - $15,000	$30.00	$30.00		Tax	
15	$15,001 - $25,000	$45.00	$45.00		Tax	
16	$25,001 - $50,000	$60.00	$60.00		Tax	
17	$50,001 - $100,000	$100.00	$100.00		Tax	
18	$100,001 - $250,000	$150.00	$150.00		Tax	
19	$250,001 - $500,000	$300.00	$300.00		Tax	

Finance & Administration

#	Description	Current Fee/Charge	Proposed Fee/Charge	Unit	Type	Notes
20	$500,001 - $750,000	$450.00	$450.00		Tax	
21	$750,001 - $1,000,000	$600.00	$600.00		Tax	
22	$1,000,001 - $2,000,000	$800.00	$800.00		Tax	
23	$2,000,001 - $3,000,000	$1,200.00	$1,200.00		Tax	
24	$3,000,001 - $4,000,000	$1,500.00	$1,500.00		Tax	
25	$4,000,001 - $5,000,000	$2,100.00	$2,100.00		Tax	
26	$5,000,001 - $10,000,000	$3,000.00	$3,000.00		Tax	
27	$10,000,001 - $25,000,000	$4,500.00	$4,500.00		Tax	
28	$25,000,000 - and over	$4500 + .01%	$4500 + .01%		Tax	
29	Hotels/Motels/Inns	$17.00	$17.00	Per unit	Tax	
30	Rental of one or more dwelling units or guest rooms within a rooming house, boarding house, single family dwelling, apartment, condominium, houseboat, or other residential structure containing guest rooms or dwelling units	$17.00	$17.00	Per unit	Tax	
31	General contractors and subcontractors	$30.00	$30.00	Per quarter	Tax	
32	General contractors and subcontractors	$100.00	$100.00	Per year	Tax	
33	Auctioneers	$50.00	$50.00	Per day	Tax	
34	Peddlers, solicitors	$25.00	$25.00	Per day	Tax	
35	Peddlers, solicitors	$150.00	$150.00	Per quarter	Tax	
36	Peddlers, solicitors	$500.00	$500.00	Per year	Tax	
37	Circuses or carnivals	$400.00	$400.00	First day	Tax	
38	Circuses or carnivals	$300.00	$300.00	Per additional day	Tax	
39	Commercial & still film permits (public property) : 1-3 persons	$100.00	$100.00	Per day	Tax	
40	Commercial & still film permits (public property) : 4-6 persons	$200.00	$200.00	Per day	Tax	
41	Commercial & still film permits (public property) : 7-9 persons	$300.00	$300.00	Per day	Tax	
42	Commercial & still film permits (public property) : 10 + persons	$400.00	$400.00	Per day	Tax	
43	Commercial & still film permits (private property): 1-3 persons	$50.00	$50.00	Per day	Tax	
44	Commercial & still film permits (private property): 4-6 persons	$100.00	$100.00	Per day	Tax	
45	Commercial & still film permits (private property): 7-9 persons	$150.00	$150.00	Per day	Tax	
46	Commercial & still film permits (private property): 10+ persons	$200.00	$200.00	Per day	Tax	

Finance & Administration

#	Description	Current Fee/Charge	Proposed Fee/Charge	Unit	Type	Notes
47	Taxicabs	$60.00	$60.00	Per vehicle	Tax	
48	Trucks/vans/delivery vehicles - less than 1/2 ton capacity	$22.50	$22.50	Per vehicle	Tax	
49	Trucks/vans/delivery vehicles - not exceeding 1 ton capacity	$37.50	$37.50	Per vehicle	Tax	
50	Trucks/vans/delivery vehicles - not exceeding 1-1/2 ton capacity	$75.00	$75.00	Per vehicle	Tax	
51	Trucks/vans/delivery vehicles - not exceeding 2 ton capacity	$112.50	$112.50	Per vehicle	Tax	
52	Trucks/vans/delivery vehicles - not exceeding 3 ton capacity	$150.00	$150.00	Per vehicle	Tax	
53	Trucks/vans/delivery vehicles - over 3 ton capacity	$225.00	$225.00	Per vehicle	Tax	
54	Christmas tree lots	$45.00	$45.00	Per year	Tax	
55	Commercial leased property	$0.02	$0.02	Per sq ft.	Tax	$50 minimum, $220 Maximum
56	Business located out of San Anselmo but use San Anselmo P.O. Box for business	$50.00	$50.00	Per year	Tax	
57	Real estate broker in San Anselmo	$100.00	$100.00	Per year	Tax	Plus $10 per desk
58	Real estate broker in San Anselmo	$10.00	$10.00	Per desk	Tax	
59	Real estate broker out of San Anselmo	$150.00	$150.00	Per year	Tax	
60	Omnibus (all other categories)	$50.00	$50.00	Per year	Tax	
61	Business License List	$1.00	$1.00	Per page	Tax	
62	Tobacco Retailer License	$50.00	$50.00	Per year	Fee	

Public Works

Miscellaneous Items

#	Description	Current Fee/Charge	Proposed Fee/Charge	Unit	Type	Notes
1	Road Impact Fee	1.5% value of project	1.5% value of project	Percentage	Fee	
2	**Tree Removal Fees:**					
3	Heritage Tree &/or Undeveloped Parcel Tree	$256 for 1st hour and hourly rate thereafter	$268 for 1st hour and hourly rate thereafter	Per permit	Fee	For dead, dying or dangerous trees fee may be waived. Replacement trees may required for each tree removed.
4	Street Tree	$129.00	$136.00	Per permit	Fee	This is the cost for both removal and planting of street trees
5	After the fact - Tree or Heritage Tree Removal Fine	$2,137.00	$2,242.00	Per tree	Penalty	$2,050 Maximum as determined by the Public Works Director
6	**Encroachment Permit Fees:**					
7	Minor work	$161.00	$169.00	Per project	Fee	7-1.03 - Permit for curb cut for driveway entrance or approach (Street Superintendent) 7-1.08 – Adjustment and variance from driveway standards (City Engineer) 7-3.02 – Street cut or excavation permits (Public Works) 7-4.02 - Temporary street obstruction permits 7-5.09 - Permits to construct sidewalk, walkway, and/or driveway from curb to property line (Public Works)
8	Major work (over $2,500)	4% value of project or as Determined by Public Works Director per Town Code	4% value of project or as Determined by Public Works Director per Town Code	Percentage	Fee	7-1.03 - Permit for curb cut for driveway entrance or approach 7-1.08 – Adjustment and variance from driveway standards 7-3.02 – Street cut or excavation permits 7-4.02 - Temporary street obstruction permits 7-5.09 - Permits to construct sidewalk, walkway, and/or driveway from curb to property line Major Work Fees vary depending on time to review and inspect during the course of the project

Public Works

Miscellaneous Items

#	Description	Current Fee/Charge	Proposed Fee/Charge	Unit	Type	Notes
9	Sidewalks/Driveways - new & repair; debris or storage box	$111.00	$117.00	Per project	Fee	
10	Revocable Encroachment Permit for structures in town right-of-way	$329.00	$346.00	Per project	Fee	
11	Revocable Encroachment Permit for temporary use of town right-of-way (restaurant outdoor seating)	$139.00	$146.00	Per project	Fee	7-5.11-permit for mailbox inright of way
12	Plan Check-when applicable	Hourly Staff Rate	Hourly Staff Rate	Per hour	Fee	Rate depends on actual Staff rate
13	Private Parklet Application		$950.00	Per Application	Fee	
13	Private Parklet		$2,520.00	Per space	Fee	
13	**Fence Permit Fees:**					
14	Fences within setbacks abutting street	$104.00	$110.00	Per project	Fee	
15	Stop Work Fee for working without a permit	Up to 3 times value of Public Works Permit Fee	Up to 3 times value of Public Works Permit Fee	Per project	Penalty	Determined by the Public Works Director. 0-3 times based on stop work circumstances. If unpermitted work is identified by the Town and the owner addresses issues promptly, fee may be waived or 1 times the permit fee. However, if unpermitted work is not addressed and owner is uncooperative, fee may be up to 3 times the permit fee.
16	Plan Check-when applicable	$147.00	$155.00	Per hour	Fee	
17	**Grading Permit Fees: UBC Appendix Chapter 33 Table A-33B**					
18	100cy or less	$123.00	$130.00	100 cy or less	Fee	
19	101cy to 1,000cy	$123.00	$130.00	First 100 cy	Fee	Plus $17.85 for each add'l 100 cy
20	1,001cy to 10,000cy	$381.00	$400.00	First 1,000 cy	Fee	Plus $14.80 for each add'l 1,000cy
21	10,001cy to 100,000cy	$381.00	$400.00	First 10,000 cy	Fee	Plus $67.50 for each add'l 10,000cy
22	100,001 and above	$1,270.00	$1,333.00	First 100,000 cy	Fee	Plus $37.00 for each add'l 100,000cy
23	**Grading Plan Review Fees: UBC Appendix Chapter 33 Table A-33A**					
24	100cy or less	$123.00	$130.00	100 cy or less	Fee	
25	101cy to 1,000cy	$246.00	$259.00	First 100 cy	Fee	
26	1,001cy to 10,000cy	$329.00	$346.00	First 1,000 cy	Fee	
27	10,001cy or more	$329.00	$346.00	First 10,000 cy	Fee	$25.00 each add'l 10,000cy
28	Grading permit fee for work without a permit	3 times value of Public Works Permit Fee	3 times value of Public Works Permit Fee	Per project	Penalty	$500 minimum- determined by PW Director
29	Water Wells - potable and landscape wells	$187.00	$197.00	Per well	Fee	
30	Grading Permit Extension Fee	$165.00	$174.00	Per permit	Fee	

Public Works

Miscellaneous Items

#	Description	Current Fee/Charge	Proposed Fee/Charge	Unit	Type	Notes
31	**Sidewalk Maintenance Program - Administration Fees**					
32	First $200	$49.00	$52.00		Fee	
33	$201 - $500	$47 plus 15% of amount over $200 ($100 Max)	$49 plus 15% of amount over $200 ($100 Max)		Fee	$100 Max
34	$501 - $1,500	$79 plus 10% of amount over $500 ($200 Max)	$83 plus 10% of amount over $500 ($200 Max)		Fee	$200 Max
35	Over $1,500	$183 plus 5% of amount over $1,500	$192 plus 5% of amount over $1,500		Fee	No Max
36	Arborist Site Visit and Arborist Report	$225.00	$237.00	Per hour	Fee	
37	Street Cut Inspection	$219.00	$230.00	Per hour	Fee	
38	Street Crew Cost (Red Curb Painting)	Fees Waived	Fees Waived	Per project	Fee	
39	Temporary Trailer Fee	Fees Waived	Fees Waived	Per Trailer	Fee	Permit for temporary trailers for habitation during construction and after disasters
40	Abandonment	$1,000 min + # hours of consultant time	$1,000 min + # hours of consultant time	Per hour	Fee	$1,000 minimum to be billed hourly
41	Penalty fee for After The Fact permits	3xpermit cost or $500 min. Determined by building official or DPW director	3xpermit cost or $500 min. Determined by building official or DPW director	Per project	Penalty	
42	DPW- RED TAG FEE	3xpermit cost or $500 min. Determined by building official or DPW director	3xpermit cost or $500 min. Determined by building official or DPW director	Per project	Penalty	

Public Works

Miscellaneous Items

#	Description	Current Fee/Charge	Proposed Fee/Charge	Unit	Type	Notes
43	Encroachment permit extension fee	$83.00	$88.00	Per project	Fee	
44	Charging Interest on Abatements	1% Monthly	1% Monthly	Per project	Fee	
45	Oversize Vehicle Permit - Single	$18.00	$19.00	Per trip	Fee	$92 - Annual
46	Street Light Shield	$274.00	$288.00	Per shield	Fee	
47	Stormwater Violation Fees	$100-1ST VIOLATION / $200-2ND / $500-3RD, 4TH, ETC	$100-1ST VIOLATION / $200-2ND / $500-3RD, 4TH, ETC	Per occurrence	Fee	
48	Block Party Fee	Fees Waived	Fees Waived	Per occurrence	Fee	
49	Extension Fee- For Permits Excluding Encroachment	$83.00	$88.00	Per project	Fee	
50	Reactivation Fee	$111.00	$117.00	Per project	Fee	
51	Flatwork Permit - Small/Medium less than 1000 sq ft	$111.00	$117.00	Per project	Fee	
52	Flatwork Permit - Large Over 1000 sq ft	$329.00	$346.00	Per project	Fee	
53	Floodplain Development Permit	$100 deposit + hourly	$100 deposit + hourly	Per hour	Fee	7-11.403 Special flood hazard area development permit 7-11.402 – Review of required certifications for floodplain Development permits: (1) Certification required by Section 7-11.501(c)(1) and Section 7-11.504 (lowest floor elevations); (2) Certification required by Section 7-11.501(c)(2) (elevation or floodproofing of nonresidential structures); (3) Certification required by Section 7-11.501(c)(3) (wet floodproofing standard); (4) Certification of elevation required by Section 7-11.503(a)(3) (subdivisions and other proposed development standards); (5) Certification required by Section 7-11.506(b) (floodway encroachments); (6) "NON-CONVERSION AGREEMENT FOR CONSTRUCTION WITHIN FLOOD HAZARD AREAS" recorded deed restriction, review by town attorney
54	Permit to place newsrack on public property	$100 deposit + hourly	$100 deposit + hourly	Per rack	Fee	
55	Frontage Improvement Fees	At Cost of Requirement	At Cost of Requirement	Per project	Fee or work in lieu of	Public Works reviews frontage improvement requirements based on the code requirements in the right of way related to ADA, drainage, emergency vehicle access etc.

Library

	Miscellaneous Items					
#	Description	Current Fee/Charge	Proposed Fee/Charge	Unit	Type	Notes
1	**Print Materials**					
2	Books lost or damaged beyond use	Actual Cost	Actual Cost		Fee	
3	Processing Fee	$5.00	$5.00	Per incident	Fee	
4	**Audio Visual Materials**					
5	A-V materials lost or damaged beyond use	Actual Cost	Actual Cost	Per Item	Fee	
6	**Inter-Library Loan Fees:**					
7	Link +	$0.00	$0.00	Per day	Fee	$115 Replacement
8	ILL - Other	$5.00	$5.00	Per request	Fee	Postage may apply
9	**Other Fees**					
10	Photocopies/Computer Printing Black and White	$0.20	$0.20	Per page	Fee	
11	Photocopies/Computer Printing Color	$0.75	$0.75	Per page	Fee	
12	Take & Make Kits, Memory Kits, lost or damaged beyond use	Actual Cost	Actual Cost	Per Item	Fee	$50 Fee if item is returned to other library
13	Museum Passes	$0.00	$0.00	Per day	Fee	

Building

#	Description	Current Fee/Charge	Proposed Fee/Charge	Unit	Type	Notes
1	PreApplication Meeting - Non-commercial uses (Building)	$210.00	$220.00	Flat fee	Fee	Plus applicant pays $100 to Ross Valley Fire Department
2	PreApplication Meeting - Commercial Uses (Building)	$0.00	$0.00	Flat fee	Fee	
3	Fee for Building Permit Plan-Check	65% of permit fee-Building Valuation table will increase 2.5% for all base rates	65% of permit fee-Building Valuation table will increase 2.5% for all base rates	Percentage	Fee	Plan check beyond 2 submittals @ staff hr rate
4	Building Third Party Plan Check Fee (not including 3rd Party Fee)	50% of permit fee on top of 3rd Party costs	50% of permit fee on top of 3rd Party costs	Percentage	Fee	This fee is in addition to the 3rd Party fee and covers internal plan check costs including assignment to 3rd party, review of 3rd party plan check, response to applicant, architect and engineering questions, etc.
5	Stop Work Fee for working without a permit; retroactive permit penalty fee	Up to 5 times value of Permit Fee; (Minimum $500)	Up to 5 times value of Permit Fee; (Minimum $500)	Per project	Penalty	Determined by the Department Director or Building Official. 0-5 times based on stop work circumstances. If work stops immediatley and the owner addresses issues promptly, the fee may be waived or 1-3 times the permit fee. However, if work continues and owner is uncooperative, fee may be up to 5 times the permit fee.
6	Energy Fees - projects affecting heated space	15% of Bldg Permit Fee	15% of Bldg Permit Fee	Percentage	Fee	
7	Code Compliance Fee	$314.00	$330.00	Per hour	Fee	
8	Plumbing Permit	15% of Bldg Permit fee or $157 if not associated w/other work	15% of Bldg Permit fee or $164 if not associated w/other work	Percentage	Fee	Fee waived for graywater projects
9	Electrical Permit	15% of Bldg Permit fee or $157 if not associated w/other work	15% of Bldg Permit fee or $164 if not associated w/other work	Percentage	Fee	Fee waived for local EV charging, roof top solar, and tankless water heater

Building

#	Description	Current Fee/Charge	Proposed Fee/Charge	Unit	Type	Notes
10	Mechanical Permit	15% of Bldg Permit fee or $157 if not associated w/other work	15% of Bldg Permit fee or $164 if not associated w/other work	Percentage	Fee	
11	Demolition Permit	$246.00	$259.00	Per project	Fee	
12	Swimming Pool Permit	$653.00	$685.00	Per project	Fee	
13	Spa/Hot Tub Permit	$327.00	$344.00	Per project	Fee	
14	Photo-voltaic System Permit and EV charging	$190.00	$199.00	Per project	Fee	
15	Water Heater Replacement Permit	$142.00	$149.00	Per project	Fee	No longer Fee waived for Tankless Water Heater
16	Furnace Replacement Permit	$141.00	$148.00	Per project	Fee	
17	Re-Roof Permit Residential	$165.00	$174.00	Per project	Fee	Fee waived for Cool Roof Initiatives
18	Re-Roof Permit Commercial	Bldg Permit Fee	Bldg Permit Fee	Per project	Fee	Fee waived for Cool Roof Initiatives
19	Technology Fee	8.8% of Bldg Permit fees	8.8% of Bldg Permit fees	Percentage	Fee	
20	Training Fee	3% of Bldg Permit fee	3% of Bldg Permit fee	Percentage	Fee	
21	Permit Administrative Fee (change of owner, contractor, arch/engr.)	$40.00	$42.00	Per project	Fee	
22	Window replacement (not associated with other work)	$246.00	$259.00	Per project	Fee	
23	Minor Bathroom Remodel Permit Fee	$655.00	$688.00	Per project	Fee	OTC $15,000 max. value of project
24	Minor Kitchen Remodel Permit Fee	$878.00	$922.00	Per project	Fee	OTC $25,000 max. value of project
25	**Plan Checks:**					
26	Plumbing Plan Check	15% of Bldg Permit Fee or 65% of Plumbing Permit Fee	15% of Bldg Permit Fee or 65% of Plumbing Permit Fee	Percentage	Fee	If work not associated with Bldg Permit ($25 min). Fee waived for graywater projects
27	Electrical Plan Check	15% of Bldg Permit Fee or 25% of Electrical Permit Fee	15% of Bldg Permit Fee or 25% of Electrical Permit Fee	Percentage	Fee	If work not associated with Bldg Permit ($25 min)

Building

#	Description	Current Fee/Charge	Proposed Fee/Charge	Unit	Type	Notes
28	Mechanical Plan Check	10% of Bldg Permit Fee or 65% of Mechanical Permit Fee	10% of Bldg Permit Fee or 65% of Mechanical Permit Fee	Percentage	Fee	If work not associated with Bldg Permit ($25 min)
29	Pool Plan Check	$464.00	$487.00	Per project	Fee	65% of Pool Permit fee
30	Spa/Hot Tub Plan Check	$213.00	$224.00	Per project	Fee	65% of Spa/Hot Tub
31	Plan Checks after 2 Plan Checks	Consultant Fee	Consultant Fee	Per hour	Fee	Consultant Fee
32	Plan Check for revisions after permit issued	$201.00	$211.00	Per hour	Fee	Time charged at hourly Building Official rate and an additional hour for each submittal. Minimum one hour per submittal.
33	**Staff Hourly Rate:**					
34	Building Official	$201.00	$211.00	Per hour	Fee	
35	Building Inspector	$145.00	$153.00	Per hour	Fee	
36	Street Bond	Determined by Public Works Director	Determined by Public Works Director	Per project	Bond	Reimbursable if no damage to street/public right of way
37	Gross Receipts Tax on all projects done by a contractor	$0.50	$0.50	Per $1,000 valuation	Fee	
38	Seismic Fee - State fee on all residential and commercial work	$0.10	$0.10	Per $1,000 valuation	Fee	
39	Green Building Fee	$1.00	$1.00	Per $25,000 valuation	Fee	
40	**Residential Resale Reports:**					
41	Single Family Residence	$329.00	$346.00	Per report	Fee	
42	Multi-Family Residences	$314 +$53 each add/t unit	$329 +$55 each add/t unit	Per report	Fee	
43	Failure To Obtain Report	1X Report Fee	1X Report Fee	Per report	Fee	
44	Watercourse Permit	$219.00	$230.00	Per project	Fee	Fee may be waived for emergency projects at the discretion of Public Works Director
45	Floodplain Development Permit	$111.00	$117.00	Per project	Fee	
46	Lot Line(Property Line Adjustment)	$1000 Deposit	$1000 Deposit	Per hour	Fee	25% administration plus hourly thereafter
47	Well Permit	$246.00	$259.00	Per project	Fee	

Building

#	Description	Current Fee/Charge	Proposed Fee/Charge	Unit	Type	Notes
48	Reinstatement of Building Permit Fee	50% of bulding permit fee	50% of bulding permit fee	Per project	Fee	
49	Extension of Building Permit Fee	$111.00	$117.00	Per project	Fee	
50	Penalty fee for After The Fact permits	Up to 5 times value of Permit Fee; (Minimum $500)	Up to 5 times value of Permit Fee; (Minimum $500)	Per project	Fee	Determined by the Department Director or Building Offical. 0-5 times based on stop work circumstances. If unpermitted work is identified by the Town and the owner addresses issues promptly, the fee may be waived or 1-3 times the permit fee. However, if unpermitted work is not addressed and the owner is uncooperative, fee may be up to 5 times the permit fee.
51	Flood Gate Buidling Permits	Fees Waived	Fees Waived	Per project	Fee	
52	Admin Assistant II	$91.00	$96.00	Per hour	Fee	
53	Public Works Director	$255.00	$268.00	Per hour	Fee	
54	Assistant Public Works Director	$201.00	$211.00	Per hour	Fee	
55	Assistant Engineer	$126.00	$133.00	Per hour	Fee	
56	Maintenance Supervisor	$145.00	$153.00	Per hour	Fee	
57	Maintenance Worker I	$90.00	$95.00	Per hour	Fee	
58	Senior Maintenance Worker	$124.00	$131.00	Per hour	Fee	
59	Construction Inspector	$399.00	$419.00	Per hour	Fee	
60	Consultant	Consultant cost + 25%	Consultant cost + 25%	Per Hour	Fee	Plan check or review as required by outside consultant

Building permit fee waived for an ADU subject to a recorded affordability restriction of 55 years to rent as an Affordable Unit reserved for occupancy by a Low Income Household at an Affordable Rent.

“Affordable Rent” is the maximum allowable Rent for an Affordable Unit that does not exceed one-twelfth (1/12) of thirty percent (30%) of eighty percent (80%) of Area Median Income as adjusted for Assumed Household Size.

“Area Median Income” means median yearly income in Marin County as published pursuant to California Code of Regulations, Title 25, Section 6932, or successor provision.

“Low Income Household” means a household whose Household Income does not exceed the lower income limits applicable to Marin County, adjusted for household size, as published annually by the California Department of Housing and Community Development; generally a household with a Household Income between fifty percent (50%) and eighty percent (80%) of Area Median Income, adjusted for actual household size.

Building Valuation Table
Current (All New Construction)

Minimum Value	Maximum Value	Base Rate	Plus $$	For every $1,000 and fraction thereof
0.00	0.00	0.00	0.00	0.00
1.00	3,999.00	138.54	0.00	0.00
4,000.00	24,999.00	138.54	18.08	1,000.00
25,000.00	49,999.00	518.34	10.99	1,000.00
50,000.00	99,999.00	793.31	8.31	1,000.00
100,000.00	499,999.00	1,208.93	6.76	1,000.00
500,000.00	999,999.00	3,913.30	5.84	1,000.00
1,000,000.00	and above	6,833.80	4.60	1,000.00

Building Valuation Table
Proposed (All New Construction)

Minimum Value	Maximum Value	Base Rate	Plus $$	For every $1,000 and fraction thereof
0.00	0.00	0.00	0.00	0.00
1.00	3,999.00	145.33	0.00	0.00
4,000.00	24,999.00	145.33	18.97	1,000.00
25,000.00	49,999.00	543.74	11.53	1,000.00
50,000.00	99,999.00	832.18	8.72	1,000.00
100,000.00	499,999.00	1,268.17	7.09	1,000.00
500,000.00	999,999.00	4,105.05	6.13	1,000.00
1,000,000.00	and above	7,168.66	4.83	1,000.00

Planning

#	Description	Current Fee/Charge	Proposed Fee/Charge	Unit	Type	Notes
1	Planning Commission Action Applications: Annexation	$10,895.00	$11,429.00	Per application	Deposit	Plus 25% overhead on consultant costs
2	Planning Commission Action Applications: General Plan Amendment	$4,134.00	$5,000.00	Per hour	Deposit	Plus 25% overhead on consultant costs
3	Planning Commission Action Applications: Rezoning	$4,134.00	$5,000.00	Per hour	Deposit	Plus 25% overhead on consultant costs
4	Planning Commission First Application/Hearing (For applications with a Planning Commission hearing such as Conditional Use Permit, Variance, Subdividision, Parcel Map, Lot Line Adjustment, Exceptions, Illuminated Sign, FAR Exception, Demolition Permit, Grading Permits, Sign Program, move building). Includes review of one plan revision.	$2,750.00	$3,500.00	Per hour	Deposit	
5	Minor Exception - Administrative	$244.00	$500.00	Per hour	Deposit	
6	Lot Merger - Administrative	$334.00	$500.00	Per hour	Deposit	
7	Residential Design Review - Planning Director	$996.00	$1,200.00	Per hour	Deposit	
8	Commercial Design Review - Planning Director	$996.00	$1,200.00	Per hour	Deposit	
9	Administrative Sign Review, conforming	$53.00	$56.00	Flat fee	Fee	
10	Certificates of Compliance	$2,658.00	$2,789.00	Per certification	Deposit	Plus 25% overhead on consultant costs
11	Initial Study & Negative Declarations	Consultant cost + 25%	Consultant cost + 25%	N/A	Deposit	
12	Environmental Impact Reports	Consultant cost + 25%	Consultant cost + 25%	N/A	Deposit	
13	Peer Reviews	Consultant cost + 25%	Consultant cost + 25%	N/A	Deposit	

Planning

#	Description	Current Fee/Charge	Proposed Fee/Charge	Unit	Type	Notes
14	Hourly Fee Planner	$136.00	$136.00	Per hour	Fee	
15	Hourly Fee Senior Planner	N/A	$152.00	Per hour	Fee	
16	Hourly Fee Director	$174.00	$191.00	Per hour	Fee	
17	Development Standards	No charge	No charge			
18	General Plan maintenance	4% of Building Permit fees	10% of Building Permit and Planning fees	Percentage	Fee	
19	Training fee	5% of application fees	5% of application fees	Percentage	Fee	
20	Photocopies, per page (State requirement documents are charged per State Mandate)	$0.20	$0.20	Per copy	Fee	
21	Planning Director requests for reasonable accommodation SAMC Sec. 10-10.03	$476.00	$500.00	Flat fee	Fee	
22	Zoning ordinance amendment SAMC Sec. 10-3.803	$10,895.00	$10,500.00	Per hour	Deposit	plus 25% overhead on any consultant costs
23	Preliminary or Specific Planned Development District SAMC Sec. 10-3.904	$4,473.00	$5,000.00	Per hour	Deposit	
24	Final Map (if dedications are involved) SAMC Sec. 10-2.603	$5,448.00	$5,000.00	Per hour	Deposit	plus 25% overhead for consultant costs

Planning

#	Description	Current Fee/Charge	Proposed Fee/Charge	Unit	Type	Notes
25	Tentative parcel and tract map and final parcel and tract maps – Planning Director SAMC Sec. 10-3.1201	$436.00	$1,200.00	Per hour	Deposit	Plus $2,000 deposit to cover consultant and 25% overhead
26	Conditional Use Permit Planning Director SAMC Sec. 10-3.1303	$996.00	$1,200.00	Per hour	Deposit	
27	Notice of public hearing - SAMC Sec. 10-3.1602 and 10-3.1603	$182.00	$191.00	Flat fee	Fee	Plus cost of publication if required
28	Renewal of a discretionary action SAMC Sec. 10-3.1608	$142.00	$1,200.00	Per hour	Deposit	
29	Applications and determinations of unmergers (Public Works or Council) SAMC Sec. 10-3.273	$2,179.00	$3,500.00	Per hour	Deposit	
30	Application for expanded telecommunication facilities Administrative	$1,561.00	$1,200.00	Per hour	Deposit	plus $10,000 deposit to cover consultant cost plus 25%
31	Application for design review/use permit for telecommunication facilities (Planning Commission)	$2,750.00	$3,500.00	Per facility	Deposit	plus $10,000 deposit to cover consultant cost plus 25%
32	Application for density bonus SAMC Sec. 10-11.050 Administrative	$971.00	$1,200.00	Per hour	Deposit	
33	Remove deed restriction - Administrative	$363.00	$1,200.00	Per hour	Deposit	Plus any notary and recording costs
34	Residential chicken-keeping permit SAMC Sec. 5-1.05	$0.00	$0.00	N/A	N/A	
35	PreApplication Meeting - Non-commercial uses (Planning)	$105.00	$105.00	Flat fee	Fee	Plus applicant pays $100 to Ross Valley Fire Department
36	Review of Home Occupation Application	$0.00	$0.00	N/A	N/A	
37	Review of Use Proposal or Business License Application	$0.00	$0.00	N/A	N/A	
38	Penalty for work without a permit	1x Application Fee	3x Application Fee	Per application	Penalty	

Planning

#	Description	Current Fee/Charge	Proposed Fee/Charge	Unit	Type	Notes
39	Remove deed restriction to allow a second unit	$0.00	$0.00	N/A	N/A	Plus any notary and recording costs
40	PreApplication Meeting - Commercial Uses	$0.00	$0.00	N/A	N/A	
41	Lot Line Adjustment - Planning Director	$800.00	$1,200.00	Per hour	Deposit	
42	Streamlined Review under Ca.Govt. Code Sec. 65913.4 (SB 35)	$5,000.00	$5,000.00	Per hour	Deposit	
43	Change of Address (property owner request)	$200.00	$300.00	Flat fee	Fee	

ENVIRONMENTAL REVIEWS: Fees charged by outside agencies for review/process of environmental documents will be charged to the applicant in addition to the fees herein.

ALL PLANNING APPLICATIONS: Town Attorney costs will be passed on directly to applicant as incurred and the Town may request a deposit to cover the cost of anticipated town attorney time.

DEPOSITS will be charged at the fully burdened hourly rate calculation for each staff position.

Recreation

#	Description	Current Fee/Charge	Proposed Fee/Charge	Unit	Type	Notes
1	**Administrative Rates**					
2	Administrative Registration Fee	$10.00	$10.00	Per class	Fee	
3	Cancelation Fee	$25.00	$25.00	Per class	Fee	New
4	Security deposit	$278.00	$292.00	Per occurrence	Deposit	
5	**Tennis Key Fees:**					
6	Resident (R): Full Year	$39.00	$41.00	Per year	Fee	
7	Resident (R): Jul-Dec	$29.00	$31.00	Every six months	Fee	
8	Non-Resident (NR): Full Year	$93.00	$98.00	Per year	Fee	
9	Non-Resident (NR): Jul-Dec	$61.00	$64.00	Every six months	Fee	
10	Commercial Dog Walker Permit (Annual)	$116.00	$122.00	Per year	Fee	
11	**Sign Fees**					
12	Hub Sign	$116.00	$122.00	Per week	Fee	
13	Tunstead Street Banner	$274.00	$288.00	Per week	Fee	
14	Sir Francis Drake Street Banner	$355.00	$373.00	Per week	Fee	
15	**Facility Rental Fees - Picnic & Park Areas 3 Hour Minimum Rental**					
16	Memorial Park - Small Picnic Area - R	$32.00	$34.00	Per hour	Fee	
17	Memorial Park - Small Picnic Area -NR	$34.00	$36.00	Per hour	Fee	
18	Memorial Park - Large Picnic Area - R	$42.00	$45.00	Per hour	Fee	
19	Memorial Park - Large Picnic Area - NR	$47.00	$50.00	Per hour	Fee	
20	Memorial Park - Large Picnic Area - Inflatable Jumper Fee	$44.00	$47.00	Per hour	Fee	
21	Robson Park - Upper Picnic Area - R	$32.00	$34.00	Per hour	Fee	
22	Robson Park - Upper Picnic Area - NR	$39.00	$41.00	Per hour	Fee	
23	Robson Park - Lower Picnic Area - R	$37.00	$39.00	Per hour	Fee	
24	Robson Park - Lower Picnic Area - NR	$49.00	$52.00	Per hour	Fee	
25	Creek Park Picnic Area - R	$42.00	$45.00	Per hour	Fee	
26	Creek Park Picnic Area - NR	$53.00	$56.00	Per hour	Fee	
27	Elders Garden - R	$18.00	$19.00	Per hour	Fee	
28	Elders Garden - NR	$23.00	$25.00	Per hour	Fee	
29	Creek Park Amphitheatre -Resident	NA	NA	Per hour	Fee	
30	Creek Park Amphitheatre - Non-Resident	NA	NA	Per hour	Fee	

Recreation

#	Description	Current Fee/Charge	Proposed Fee/Charge	Unit	Type	Notes
31	**Athletic Field Rental Fees - 2 Hour Minimum Rental**					
32	**Memorial Park - Single Baseball Field**					
32	Group A	$43.00	$46.00	Per hour	Fee	Non-Profit organizations, school related groups, community organizations that charge a nominal fee to cover their expenses (Scouts, Homeowners Assoc., Youth Sports Groups, religious organizations, etc.)
33	Group B	$65.00	$69.00	Per hour	Fee	Private individuals, non-profit fundraising activities
34	Group C	$86.00	$91.00	Per hour	Fee	Commercial, for profit groups
35	**Indoor Facilities**					
36	ICC Kitchen, Lower Classrooms (2 hr min.) Resident	$31.00	$33.00	Per hour	Fee	
37	ICC Kitchen, Lower Classrooms (2 hr min.) Non-Resident	$41.00	$44.00	Per hour	Fee	
38	ICC Vista Room, (2 hr min.) Resident	$36.00	$38.00	Per hour	Fee	
39	ICC Vista Room, (2 hr min.) Non- Resident	$52.00	$55.00	Per hour	Fee	
40	**Robson Harrington Meeting Room - Weekdays (2 hr min.)**					
41	Group A	$34.00	$36.00	Per hour	Fee	Non-Profit organizations, school related groups, community organizations (Scouts, Homeowners Assoc., Youth Sports Groups, religious organizations, etc.)
42	Group B	$39.00	$41.00	Per hour	Fee	Private individuals, non-profit fundraising activities
43	Group C	$49.00	$52.00	Per hour	Fee	Commercial, for profit groups
44	**Robson Harrington Weekend Rental - First Floor (4 hr min.)**					
45	Group A	$83.00	$88.00	Per hour	Fee	Non-Profit organizations, school related groups, community organizations (Scouts, Homeowners Assoc., Youth Sports Groups, religious organizations, etc.)
46	Group B	$88.00	$93.00	Per hour	Fee	Private individuals, non-profit fundraising activities
47	Group C	$104.00	$110.00	Per hour	Fee	Commercial, for profit groups
49	**Community Gardens**					
50	Dues		$150.00	Per plot	Fee	

Police

#	Description	Current Fee/Charge	Proposed Fee/Charge	Unit	Type	Notes
1	Merchant Parking Permits	$25.00	$25.00	Per year	Fee	
2	Overnight Parking Permits	$50.00	$50.00	Per year	Fee	
3	Vehicle Impound Release	$100.00	$100.00	Per incident	Fee	
4	Clearance/Citizen Letter	$20.00	$20.00	Per request	Fee	
5	Report Copy fee	$10.00	$10.00	Per report	Fee	
6	Fingerprinting "rolling" fee	$20.00	$20.00	Per event	Fee	
7	**Violations:**					
8	Sign Retrieval	$25.00	$25.00	Per violation	Penalty	
9	Parked without permit	$40.00	$45.00	Per violation	Penalty	
10	Parked contrary to signs & markings	$40.00	$45.00	Per violation	Penalty	
11	Improperly parked in marked space	$40.00	$45.00	Per violation	Penalty	
12	No Parking/Stopping Red Zone	$55.00	$65.00	Per violation	Penalty	
13	No Parking Yellow/Green/White	$40.00	$52.00	Per violation	Penalty	
14	Failure to Curb Wheels on 3% Grade	$40.00	$45.00	Per violation	Penalty	
15	Parked in Excess of 72 Hours	$155.00	$162.00	Per violation	Penalty	
16	Parked in Excess of 2 Hours	$40.00	$45.00	Per violation	Penalty	
17	Restricted Parking Only	$40.00	$45.00	Per violation	Penalty	
18	Night Parking - 30 minute Limit 2AM-6AM	$24.00	$25.00	Per violation	Penalty	
19	Posted No Parking	$40.00	$45.00	Per violation	Penalty	
20	Parked without 12' clearance	$55.00	$57.00	Per violation	Penalty	
21	No Parking on Private Property without consent	$40.00	$45.00	Per violation	Penalty	
22	Expired Meter	$40.00	$45.00	Per violation	Penalty	
23	No Parking on Crosswalk	$40.00	$45.00	Per violation	Penalty	
24	No Parking Blocking Driveway	$40.00	$45.00	Per violation	Penalty	
25	No Parking on Sidewalk	$40.00	$45.00	Per violation	Penalty	
26	No Parking Wheelchair Ramp Access	$290.00	$304.00	Per violation	Penalty	
27	No Parking/Stopping in Fire Lane/Road	$40.00	$45.00	Per violation	Penalty	
28	Parked in excess of 18" from curb	$40.00	$45.00	Per violation	Penalty	
29	Blue Zone - Handicapped Only	$290.00	$304.00	Per violation	Penalty	
30	No Parking within 15' of Fire Hydrant	$40.00	$45.00	Per violation	Penalty	
31	Parked on school grounds for sale	$33.00	$34.00	Per violation	Penalty	
32	Parked in intersection, crosswalk, sidewalk, in front of a driveway, more than 18" from the curb or facing the wrong way	$40.00	$45.00	Per violation	Penalty	
33	Double parked	$40.00	$45.00	Per violation	Penalty	
34	Overtime parking, illegally parked on school grounds, vehicle parked for sale on street, illegally parked, posted vehicle for sale and loading zone	$40.00	$45.00	Per violation	Penalty	
35	Tow Away Zone	$50.00	$50.00	Per violation	Penalty	

Police

#	Description	Current Fee/Charge	Proposed Fee/Charge	Unit	Type	Notes
36	Expired tabs	$84.00	$90.00	Per violation	Penalty	
37	Vehicle for sale on street	$111.00	$116.00	Per violation	Penalty	
38	Parked on parkway	$111.00	$116.00	Per violation	Penalty	
39	Abandoned vehicle	$278.00	$291.00	Per violation	Penalty	
40	Parked in area for handicapped	$290.00	$304.00	Per violation	Penalty	
41	Blocking handicapped access ramp	$290.00	$304.00	Per violation	Penalty	
42	Handicapped parking	$290.00	$304.00	Per violation	Penalty	
43	Disabled crosshatch markings	$290.00	$304.00	Per violation	Penalty	
44	Parked in restricted EV charging spaces and Town's on- and off-street parking facilites	$40.00	$45.00	Per violation	Penalty	
45	**OVERSIZED VEHICLE FEES:**					
46	Single trip permit	$16.00	$16.00	Per trip	Regulated	
47	Repetitive trip permit	$16.00	$16.00	Per trip	Regulated	max $90 for 6 mo period
48	Annual trip permit	$16.00	$16.00	Per trip	Regulated	max of $90 for 1 yr period
49	Oversized Vehicle Escort Fee	$220.00	$220.00	Per trip	Fee	

Town of San Anselmo - User Fee

Fully Burdened Hourly Rate

Department	Position	Fully Burdened Hourly Rate	Fully Burdened Hourly Rate
	Position Rates	**Current**	**Proposed**
01: ADMINISTRATION	Admin - Accounting and Benefits Technician	95.00	100.00
01: ADMINISTRATION	Admin - Administrative Services Technician	74.00	78.00
01: ADMINISTRATION	Admin - Finance/Administration Services Director	148.00	156.00
01: ADMINISTRATION	Admin - Senior Accountant/Financial Supervisor	106.00	112.00
01: ADMINISTRATION	Admin - Town Clerk	73.00	77.00
01: ADMINISTRATION	Admin - Town Manager	171.00	180.00
01: LIBRARY	Library - Lead Library Assistant	93.00	98.00
01: LIBRARY	Library - Librarian I	97.00	102.00
01: LIBRARY	Library - Library Assistant	88.00	93.00
01: LIBRARY	Library - Town Librarian	204.00	214.00
01: PLANNING	Planning - Assistant Planner		132.00
01: PLANNING	Planning - Senior Planner	144.00	152.00
01: PLANNING	Planning - Planning Director	182.00	191.00
01: PUBLIC WORKS	PW - Administrative Assistant I	96.00	101.00
01: PUBLIC WORKS	PW - Permit Technician	114.00	120.00
01: PUBLIC WORKS	PW - Assistant Engineer	126.00	133.00
01: PUBLIC WORKS	PW - Assistant Public Works Director	201.00	211.00
01: PUBLIC WORKS	PW - Building Inspector	145.00	153.00
01: PUBLIC WORKS	PW - Building Official	201.00	211.00
01: PUBLIC WORKS	PW - Maintenance Supervisor	145.00	153.00
01: PUBLIC WORKS	PW - Maintenance Worker I	90.00	95.00
01: PUBLIC WORKS	PW - Maintenance Worker II	111.00	117.00
01: PUBLIC WORKS	PW -Project Coordinator	126.00	133.00
01: PUBLIC WORKS	PW - Public Works Director	255.00	268.00
01: PUBLIC WORKS	PW - Senior Maintenance Worker	124.00	131.00
01: PUBLIC WORKS	PW - Public Works Manager		191.00
01: RECREATION	Rec - Administrative Assistant II	87.00	92.00
01: RECREATION	Rec - Community Services Director	139.00	146.00
19: ROAD MAINTENANCE FUND	Fund 19 - Assistant Public Works Director	201.00	211.00
21: RECREATION	Fund 21 - Recreation Coordinator I	129.00	136.00
21: RECREATION	Fund 21 - Recreation Coordinator II	137.00	144.00
21: RECREATION	Fund 21 - Recreation Supervisor	141.00	148.00
27: LIBRARY TAX FUND	Fund 27 - Lead Library Assistant	90.00	95.00
27: LIBRARY TAX FUND	Fund 27 - Librarian II	115.00	121.00
27: LIBRARY TAX FUND	Fund 27 - Library Assistant	97.00	102.00
31: ISABEL COOK COMMUNITY CENTER	Fund 31 - Maintenance Supervisor	444.00	466.00
34: ROBSON HOUSE	Fund 34 - Maintenance Supervisor	251.00	264.00

Town of Ross
31 Sir Francis Drake Boulevard
P.O. Box 320
Ross, CA 94957

Town Fee Schedule

(Effective January 1, 2023)

Police

	Fee	
ABC sign offs	$31	
Accident reports	$10	
Alarm Permit new	$83	
Alarm Permit annual renewal	$41	every 2 yrs
Crime reports	$10	
Good conduct letter	$42	
Vehicle impound release	$212	
Traffic Management Plan Compliance	$167	
Code Compliance Check (per incident)	$83	
Code Enforcement Activities - Per Hour	$167	
Disturbance call back (social host ord.)		
First violation	$825	+ (5)
Second violation	$1,100	+ (5)

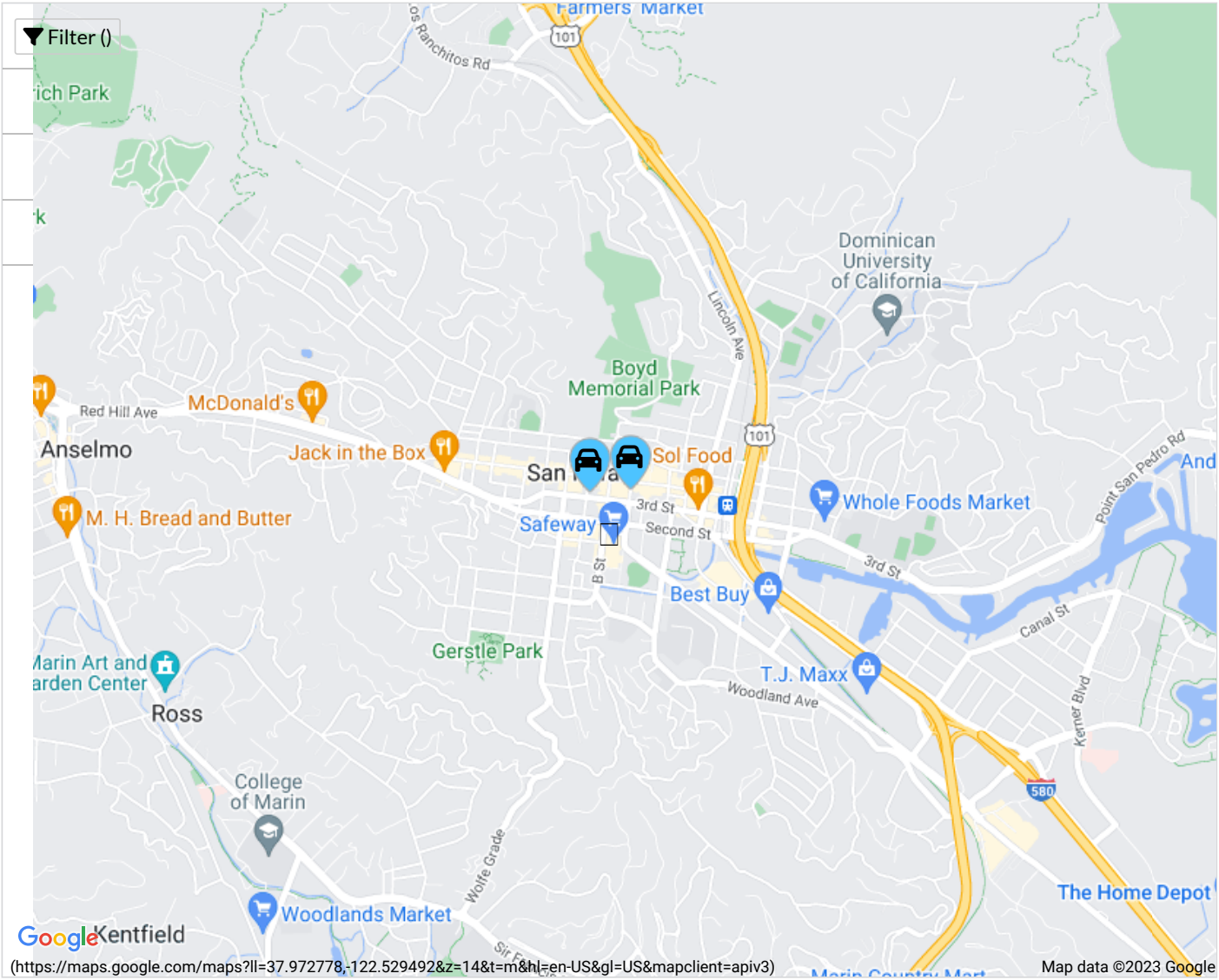
(5) + recovery of costs of services to cover police response costs

Parking		
Improper parking	$47	
Improperly parked in space	$47	
In park, closed	$47	
No parking red zone	$104	
No parking green, yellow and white	$52	
Parking without 12' clearance	$104	
Overtime parking time zones	$47	
Resident parking permit (annual)	$21	
Tow away zone	$52	
Vehicle Code		
Vehicle Code (VC) 22500.1, No Parking, Fire Lane	$167	
VC 22500 F, No Parking, Blocking Sidewalk	$70	
VC 22507.8, Blue Zone, Handicap Only	$344	
VC 22500 B, No Parking on Crosswalk	$70	
VC 22500 E, No Parking Blocking Driveway	$67	
VC 22502 A, Parking 18' from Curb Wrong Way	$63	
VC 22514 No Parking 15' of Fire Hydrant	$167	
VC 22500 H, Double Parked	$70	
VC 22500 I, No Parking Bus Stop	$311	
VC 5200, Front and Rear Plate Required	$117	
VC 5204, No Current Registration Tag	$117	

Boro Community Center (50 Canal St.):
Monday/ Friday: 10:00am-5:00pm

Saturday - Sunday: Closed

City of San Rafael Parking Costs



Parking Rates & Citation Fines

On-street meters	$1.50 / hour
Off-street lots (metered & un-metered)	$0.75 / hour
A & C Street garages	$1.00 / hour ($10 max)
Expired meter	$35.00
Double parked	$65.00
Failure to comply with street markings or signs	$65.00
Red zone / No parking anytime	$65.00

Parked in crosswalk	$65.00
Blocking driveway (may be towed)	$65.00
Parked in blue zone (without placard)	$275.00
Parked in bus zone	$250.00
Expired tabs (correctable)	$93.00 ($10 if corrected within 35 days of issuance)

When do I have to pay?

On-street meters & lots	Mon-Sat, 8 am - 6 pm (Walgreens lot 8 am - 8 pm)
City garages	Mon-Sat, 6 am - 11 pm

Where can I find Electric Vehicle (EV) charging stations downtown?

BAY AREA AIR QUALITY MANAGEMENT DISTRICT

- City Hall parking lot: 1400 Fifth Avenue
- 3rd/Cijos Street parking lot
- Fifth/Lootens Place parking lot
- A Street Garage (near 4th/A Street)
- C Street Garage (near 4th/C Street)
- Download our Downtown Parking Map with EV charging locations info (https://www.cityofsanrafael.org/documents/new-downtown-parking-guide-with-ev/)

Where can I find all-day (10-hour) parking/meters?

- 3rd & Lootens Place Parking Structure (Upper level only) (LOT)
- 1550 4th Street (limited to 2 meters in rear of LOT)
- Fifth Avenue & C Street (Lower level only; temporarily due to nearby construction) (LOT)
- 800 Block of Lindaro Street, East side (Between 2nd & 3rd Sts)
- 1100 Block of Tamalpais Street (West side of railroad tracks)
- Ritter Street (Between 2nd & 3rd Sts)
- 800 and 900 Blocks of E Street (Between 2nd & 4th Sts)

What do the colors on the curbs mean?

Yellow	Active Loading / Unloading; 20 minute maximum enforced 7am-6pm except Sundays & Holidays

STAFF REPORT

TOWN OF SAN ANSELMO Item #: 3B

MEETING DATE: April 25, 2023

AGENDA TITLE: Adopt a Resolution Approving the Inclusionary Housing and Commercial Nexus Studies and Direct staff to bring back an Inclusionary Housing Ordinance and Housing Impact Fee Ordinance for Consideration. The item is not subject to CEQA pursuant to Section 15060(c)(3) of the CEQA Guidelines because it does not constitute a "project"

FROM: Heidi Scoble, Planning Director

RECOMMENDATION:

1. That the Town Council receive a presentation and hold a public regarding nexus fee studies supporting an affordable housing in-lieu fee and commercial/non-residential linkage fee (Nexus Studies).
2. Move to adopt the draft Resolution approving the Nexus Studies in compliance with State law (see Attachment 1).
3. Direct staff to return to Council with an Inclusionary Affordable Housing Ordinance, Program, and related impact fees.

BACKGROUND/DISCUSSION

A. Introduction.

To promote affordable housing in the Town of San Anselmo and to implement policies in the Town's Housing Element, staff is preparing a group of inclusionary affordable housing policies for the Council's consideration. As explained further below, the Town has worked with 5 other Marin Jurisdictions using grant funding to develop a common inclusionary housing program. Aspects of this program include: 1) an inclusionary affordable housing ordinance; 2) implementing regulations; 3) the establishment of an affordable housing fund to promote housing; and 4) affordable housing impact fees, which monies will be deposited into the affordable housing fund.

The purpose of this agenda item is to: 1) request the Town Council adoption of two affordable housing impact fee studies in compliance with State law; and 2) provide direction to staff to return with an inclusionary housing program for Council's consideration.

B. Approval of Nexus Fee Studies.

Adoption of a Resolution approving the fee studies is the first required step of the larger inclusionary housing policies and program, which will return to the Council for consideration.

The studies under consideration include:

1. Inclusionary Program and In-Lieu Fee Study

The Inclusionary Study draws on a thorough review of current inclusionary housing policies as well as best practices. The study provides detailed analysis quantifying the affordability gap to support updated in-lieu fee calculations. The recommendations include key policy considerations for affordable housing inclusionary requirements and an associated in-lieu fee that would apply to new multi-unit developments in the Town of San Anselmo.

2. Commercial Linkage Fee Study

The Commercial Linkage Fee Study quantifies the increase in demand for affordable housing that accompanies jobs created by non-residential development. The study draws on analysis of the gap between what households can afford to pay for housing and the cost of developing new housing units. The resulting recommendation is an updated Commercial Linkage Fee that would apply to all new non-residential development in the Town of San Anselmo.

Future Planning Commission and Town Council hearings will be held to address policy recommendations.

What is Inclusionary Housing?

Cities, towns, and Counties have been operating inclusionary housing policies and programs since the 1970's. Inclusionary Housing policies and programs aim to create affordable housing units by requiring housing developers seeking to construct new market-rate units to set aside a certain number of affordable units for moderate-income to low-income tenants or homeowners. Inclusionary housing policies are designed to encourage new housing developers to build affordable homes in market-rate housing areas with the goal of creating communities with diverse income levels. Inclusionary requirements also help a municipality satisfy its Regional Housing Needs Allocation (RHNA) for units at various affordability income levels.

The benefits of Inclusionary Housing include the following:

1. Increased supply of affordable housing: Inclusionary housing policies help increase the amount of affordable housing available to lower-income and moderate-income

households. Inclusionary Housing policies also offer a path to meeting federal fair housing standards set by the Department of Housing and Urban Development.

2. Greater opportunity for low-income households: As housing prices soar, inclusionary housing policies aim to help low-income renters and homeowners afford to live in areas with greater access to employment, schools, and public transportation.

3. Decrease economic and racial segregation: Inclusionary housing can help create economically and racially diverse communities by enabling people to move from high-poverty to low-poverty areas.

4. Healthier communities: Living in a mixed-income community can have a positive effect on residents' health, such as a reduction in stress and overall improved mental health.

In support of Inclusionary Housing, the Town's 5th Cycle 2015-2023 Housing Element includes Program H3.C which would have established inclusionary requirements and adoption of an inclusionary ordinance. (2015-2023 Adopted Housing Element, p. 71, 111, 125.) The 2015-2023 Housing Element also includes a program to establish an Affordable Housing Fund that would include inclusionary in-lieu fee payments. (2015-2023 Adopted Housing Element, 120 127.) The Draft 2023-2031 Housing Element also includes Affirmatively Furthering Fair Housing Programs Action 5.7f for the adoption of an Inclusionary housing ordinance.

In 2019, during the 5th Cycle Housing Element, the Town was awarded a grant pursuant to California Senate Bill 2 (SB 2 Grant) to work with 5 other Marin jurisdictions on various housing-related issues, including the development of common inclusionary policies, and associated in-lieu and commercial linkage fees. Participating jurisdictions included: Corte Madera, Fairfax, Unincorporated County of Marin, Larkspur, San Rafael, and Sausalito. Of these, only Fairfax and San Anselmo currently do not have existing inclusionary housing policies.

The collaboration among Marin cities, towns, and the County has resulted in significant staff and consultant-cost savings, with the County of Marin taking a lead role. Moreover, the collaboration has helped ensure a cohesive and consistent approach throughout participating Marin jurisdictions providing predictability for stakeholders including housing developers.

SB 2 Grant funds were also used to produce nexus fee studies to support the adoption of affordable housing in-lieu and non-residential/commercial linkage fees. The nexus fee studies were conducted by Strategic Economics and Vernazza Wolf Associates. The studies include legal support for both the affordable housing inclusionary in-lieu fee and the non-residential/commercial linkage fee. Additionally, the Consultants held stakeholder meetings that included market-rate developers, affordable housing developers, and housing advocates. Participating developers indicated that the complexity and variety of inclusionary policies makes housing projects more burdensome because it is difficult to establish project costs. It was suggested that a common inclusionary policy for Marin County jurisdictions would ease roadblocks to housing developments, thereby creating more housing.

Assembly Bill 602 (2021) imposes certain procedural and substantive requirements regarding the adoption of development impact fees, in applicable part, requiring the adoption of impact fee nexus study at least 30 days prior to the adoption of the associated development impact fee itself at a public hearing. Additionally, AB 602 requires that any impact fee study that is adopted after July 1, 2022, either calculate a fee levied or imposed on a housing development project proportionately to the square footage of the proposed unit or make specified findings explaining why square footage is not an appropriate metric to calculate fees. In part, the intent is to allow smaller housing units by making the fees proportional to size, thereby reducing the fee amount.

Here, as required by AB 602, staff is requesting the Town Council conduct a public hearing for the adoption of the subject the nexus studies.

C. Direction to Return with Inclusionary Housing Program.

Staff is also requesting the Town Council provide concurrence and direction regarding the following:

1. May 1: Planning Commission to conduct a public hearing to consider recommending Town Council adoption of 1) Inclusionary Housing Ordinance; 2) Resolution adopting implementing Affordable Housing Requirements and Program Regulations; 3) Resolution establishing affordable housing in-lieu fees and non-residential/commercial linkage fees.

2. May 9: Town Council to conduct a public hearing for the Introduction and first reading of an Inclusionary Housing Ordinance.

3. May 23: Town Council to consider adoption the Inclusionary Housing Ordinance; 2) Resolution adopting implementing Affordable Housing Requirements and Program Regulations; 3) Resolution establishing affordable housing in-lieu fees and non-residential/commercial linkage fees.

FISCAL IMPACT

The Town received SB 2 Grant funding in 2019, in which money was expended in applicable part on the development of inclusionary housing policies and related fees in conjunction with participating Marin jurisdictions. Significant staff time and consultant time was saved by this collaboration.

GENERAL PLAN CONSISTENCY

The proposed resolution and nexus studies are consistent with, and implement, both the Town's current General Plan Housing Element (2015-2023) and the Draft Housing Element, which include policies to adopt inclusionary housing policies, adoption of an inclusionary housing ordinance, and adoption of affordable housing in-lieu fees.

CEQA AND CLIMATE ACTION PLAN CONSISTENCY

The nexus studies supporting affordable-housing in-lieu fees and the non-residential/commercial linkage fees are exempt from the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines section 15061(b)(3) because it can be seen with certainty that there is no possibility that the Amendment will have a significant effect on the environment; and because it is not a "project" under CEQA since a project does not include the creation of a governmental funding mechanism that does not involve any commitment to any specific project (CEQA Guidelines section 15378(b)(4), and this Resolution commits no fees to any specific project.

The affordable housing and inclusionary zoning Ordinance Amendment, affordable housing in-lieu fees and non-residential/commercial linkage fees, and implementing policies are consistent with the Town's Climate Action Plan. Said policies and Ordinance Amendment will require and encourage the development of housing units affordable to all incomes in the Town, thereby decreasing car use and related environmental impacts.

ATTACHMENTS

Attachment 1- Resolution

Attachment 2- Inclusionary Program and In-Lieu Fee Study prepared by Strategic Economics and Vernazza Wolfe Associates dated February 10, 2023

Attachment 3- Commercial Linkage Study prepared by Strategic Economics and Vernazza Wolfe Associates dated February 18, 2023

SAN ANSELMO TOWN COUNCIL
RESOLUTION NO. 2023-XX

RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF SAN ANSELMO ADOPTING NEXUS STUDIES FOR AFFORDABLE HOUSING IN-LIEU FEES AND COMMERCIAL/NON-RESIDENTIAL LINKAGE FEES

WHEREAS, all communities in the State of California, including the Town of San Anselmo, face a housing crisis that includes the lack of access to affordable housing, which has a direct negative impact on the public health, safety, and welfare of the residents of San Anselmo; and

WHEREAS, inclusionary housing policies, and related affordable housing in-lieu and non-residential/commercial linkage fees, which fees are deposited into an affordable housing fund to be used to promote and secure affordable housing, are tools that help jurisdictions increase the supply of affordable housing units; and

WHEREAS, California Government Code section 65580 provides that the availability of housing is of vital Statewide importance and that local governments have a responsibility to use their powers to facilitate the development of housing and make adequate provision for the housing needs of all economic segments of the community; and

WHEREAS, the adoption of inclusionary housing policies, including supporting affordable housing in-lieu fees and commercial/non-residential linkage fees, is critical for the Town in reaching its Regional Housing Needs Allocation (RHNA) housing requirements for very low, low, and moderate income households; and

WHEREAS, the Town of San Anselmo was awarded funding pursuant to a State Grant established by California Senate Bill 2 (SB 2) for actions to increase housing, and a portion of this money was utilized in collaboration with other Marin jurisdictions to formulate inclusionary housing policies and supporting nexus fee studies; and

WHEREAS, using the SB 2 funding, the Town of San Anselmo collaborated with several Marin jurisdictions lead by Strategic Economics, Inc. and Vernazza Wolf Associates (Consultants) on the development of a common inclusionary housing policy; and

WHEREAS, Consultants completed an Affordable Housing In-Lieu Fee Study and a Commercial/Non-Residential Linkage Fee Study (Nexus Studies), which studies support the adoption of said fees; and

WHEREAS, the Nexus Studies use widely used, appropriate methodology to determine the maximum amount needed to full mitigate the burdens created by residential and non-residential development on the need for affordable housing; and

WHEREAS, the Nexus Studies demonstrate that said fees do not exceed the affordable housing impacts attributable to the development projects on which the fees are imposed; and

WHEREAS, Assembly Bill 602 (2021) imposes certain procedural and substantive requirements regarding the adoption of development impact fees, in applicable part, requiring the adoption of impact fee nexus study at least 30 days' prior to the adoption of the associated development impact fee itself at a public hearing (Gov. Code, § 66016.5(a)); and

WHEREAS, on April 25, 2023 at a duly noticed public hearing, the Town Council did hear and consider the Nexus Studies regarding the affordable housing in-lieu fee and commercial/non-residential linkage fees pursuant to AB 602; and

NOW, THEREFORE, BE IT RESOLVED that the Town Council of the Town of San Anselmo hereby adopts the Nexus Studies supporting the Affordable Housing In-Lieu Fees as set forth in Exhibit "A" and Commercial/Non-Residential Linkage Fees as set forth in Exhibit "B" attached hereto and incorporated herein by reference.

BE IT FURTHER RESOLVED that the facts set forth in the recitals in this Resolution are true and correct and incorporated herein by reference. The recitals constitute findings in this matter and, together with the staff report, other written reports, oral staff presentation, public testimony, and other information contained in the record, are an adequate and appropriate evidentiary basis for the actions taken in this Resolution.

BE IT FURTHER RESOLVED that this Resolution is exempt from the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines section 15061(b)(3) because it can be seen with certainty that there is no possibility that the Resolution will have a significant effect on the environment; and because it is not a "project" under CEQA.

INTRODUCED AND ADOPTED AT A PUBLIC HEARING at a regular meeting of the San Anselmo Town Council on _____ by the following vote:

AYES:
NOES:
ABSTAIN:
ABSENT:
RECUSED:

APPROVED:_____
Steve Burdo, Mayor

ATTEST:_____
Serge Avila, Town Clerk

EXHIBIT "A"

MEMORANDUM

To: Heidi Scoble, Town of San Anselmo

From: Strategic Economics and Vernazza Wolfe Associates

Date: February 10, 2023

Project: Marin Inclusionary Study

Subject: Inclusionary Program and In-Lieu Fee Study for San Anselmo

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Purpose and Background

The County of Marin, Town of San Anselmo, and five other jurisdictions within Marin County are collaborating on a regional effort to implement or update existing affordable housing policy tools, namely inclusionary zoning and commercial linkage fees. Some of the jurisdictions currently have inclusionary zoning and/or commercial linkage fee programs they intend to review and update as necessary, while others are establishing new programs. Together, the seven jurisdictions have retained Strategic Economics and Vernazza Wolfe Associates (the Consultant Team) to study and offer recommendations for both these policies.

This memo report provides an assessment of the existing inclusionary housing programs, summarizes best practices for setting inclusionary housing requirements, including on-site affordable units and fees in-lieu of providing affordable units on-site. The report provides an updated calculation of in-lieu fees for all the jurisdictions participating in this study. The maximum in-lieu fees were calculated for three different housing product types – single-family subdivisions, townhomes/condominiums, and rental apartments.

This report also includes an analysis of key policy considerations and recommendations to guide San Anselmo's decision-makers on potential changes to the inclusionary housing requirements and associated in-lieu fees.

The memo is organized into the following sections:

I. Analysis of Existing Inclusionary Policies
II. Best Practices for Inclusionary Policies
III. Affordability Gap/In-lieu Fee Calculation
IV. Policy Considerations and Recommendations

I. Analysis of Existing Inclusionary Policies

Some of the communities in Marin County have a relatively long history with inclusionary zoning. Of the seven jurisdictions participating in this study, five already have inclusionary policies, some of which have existed in some form since the 1980s. Sausalito adopted its policy in 2019, while the communities of San Anselmo and Fairfax have not yet adopted a policy. Concurrent to the preparation of this memo, San Rafael adopted a significantly modified inclusionary policy; both the current policy and the newly adopted versions are shown in Figures 1 and 2.

Inclusionary programs typically have a specific onsite requirement to designate a portion of the project for affordable units (see Figure 1 for a comparison of onsite requirements for the seven jurisdictions) as well as alternative means of compliance with the policy, such as the payment of in-lieu fees or land dedication (Figure 2). Below are some key observations of the policy elements across the jurisdictions:

- **All jurisdictions apply an inclusionary requirement to both rental and for-sale projects.** Fairfax and San Anselmo do not have existing inclusionary housing ordinances.
- **The policies for rental projects tend to target lower income households (very low- and low-income households) while the policies for for-sale projects tend to target a combination of low- and moderate-income households.** Exceptions to this include Corte Madera and San Rafael, which have identical affordability targets for both rental and for-sale projects, and Unincorporated Marin County, which has unusually low-income targets: 60 percent of area median income (AMI) for for-sale and 50 percent of AMI for rental developments.
- **The percentage affordable requirement ranges from ten percent to 25 percent**. Some jurisdictions require smaller percentages for smaller projects: Larkspur has a lower requirement for projects less than twenty units in size, while both San Rafael's current and newly adopted policies include a modified requirement for larger projects. Sausalito requires a higher percentage (with deeper affordability) for projects in commercial districts.
- **The inclusionary policies generally have a relatively low unit threshold**. The unit thresholds (minimum number of units in a project for the policy to be applicable) range from 1 or more units in Corte Madera to 5 or more units in Larkspur. The relatively low unit thresholds reflect the smaller multifamily and subdivision developments characteristic of Marin.
- **San Rafael recently modified its policy by relaxing the onsite inclusionary requirement, adding flexibility, and shifting the targeted income groups slightly higher**.
- **The jurisdictions take a mix of approaches to alternative means of compliance, but, overall, the alternatives are structured to encourage developers to build units onsite**. Jurisdictions either disallow the payment of in-lieu fees in all circumstances (Sausalito), or disallow them in some circumstances (Corte Madera, Larkspur, San Rafael), or allow the payment of in-lieu fees on fractional units (Larkspur, Unincorporated Marin County). Land dedication or the provision of offsite units is generally allowed under special circumstances.

FIGURE 1: ONSITE INCLUSIONARY REQUIREMENTS BY JURISDICTION

	Percentage Affordable by Project Size	Minimum Size Threshold	Affordability Target	
			Rental	For-Sale
Corte Madera	All projects: 25%	1 unit	5% Very Low-Income; 10% Low-Income; 10% Moderate-Income	
Sausalito				
Commercial Districts	1-5 units: 1 unit; 6+ units: 20%	1 unit	Low-income	Moderate-income
Other Areas	15%	4 units	Moderate-income	
Larkspur	5-19 units: 15% 20+ units: 20%	5 units	50% Very Low-Income; 50% Low-Income	50% Low-Income; 50% Moderate-Income
Unincorporated Marin County	2+ units or lots: 20%	2 units or lots	Very Low-Income (50% AMI)	Low-Income (60% AMI)
San Rafael				
Current Policy	2-10 units: 10% 11-20 units: 15% 21+ units: 20%	2 units	50% Very Low-Income; 50% Low-Income	50% Low-Income; 50% Moderate-Income
New Policy (Approved by City Council 2/21/2021)				
Primary Requirement	2-15 units: 10% 16+ units: 5%	2 units	Low-Income	
Secondary Requirement (in addition to the primary requirement for 16+ unit projects)	16+ units: Additional 5% or 10%	16 units	5% additional set-aside: Low-Income; 10% additional set-aside: Moderate-Income	
Fairfax	No Policy			
San Anselmo	No Policy			

Source: Staff from Jurisdictions, 2020; Strategic Economics, 2021.

FIGURE 2: INCLUSIONARY REQUIREMENT ALTERNATIVE MEANS OF COMPLIANCE BY JURISDICTION

	Alternative Means of Compliance
Corte Madera	1-9 unit projects can pay in lieu fee. 10+ unit projects must incorporate units on-site.
Sausalito	
Commercial Districts	Applicants can propose land dedication or off-site units if on-site units are not possible, though there is no in-lieu fee option.
Other Areas	Applicants can propose land dedication or off-site units if on-site units are not possible, though there is no in-lieu fee option.
Larkspur	Land donation, transfer of inclusionary credits, second dwelling units; In-lieu fee available for 5-14 unit projects and for fractional units (Rental: $213,267, For-Sale: $338,126).
Unincorporated Marin County	2+ unit projects and subdivisions: In-lieu fee available for fractional units ($329,485 per unit).
San Rafael	
Former Policy	In-lieu fee for fractional units ($343,969 per unit).
New Policy (Approved by City Council 2/21/2021)	
Primary Requirement	None (must be on-site)
Secondary Requirement	In-lieu fee, off-site units located within 1/2 mile of project, or land donation.
Fairfax	No Policy
San Anselmo	No Policy

EFFECTIVENESS OF INCLUSIONARY POLICIES

The Consultant Team surveyed the five participating jurisdictions that currently have policies, including questions about the units produced by their policy, the means of production, and fee revenues collected. The Team also held meetings with market-rate developers, affordable housing providers, and other stakeholders (see Appendix A) to gain their perspective regarding the policies.

To summarize the results of the inclusionary policies, the Consultant Team summarized the number of units produced and the revenues generated from 2016 to 2020, shown in Figure 3. To provide more context on housing product, a summary of allocated and permitted units in the 2015-2023 Regional Housing Needs Assessment (RHNA) cycle is shown in Figure 4. The effectiveness of the inclusionary policies as a tool for affordable housing production is discussed below.

The jurisdictions in this study produced 58 affordable units through their inclusionary programs over a five-year period. In the last five years, the five jurisdictions with inclusionary policies produced a total of 41 affordable rental units, 17 affordable for-sale units, and approximately $4 million for affordable housing development. San Rafael constituted most of the activity, with all 41 rental units produced there, 13 for-sale units produced, and $3.6 million generated from a single development, the 81-unit Village at Loch Lomond Marina project.[1]

Inclusionary programs accounted for about 14 percent of affordable housing production in the seven participating jurisdictions. According to the RHNA progress report shown in Figure 4, the participating jurisdictions permitted a total 414 affordable units and 700 market-rate units from 2015 to 2020. This indicates that the majority of below-market rate housing development has been implemented through 100 percent affordable projects. The jurisdictions are on track to meet their market-rate (over 120% AMI) and low-income (80% AMI) housing allocations. However, they are less likely to meet the target for producing very-low income (50% AMI) and moderate-income (120%) units.

The inclusionary programs have not resulted in significant production of new affordable units in part because of the complexity of residential development in the county. Residential developers participating in this study cited many factors contributing to the complexity of housing development in Marin, including long and unpredictable approvals processes, opposition from some community members, lack of available sites, especially those that are zoned for multi-family housing, high land and construction costs, and inadequate or expensive infrastructure.

Inclusionary requirements can be a secondary factor impacting the viability of new development in Marin, mainly in instances where the requirement is poorly matched to market conditions. Market rate developers participating this study believed that new development projects can support inclusionary requirements for lower income households. However, some noted that the percentage requirement had been increased over time in many cities, without consideration of the relative market strengths of different locations in the county. For example, some jurisdictions have targeted very low-income households for for-sale projects, which requires a deeper subsidy than low- and moderate-income households.

The conversion of off-site units as an alternative means of compliance with the inclusionary requirement can fall short of the communities' goals for affordable housing. Allowing developers to convert existing units to deed-restricted affordable units can be problematic. First, unlike the

[1] The $3.6 million generated from the Loch Lomond Marina project were not from in-lieu fees but rather a "buyout" of a portion of the BMR requirement.

construction of new units, the conversion of existing units fails to expand the overall supply of housing in the county, trading a market rate unit for one below market rate unit rather than expanding the overall supply. Second, converted units are often of lower quality than new units, and may come with hidden costs, such as additional maintenance costs.

In Marin County, the current inclusionary requirement appears to encourage developers to reduce the scale of projects to allow for the payment of in-lieu fees rather than providing on-site units. The County's policy targets very low-income households: 50 percent of Area Median Income for rental developments and 60 percent for for-sale. These income targets are lower than other jurisdictions in the Bay Area. Projects with two units or more must provide units onsite, with the payment of in-lieu fees allowed only on fractional units. According to County staff, some development projects have reduced the scale of their projects to enable the payment of in-lieu fees rather than providing units on-site.

The variation in inclusionary requirements from jurisdiction to jurisdiction can create confusion and unnecessary complexity for developers. Because each jurisdiction in Marin County has set its inclusionary requirements in an uncoordinated way, the finer details of the many different policies can be difficult for developers to navigate. A more standardized approach that is closely tied to market conditions, rather than jurisdictional boundaries, would help to rationalize the process for developers.

FIGURE 3: AFFORDABLE UNITS PRODUCED AND FEE REVENUES COLLECTED, BY JURISDICTION, 2016-2020.

Jurisdiction	Rental Units	For-sale Units	Fee Revenues
Corte Madera	0	3	$379,478
Fairfax [a]	n/a	n/a	n/a
Larkspur	0	0	0
Unincorporated Marin County	0	1 [d]	$213,603
San Anselmo [b]	n/a	n/a	n/a
San Rafael	41	13	$3,600,000 [e]
Sausalito [c]	0	0	0
Total	**41**	**17**	**$4,193,081**

[a] Fairfax does not currently have an inclusionary program.
[b] San Anselmo does not currently have an inclusionary program.
[c] Sausalito adopted an inclusionary program in 2019.
[d] Produced through a shared agreement with Mill Valley.
[e] Revenues collected from a buy-out of six Below Market Rate units.
Source: Reported by each jurisdiction, 2016-2020.

FIGURE 4. RHNA FIFTH CYCLE ALLOCATION AND PERMITTED UNITS BY AFFORDABILITY LEVEL ACROSS JURISDICTIONS, AS OF 2020

	Corte Madera	Fairfax	Larkspur	San Anselmo	San Rafael	Sausalito	Unincorporated Marin County	Total
Very Low Income (50% AMI)								
RHNA	22	16	40	33	240	26	55	432
Permitted Units	16	13	6	15	5	12	26	93
% Complete	73%	81%	15%	45%	2%	46%	47%	22%
Low Income (80% AMI)								
RHNA	13	11	20	17	148	14	32	255
Permitted Units	13	60	11	21	79	20	27	231
% Complete	100%	545%	55%	124%	53%	143%	84%	91%
Moderate Income (120% AMI)								
RHNA	13	11	21	19	181	16	37	298
Permitted Units	8	4	9	23	12	6	28	90
% Complete	62%	36%	43%	121%	7%	38%	76%	30%
Market-Rate (>120% AMI)								
RHNA	24	23	51	37	438	23	61	657
Permitted Units	179	10	90	39	201	7	174	700
% Complete	746%	43%	176%	105%	46%	30%	285%	107%
Permitted Units Summary								
Total Affordable Units (<120% AMI)	37	77	26	59	96	38	81	414
Total Market Rate Units (>120% AMI)	179	10	90	39	201	7	174	700
Affordable Units as Share of Total	17%	89%	22%	60%	32%	84%	32%	37%

Source: HCD, 2020; Strategic Economics, 2021.

II. Best Practices for Inclusionary Policies

This section provides a discussion of key policy issues for jurisdictions to consider as they introduce a new inclusionary program or modify an existing program, and provides recommendations based on best practices. To identify best practices, the Consultant Team reviewed reports from the UC Berkeley Terner Center for Housing Innovation, Grounded Solutions Network, and the Lincoln Institute of Land Policy. To guide the recommendations for best practices, the Consultant Team first designated market area zones. Following that, the policy elements discussed in this section include:

- Considering market factors when setting inclusionary requirements
- The income groups targeted in inclusionary requirements
- The minimum applicable development size
- Setting in-lieu fees as an alternative to on-site or off-site units, and
- Other alternative means of compliance.

MARKET CONDITIONS

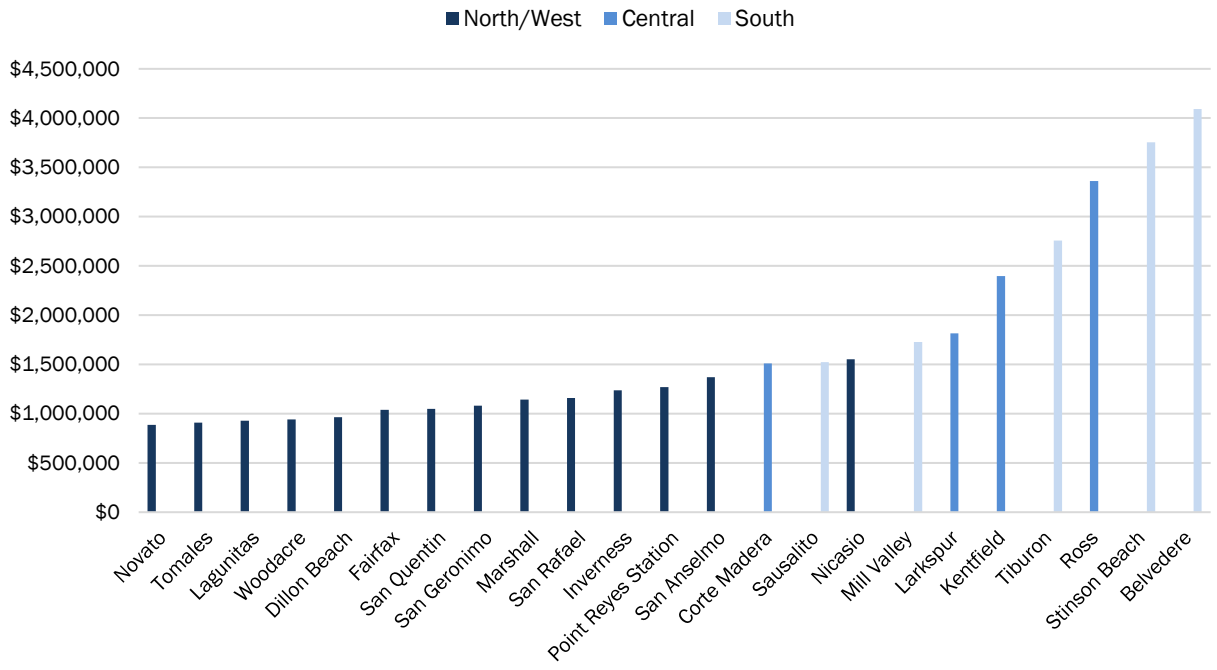
It is important to consider market conditions when setting an inclusionary housing requirement to ensure that the policy can be tailored to the unique context of each jurisdiction, and that the policy does not constrain the development of new housing. Jurisdictions that have stronger housing markets can establish higher inclusionary requirements than those with less established or weaker markets.

Based on Zillow home sale data and interviews with residential developers with experience working in Marin County (see Appendix A), the Consultant Team identified three market areas for for-sale housing across the participating jurisdictions in the County. Figures 5 and 6 show Zillow home value indices for both overall home sales and condominium sales.

As shown in Figure 5 , home values are highest in South Marin, which offer the best access to San Francisco via the Golden Gate Bridge and ferries. Home values are slightly lower in Central Marin, and drop in North/ West Marin areas, which are comparatively less accessible.

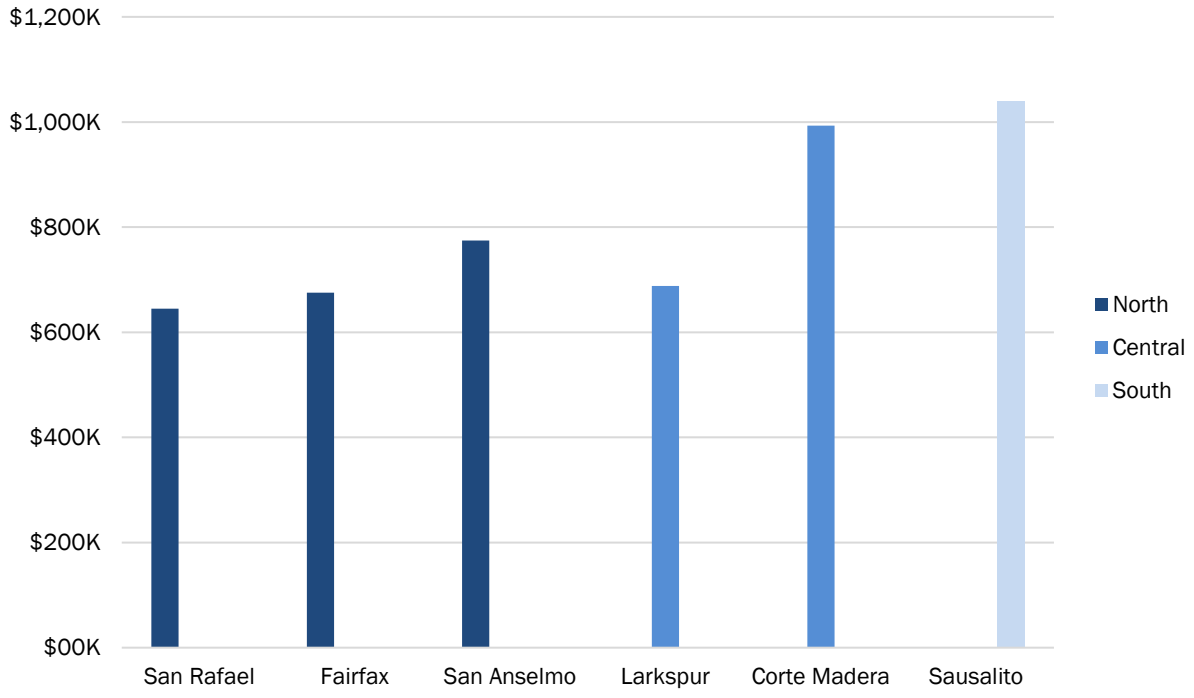
The market for rental housing is different from for-sale housing in Marin County. The rental housing market is strongest in the more urbanized areas that offer access to transportation infrastructure, jobs, and amenities. Most of the recent market-rate rental development activity has occurred in urban San Rafael. Tam Ridge is another significant rental project which was completed in Corte Madera in 2017.

FIGURE 5: ZILLOW HOME VALUE INDEX FOR MARIN COMMUNITIES



Source: Zillow, 2020; Strategic Economics, 2021.

FIGURE 6: ZILLOW HOME VALUE INDEX FOR CONDO/COOPS IN MARIN COMMUNITIES



Source: Zillow, 2020; Strategic Economics, 2021.

PERCENTAGE REQUIREMENTS

Figure 7 and Figure 8 illustrate the income targets and percentage requirements for the jurisdictions that currently have inclusionary programs. Figure 7 plots the current onsite requirements for rental units, with the percent set-aside on the x-axis and average Area Median Income[2] targeted by the policy on the y-axis. Figure 8 shows the same information for for-sale units. Policies that appear toward the lower right of the plots have a higher percentage requirement and deeper affordability, while those toward the upper left have a relatively lower percentage requirement and less affordability.

Five of the seven participating jurisdictions already have inclusionary policies in place requiring affordable units onsite. The percentage of units varies by jurisdiction, ranging from 10 percent (San Rafael) to 25 percent (Corte Madera). Most of the jurisdictions have similar percentage requirements for for-sale and rental development, but the income targeted is typically lower for rental than for for-sale housing.

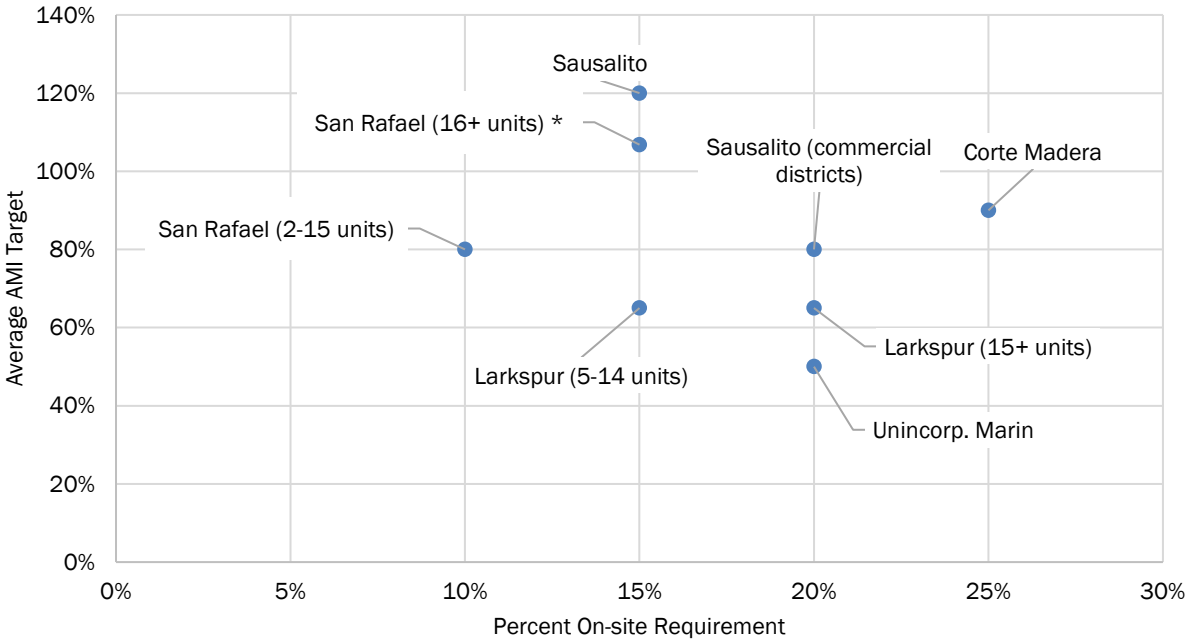
The percentage of affordable housing required in a project should be set at an economically feasible level so that the inclusionary requirement does not create an impediment to housing development.[3] According to market-rate housing developers, the market context for inclusionary requirements is particularly important in Marin. Development projects in the southern and central portions of the county, such as Corte Madera, Larkspur, Sausalito and parts of Unincorporated Marin, can more feasibly accommodate a higher percentage of inclusionary and/or a deeper level of affordability, compared to communities located in northern and western portions of the county.

Setting a high inclusionary requirement could be prohibitive for new rental projects in Marin County. San Rafael recently relaxed its inclusionary requirement to encourage new development, despite being the most active rental market in the county. Because rental developments tend to serve a lower income market segment than for-sale developments, the inclusionary requirement for rentals is sometimes slightly lower than that for for-sale developments. Local jurisdictions can make up that gap by providing zoning incentives to reduce development costs for rental projects.

[2] For example, San Rafael requires at least 50 percent of its BMR units to be targeted to very low-income households (maximum income: 50 percent of AMI) and the remainder to be targeted to low-income households (maximum income: 80 percent of AMI). Therefore, the average AMI target for San Rafael is .50*.50 + .50*.80 = 65 percent of AMI.

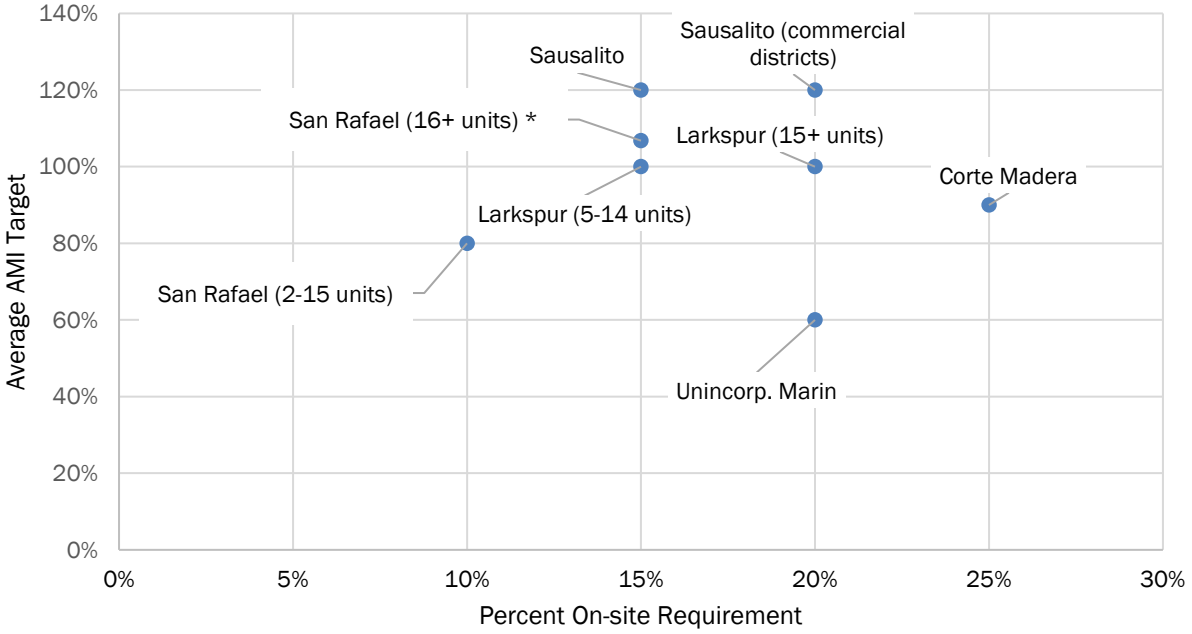
[3] AB1505, also known as the "Palmer Fix" permits California Department of Housing and Community Development (HCD) to review inclusionary zoning ordinances adopted or amended after September 15, 2017 if it requires more than 15% of the units to be affordable to lower income households and if the locality has failed to meet 75% of its share of the above moderate RHNA. HCD can request localities to provide an "economic feasibility study" to demonstrate that the higher inclusionary requirement will not impede development activity.

FIGURE 7: AVERAGE AMI TARGETS AND PERCENT ONSITE REQUIREMENT FOR RENTAL DEVELOPMENTS



* Assumes the developer selects the 10% / moderate-income option for the secondary requirement.
Source: Participating jurisdictions, 2020; Strategic Economics, 2021.

FIGURE 8: AVERAGE AMI TARGETS AND PERCENT SET-ASIDE FOR FOR-SALE DEVELOPMENTS



* Assumes the developer selects the 10% / moderate-income option for the secondary requirement.
Source: Participating jurisdictions, 2020; Strategic Economics, 2021.

INCOME TARGETS

There is a wide range in the income targets for inclusionary programs among the participating jurisdictions, as shown in Figures 7 and 8. It is common practice for jurisdictions to target lower-income households for renter housing than for ownership housing. This is because it is generally easier for low- and moderate-income households to meet typical lending requirements.

Larkspur, Sausalito, and Unincorporated Marin County target lower-income households for rental units compared to for-sale units. San Rafael and Corte Madera target moderate-income for both rental and for-sale housing.

RENTAL

The income targets for rental units among the jurisdictions vary widely (Figure 7). Unincorporated Marin targets very low-income households, while Larkspur targets a mix of very low- and low-income households. The other jurisdictions have higher income targets overall, including targeting to some moderate-income households.

Currently, the most active rental market in Marin is San Rafael, which, of the jurisdictions in this study, produced the only affordable rental units in the last five years (Figure 3). These units were produced under the city's previous policy, which targeted low- and very low-income households. San Rafael has relaxed this requirement with its new ordinance, which is designed to further promote new development. Among other changes, the new ordinance eliminates targeting for very low-income households.

FOR-SALE

In comparison to rentals, the income targets for for-sale development are overall more uniform across jurisdictions. The targeted income groups tend to consist of a mix of low- and moderate-income households.

The exception to this pattern is Unincorporated Marin County, which requires a significantly deeper level of affordability (60 percent of AMI) on for-sale projects. This policy can pose a challenge in two ways. First, it can make the County uncompetitive for development with its neighbors. Further, the lower-then-average income targets in Marin County's policy was identified by developers as being a financial burden on projects such that many do not pencil. As mentioned in Section I, County staff reports that developers tend to reduce the size of their projects in order to build fewer onsite BMR units than otherwise would have been required, preferring to pay the in-lieu fee on fractional units to the greatest extent possible.

UNIT THRESHOLDS

One important element of an inclusionary policy is the minimum size of development (the threshold number of dwelling units) for which the policy will apply. Because smaller scale projects are often more complex and less efficient than larger projects, many inclusionary programs around the country have exemptions or lower requirements on small projects. According to Grounded Solutions Network, California jurisdictions typically set the minimum threshold for an inclusionary requirement at between

two to five units.[4] This is consistent with the policies of the jurisdictions in this study, where the the minimum threshold ranges between one unit and five units.

Because a significant share of new development projects in Marin County's jurisdictions are quite small, it is it is important that all projects be required to provide affordable units. However, for smaller projects that have more challenging development feasibility, the percentage set-aside required could be lower, or the income group targeted could be set higher. In San Rafael projects with 5 to 15 units have a set-aside requirement of 10 percent, compared to 15 percent for larger projects. Similarly, Larkspur's ordinance requires 15 percent affordable units for projects with less than 15 units, compared to 20 percent for larger projects. San Francisco has a lower percentage requirement on projects between 10 to 24 units of 12 percent, compared to approximately 21 percent for larger projects.

SETTING IN-LIEU FEES

A jurisdiction's approach to setting in-lieu fees should consider a number of factors. The first consideration is to compare the in-lieu fee option with the provision of onsite units – which of these options does the jurisdiction wish to encourage? In many California communities, collecting in-lieu fees and leveraging funding from other sources can allow them to build 100 percent affordable housing projects for extremely-low, very-low, and low-income households. However, this approach requires administrative capacity on behalf of city and county staff, capacity from local affordable housing developers, and access to other funding sources. It can also take a significant amount of time to acquire sites and secure funding to build 100 percent affordable projects.

For many of the above reasons, most of the jurisdictions participating in this study would prefer to incentivize on-site production rather than off-site units. Inclusionary housing is an important tool to promote mixed-income housing and to help correct historical patterns of economic and racial segregation. Setting the in-lieu fee at the maximum level can encourage more developers to provide units onsite. When the in-lieu fee option is available, developers are more likely to pay the fee when constructing high value or luxury units, because the revenue sacrificed from building units onsite is higher. (The potential value of luxury units is high, which means the developer must forgo more revenue for each unit that is designated affordable.)

Another consideration for in-lieu fees is the basis of the fee. Is the fee charged on the basis of dwelling units or square feet of residential area? While communities in Marin generally charge on a per unit basis, charging on the fee on a per-square-foot basis can encourage the development of smaller units, like studios and one-bedrooms. As an example, San Francisco's affordable housing in-lieu fee is charged on a per-square-foot basis.

It is recommended that fees be implemented with a schedule for annual adjustments. As economic factors, such as construction costs, change over time, the affordability gap will also change. Fees should be adjusted based on a regularly published cost index.

Further considerations for setting in-lieu fees on the basis of the affordability gap analysis are examined in Section IV.

[4] Jacobus, Rick. "Inclusionary Housing: Creating and Maintaining Equitable Communities," Lincoln Institute of Land Policy, 2015.

ALTERNATIVE MEANS OF COMPLIANCE

Because circumstances surrounding each project are different, it is important for an inclusionary program to provide alternative ways of meeting the inclusionary requirement other than with the provision of onsite units. Marin County has successfully used alternative means to produce new affordable units and raise revenue for housing; these alternative means include the provision of offsite units, land dedication, and partnerships with affordable housing developers. The option to construct units offsite is typically met with a higher percentage than what would be required onsite.

Market rate developers stress that flexibility in the inclusionary policy is a key determinant of the production of new housing. For some projects, the dedication of land to a jurisdiction or an affordable developer can result in the construction of a greater number of units for lower income households than the provision of on-site inclusionary units.

As mentioned in Section I, some developers may propose to fulfill an inclusionary requirement, not through the construction of new units offsite, but through the conversion of offsite market rate units to deed-restricted affordable units. However, this approach has some disadvantages. First, it does not result in net new housing units. Second, the off-site unit does not create a mixed-income development project. Finally, the conversion of units can sometimes result in affordable housing units that are of lower quality than new construction. If the off-site provision of units is offered as a means of compliance, it is important for the jurisdiction to ensure that the offsite units are of equivalent quality and within close proximity to the market-rate development project. Other best practices are to require that the value of the off-site contribution is equivalent or greater than the value of the in-lieu fees.

BEST PRACTICES FOR SMALL LOT SUBDIVISIONS

Recent state legislation (AB 1315 [2019-2020]) sets forth rules for small lot subdivisions to encourage affordable housing in areas zoned for multifamily development. The law allows developers to subdivide parcels into smaller lots for the construction of small, individual units with limited parking. For the purposes of applying an inclusionary policy, it is advisable to treat a small lot subdivision as if it were a new construction project of the same number of units.

As there may be a significant period of time between the subdivision and when new construction occurs, jurisdictions should clarify for developers the point in time when the inclusionary policy is applied and, for example, any applicable in-lieu fees are paid. Ordinarily, it is the developer entitling the construction of the residential units, and not the developer performing the land division, who will be responsible for fulfilling whatever inclusionary policy is in effect at that time, and paying any applicable fees.

III. Calculation of In-Lieu Fee

Inclusionary zoning requires that new developments provide affordable housing along with market-rate housing units, either on-site or off-site, or comply with alternative measures such as payment of fees "in-lieu" of providing affordable units. The in-lieu fee is calculated based on the housing affordability gap – the difference between what households at various income levels can pay for housing and the cost of developing market rate housing. If this is for-sale housing, then the gap is based on the difference between annual mortgage costs and affordable monthly housing payments, and for rental housing, it is the difference between market rate rents and affordable rents. Once the total gap is calculated, the actual fee that is adopted depends on financial feasibility of the costs of the fee on prototypical residential developments.

For the purposes of this study, the in-lieu fees were calculated for Marin County and participating jurisdictions for three development types:

- For-sale single-family subdivisions
- For-sale condominium townhomes
- Rental apartments

While the study presents the total affordability gap, the actual fee that is adopted in each jurisdiction depends on policy considerations, which are outlined in Section IV of this report.

METHODOLOGY

The affordability gap is defined as the difference between what very low-, low- and moderate-income households can afford to pay for housing and the cost of developing new housing. Because it measures this shortfall that must be made up by a developer offering Below Market Rate units, the affordability gap is useful for setting in-lieu fees as an alternative to producing units directly through the inclusionary program.

The following steps illustrate the methodology used for calculating the affordability gap:

1. Estimate affordable rents and housing prices for households in target groups.
2. Estimate development costs of building new housing units, based on current cost and market data;
3. Calculate the difference between what renters and homeowners can afford to pay for housing, and the cost of developing those rental and for-sale units

Because California Department of Housing and Community Development (HCD) and the U.S. Department of Housing and Urban Development (HUD) define the ability to pay for housing at the county level, the affordability gap is calculated on the same income categories for the entire county. The calculated in-lieu fees are valid for all of the jurisdictions participating in this study.

RESIDENTIAL PROTOTYPES

The Consultant Team established three housing prototypes that represent the types of development likely to occur in Marin County. The prototypes are informed by recently built and proposed development projects in Marin as well as conversations with developers with experience in Marin County. Example projects that represent the types of development likely to occur in Marin County are

shown in Figures 9 and 10. All five projects are in either San Rafael or Corte Madera, which have attracted most of the recent development activity among the participating jurisdictions.

FIGURE 9. MARIN PROJECTS THAT INFORMED PROTOTYPES 1 AND 2 (FOR-SALE PROTOTYPES)

Project	The Strand	Enclave	350 Merrydale Rd.
Building Type	Detached single-family and townhomes	Townhomes	Townhomes, plus flats
Jurisdiction	San Rafael	Corte Madera	San Rafael
Status	Built in 2015	Built in 2019	Proposed
Units	34 detached, 42 townhomes	16 townhomes	41 townhomes, 4 flats
Site Size (acres)	8.5 (approximate)	1.3	2.28
Units Per Acre	9	12	20
Unit Size Sq. Ft. (Approximate)	Townhome: 1,650-1,900 Sq. Ft; Detached: 1,950-3,300 Sq. Ft.	2,020 Sq. Ft.	Townhome: 1,450-2,100 Sq. Ft.; Flat: 800 Sq. Ft.
Parking	2 car garage per unit plus visitor surface parking	2 car garage per unit plus visitor surface parking	2 car garage per townhome unit; 1 car garage per flat unit; Surface visitor parking.

Source: Costar, 2021; Various marketing materials for, and articles about projects; Interviews with developers; Strategic Economics, 2021.

FIGURE 10. MARIN PROJECTS THAT INFORMED PROTOTYPE 3 (RENTAL PROTOTYPE)

Project	Tam Ridge	703 Third St.
Building Type	Wood-frame apartment flats over podium, plus townhomes	Wood-frame apartment flats over podium, using density bonus, near SMART station
Jurisdiction	Corte Madera	San Rafael
Status	Built in 2017	Proposed
Units	154 flats, 25 townhomes	120 flats
Site Size (acres)	4.5	0.63
Unit Density	40	190
Unit Size Sq. Ft. Range (Approximate)	Flats: 750-1,100 Sq. Ft.; Townhome: 1,300 Sq. Ft.	450-900 Sq. Ft.
Parking	1.6 spaces per unit (tenant parking in podium garage plus visitor surface parking)	1 space per unit in podium (incorporates mechanical lifts)

Source: Costar, 2021; Various marketing materials for, and articles about projects; Interviews with developers; Strategic Economics, 2021.

The prototypes are generally based on developments built recently or proposed. Some communities in Marin typically see much smaller projects and are unlikely to see new projects of this scale. However, the per-unit cost of development is unlikely to be significantly different even for smaller and lower density projects, because the reductions in construction costs would be counterbalanced with the higher cost of land per unit.

The prototypes developed for the analysis are summarized below and further details are shown in Figure 11.

Prototype 1: Single-Family Subdivision

The single-family subdivision prototype has 14 detached for-sale units at a density of seven units per acre, making it typical for a “small-lot” subdivision. The units, which are two stories, are a mix of three and four-bedrooms and average 2,200 square feet.

Prototype 2: Condominium Townhome

The condominium townhome prototype includes 30 attached for-sale units at a density of 15 units per acre. Two-thirds of the units have three bedrooms while one-third have four bedrooms. The units are three stories with tuck-under garages on the ground level, and the average unit size is 1,800 square feet.

Prototype 3: Rental Apartments

The rental apartment prototype is a 100-unit apartment building. It has a density of 50 units per acre and is five stories. The building is a “Five-over-one” construction type, which means the first floor is a “Type I” concrete podium to accommodate parking, with four stories of “Type V” wood-frame construction for the residential area above. Typical of rental projects, the units in this prototype are a mix of studios, one-bedrooms, and two-bedrooms. The average unit size is 800 square feet.

FIGURE 11. SUMMARY OF PROTOTYPES

	Prototype 1: Single-Family Subdivision	Prototype 2: Condominium Townhome	Prototype 3: Rental Apartments
Tenure	For-Sale	For-Sale	Rental
Unit Mix	3, 4 bedrooms	3, 4 bedrooms	Studios, 1, 2 bedrooms
Construction Type	Wood-frame	Wood-frame	Type V over 1
Residential Stories	2	3	5
Number of Units	14	30	100
Parcel Size (Acres)	2	2	2
Parcel Size (Sq. Ft.)	87,120	87,120	87,120
Dwelling Units Per Acre	7	15	50
Unit Mix	7 3-Bedrooms; 7 4-Bedrooms	20 3-Bedrooms; 10 4-Bedrooms	10 Studios; 50 1-Bedrooms; 40 2-Bedrooms
Average Unit Size	2,200	1,800	800
Net Residential Sq. Ft.	30,800	54,000	80,000
Efficiency Ratio (a)	100%	100%	90%
Gross Residential Sq. Ft.	30,800	54,000	88,889
Parking Type	2-car garage plus surface	2-car garage plus surface	Podium
Parking Ratio (Per Unit) (b)	2.50	2.25	1.25
Total Parking Spaces	35	68	125
Garage Parking Sq. Ft. (c)	9,800	21,000	43,750
Floor-Area Ratio (Residential Only)	0.35	0.62	1.02
Floor-Area Ratio (Including Structured Parking)	0.47	0.86	1.52

Source: Strategic Economics, 2021.

Notes:
(a) Sq. Ft. associated with residential units divided by total interior square feet of building, (excludes space associated with parking).
(b) The urban design specifications of these three prototypes, such as their parking ratios, may vary from the building typologies suggested in Opticos' Objective Design and Development Standards study, currently in process. The parking ratios, as well as other metrics displayed here, are market-based, informed by conversation with residential developers familiar with Marin.
(c) Based on "350 sq. ft. per parking space" standard industry assumption, which incorporates circulation.

ESTIMATING AFFORDABLE RENTS AND HOUSING PRICES

Affordable rents and housing prices were identified based on resources from public agencies, such as HUD and HCD, which set income levels and maximum housing costs for federal and state-funded affordable housing programs. The Marin Housing Authority then provided the specific approach for calculating affordable sales prices, which currently vary across jurisdictions because of the different income levels that jurisdictions target as a part of their inclusionary programs.

The Consultant Team identified the affordability targets that would be tested in collaboration with the County of Marin, set at a level typical of existing inclusionary policies among participating jurisdictions. The affordable targets are shown below in Figure 12. Consistent with best practices from other inclusionary housing programs, the affordability gap for both rental and for-sale units was calculated for very low-, low-, and moderate-income households,.[5] In consultation with the client, the Consultant Team identified specific AMI levels to reflect the average incomes of households that these units would serve, with for-sale units typically targeting households with incomes that are slightly higher than rental units within the income categories. The income levels tested for the for-sale prototypes are generally higher than for the rental prototypes because for-sale affordable housing programs tend to serve households at the higher end of the income target ranges.

FIGURE 12. HOUSEHOLD INCOME TARGETS FOR AFFORDABLE UNITS BY TENURE

	For-sale Housing	Rental Housing
Very Low-income	50% AMI	50% AMI
Low-income	70% AMI	65% AMI
Moderate Income	110% AMI	90% AMI

Source: County of Marin; Strategic Economics, 2021.

Figure 13 below shows the maximum affordable monthly rents for rental housing. The household sizes shown are for one, two, and three persons per household, reflecting the typical occupancy of studio, one-bedroom, and two-bedroom units, respectively, in Prototype 3.

Based on HCD guidelines, the affordable rent is calculated as 30 percent of a household's gross monthly income, minus a deduction for utilities. The utility deduction includes costs that are usually passed onto the tenant, such as heating, water heating, cooking, and electricity. Natural gas is assumed for heating and water heating. (Water, sewer, and trash removal costs are typically covered by the property owner and excluded from the utility deduction.)

[5] Households that fall between 30-50% AMI are considered very low-income; households that fall within 50-80% AMI are considered Low-income; households that fall between 80-120% AMI are considered moderate income.

FIGURE 13. MAXIMUM AFFORDABLE RENT ASSUMPTIONS FOR VERY LOW, LOW, AND MODERATE INCOME HOUSEHOLDS

Very Low-income (50%)	Household Size		
	1	2	3
Maximum Annual Household Income	$50,075	$57,250	$64,400
Maximum Monthly Housing Cost (a)	$1,252	$1,431	$1,610
	Unit Type		
	Studio	1-BR	2-BR
Maximum Monthly Housing Cost (a)	$1,252	$1,431	$1,610
Utility Allowance (b)	$43	$52	$71
Maximum Rent	$1,209	$1,379	$1,539

Low-income (65%)	Household Size		
	1	2	3
Maximum Annual Household Income	$65,098	$74,425	$83,720
Maximum Monthly Housing Cost (a)	$1,627	$1,861	$2,093
	Unit Type		
	Studio	1-BR	2-BR
Maximum Monthly Housing Cost (b)	$1,627	$1,861	$2,093
Utility Allowance (c)	$43	$52	$71
Maximum Rent	$1,584	$1,809	$2,022

Moderate Income (90%)	Household Size		
	1	2	3
Maximum Annual Household Income	$90,135	$103,050	$115,920
Maximum Monthly Housing Cost (c)	$2,253	$2,576	$2,898
	Unit Type		
	Studio	1-BR	2-BR
Maximum Monthly Housing Cost (a)	$2,253	$2,576	$2,898
Utility Allowance (b)	$43	$52	$71
Maximum Rent	$2,210	$2,524	$2,827

Sources: Marin Housing Authority, 2020; U.S. Department of Housing and Urban Development, 2020; Strategic Economics, 2020.

Notes:

(a) 30 percent of maximum monthly household income.

(b) The maximum monthly cost for each unit type is associated with households that have one more person than bedroom. (Ex: Maximum costs for studios are associated with affordability for one-person households; One-bedroom costs are associated with 2-person households; Two-bedroom costs are associated with 3-person households).

(c) Utilities for rentals include an allowance for cooking (natural gas), heating (natural gas), water heating (natural gas), and "other electric" utility usage. Assumes water, sewer, and trash charges are included in the rent.

Figures 14 and 15 shows the calculations of affordable sales prices for for-sale housing. The calculations are based on the following assumptions:

- Based on the anticipated households that would occupy the 3- and 4-bedroom units in the two for-sale prototypes (prototypes 1 and 2), it is assumed that, on average, 6-person households

would occupy 4-bedroom units, while an even mix of 4- and 5-person households would occupy 3-bedroom units.

- Based on the Marin Housing Authority's approach for calculating affordable sales prices, homeowners were assumed to pay no more than 33 percent of their gross monthly income on housing costs.
- The maximum affordable sales price is determined by the total monthly mortgage payment that a homeowner could afford, which incorporates standard assumptions related to the mortgage terms and other monthly housing costs associated with homeownership.
    - The mortgage is assumed to be 30-year fixed rate, with an interest rate of 3.8 percent, which is a typical rate at the time of research (December 2020). The owner is assumed to put down a 5 percent down payment, which is standard for conventional and CalFHA loans.
    - Other monthly housing costs include homeowners' association dues, property taxes, homeowners' insurance, interior property insurance, and premiums for private mortgage insurance required on home purchases with a down payment of less than 20 percent. Note there is no utility deduction, in accordance with MHA's approach.
- Other monthly housing costs overall are assumed to be slightly greater for condominium housing types than for single-family detached housing types, which is driven by different assumptions on monthly homeowner's association costs. The homeowner's association costs are expected to be higher on a per-unit basis for condominium units than for detached single-family units, which decreases the household budget available for a mortgage. (On the other hand, detached single-family homeowners are responsible for more costs that are not included in Figure 14.)

FIGURE 14. MAXIMUM AFFORDABLE SALES PRICES FOR SINGLE-FAMILY DETACHED SUBDIVISION (PROTOTYPE 1)

Household Size (Persons per HH)	4.5	6
Very Low Income (50% AMI)		
Annual Household Income at 50% AMI	$74,413	$83,000
Maximum Monthly Housing Cost (a)	$2,046	$2,283
Monthly Deductions (b)	$1,074	$1,218
HOA Dues (c)	$500	$600
Property Taxes and Insurance (d)	$574	$618
Monthly Income Available for Mortgage Payment (e)	$973	$1,064
Maximum Mortgage Amount (f)	$208,728	$228,378
Maximum Affordable Sales Price (g)	$219,714	$240,398
Low Income (70%)		
Annual Household Income at 70% AMI	$104,178	$116,200
Maximum Monthly Housing Cost (a)	$2,865	$3,196
Monthly Deductions (b)	$1,342	$1,518
HOA Dues (c)	$500	$600
Property Taxes and Insurance (d)	$842	$918
Monthly Income Available for Mortgage Payment (e)	$1,523	$1,678
Maximum Mortgage Amount (f)	$326,872	$360,209
Maximum Affordable Sales Price (g)	$344,076	$379,167
Moderate Income (110%)		
Annual Household Income at 110% AMI	$163,708	$182,600
Maximum Monthly Housing Cost (a)	$4,502	$5,022
Monthly Deductions (b)	$1,892	$2,131
HOA Dues (c)	$500	$600
Property Taxes and Insurance (d)	$1,392	$1,531
Monthly Income Available for Mortgage Payment (e)	$2,610	$2,891
Maximum Mortgage Amount (f)	$560,102	$620,390
Maximum Affordable Sales Price (g)	$589,581	$653,042

Source: Strategic Economics, 2021.

Notes:

(a) 33 percent of maximum monthly household income.

(b) Unlike for rentals, monthly deductions for for-sale units do not include utility costs.

(c) Homeowners Association dues are assuming to average $0.25 per square foot.

(d) Assumes annual effective property tax rate of 1.50% percent of sales price, after exemptions; annual private mortgage insurance premium rate of 0.85 percent of mortgage amount.

(e) Maximum monthly housing cost minus deductions.

(f) Assumes 3.8 percent interest rate and 30-year loan term. Interest rate is based on correspondence with Marin Housing Authority.

(g) Assumes 5 percent down payment (95 percent loan-to-value ratio).

FIGURE 15. MAXIMUM AFFORDABLE SALES PRICES FOR CONDOMINIUM TOWNHOME (PROTOTYPE 2)

Household Size (Persons per HH)	4.5	6
Very Low Income (50% AMI)		
Annual Household Income at 50% AMI	$74,413	$83,000
Maximum Monthly Housing Cost (a)	$2,046	$2,283
Monthly Deductions (b)		
HOA Dues (c)	$613	$665
Property Taxes and Insurance (d)	$537	$597
Monthly Income Available for Mortgage Payment (e)	$897	$1,020
Maximum Mortgage Amount (f)	$192,493	$218,997
Maximum Affordable Sales Price (g)	$202,624	$230,523
Low Income (70%)		
Annual Household Income at 70% AMI	$104,178	$116,200
Maximum Monthly Housing Cost (a)	$2,865	$3,196
Monthly Deductions (b)	$1,418	$1,561
HOA Dues (c)	$613	$665
Property Taxes and Insurance (d)	$805	$896
Monthly Income Available for Mortgage Payment (e)	$1,447	$1,635
Maximum Mortgage Amount (f)	$310,637	$350,829
Maximum Affordable Sales Price (g)	$326,986	$369,293
Moderate Income (110%)		
Annual Household Income at 110% AMI	$163,708	$182,600
Maximum Monthly Housing Cost (a)	$4,502	$5,022
Monthly Deductions (b)	$1,967	$2,175
HOA Dues (c)	$613	$665
Property Taxes and Insurance (d)	$1,355	$1,510
Monthly Income Available for Mortgage Payment (e)	$2,535	$2,847
Maximum Mortgage Amount (f)	$543,953	$611,059
Maximum Affordable Sales Price (g)	$572,582	$643,220

Source: Strategic Economics, 2020.

Notes:

(a) 33 percent of maximum monthly household income.

(b) Unlike for rentals, monthly deductions for for-sale units do not include utility costs.

(c) Homeowners Association dues are assuming to average $0.35 per square foot.

(d) Assumes annual effective property tax rate of 1.50% percent of sales price, after exemptions; annual private mortgage insurance premium rate of 0.85 percent of mortgage amount.

(e) Maximum monthly housing cost minus deductions.

(f) Assumes 3.8 percent interest rate and 30-year loan term. Interest rate is based on correspondence with Marin Housing Authority.

(g) Assumes 5 percent down payment (95 percent loan-to-value ratio).

MAXIMUM AFFORDABLE RENTS AND SALES PRICES

Figures 16 and 17 provide summaries for the maximum affordable rents and sales prices respectively for the various prototypes that were tested.

FIGURE 16. SUMMARY OF MAXIMUM AFFORDABLE RENTS

Income Level	Studio	1-BR	2-BR
Very Low-income (50%)	$1,209	$1,379	$1,539
Low-income (65%)	$1,584	$1,809	$2,022
Moderate Income (90%)	$2,210	$2,524	$2,827

Source: Strategic Economics, 2021.

FIGURE 17. SUMMARY OF MAXIMUM AFFORDABLE SALES PRICES

	Single-Family Subdivision		Condominium Townhome	
	3-BR	4-BR	3-BR	4-BR
Very Low Income (50% AMI)	$219,714	$240,398	$202,624	$230,523
Low Income (70%)	$344,076	$379,167	$326,986	$369,293
Moderate Income (110%)	$589,581	$653,042	$572,582	$643,220

Source: Strategic Economics, 2021.

ESTIMATING DEVELOPMENT COSTS

The second step in the affordability gap analysis is to estimate development costs for the three prototypes. Development costs include land costs, direct or "hard" construction costs, indirect or "soft" costs, as well as financing costs, a developer fee, and a contingency for overruns.

Because multi-unit residential projects are relatively rare in Marin, the Consultant Team collected available data on the few recent comparable development projects and land sales and supplemented the data with feedback from local developers (see Appendix A), other available studies of costs in the Bay Area, and past experience with pro forma studies.

The development cost assumptions are shown below in Figure 18, and a chart that summarizes the breakdown of overall development costs for the prototypes is shown in Figure 19.

The development costs for for-sale housing are based on interviews with developers and homebuilders experienced with single-family and townhome development projects in Marin. This analysis estimated that total development costs for the single-family subdivision were $355 per net residential square foot while the costs for the condominium townhome were $373 per net residential square foot.

Because there are limited examples of recent multifamily development in Marin, the Consultant Team relied on a variety of sources to identify the multifamily cost assumptions. They are partly based on a pro forma for a proposed Type V development in Marin, as well as an interview with a multifamily developer. The team also relied on cost data and recently completed feasibility studies for similar rental apartment developments in the Bay Area. The analysis estimated that the total development cost for Prototype 3 was $705 per net square foot.

The remainder of this section explains the costs assumptions in more detail.

FIGURE 18. SUMMARY OF DEVELOPMENT COST ASSUMPTIONS

	Single Family Subdivision	Condominium Townhome	Rental Apartments
Land Cost (a)			
Per Land Sq. Ft.	$56	$69	$86
Per Unit	$350,000	$200,000	$75,000
Hard Costs			
Site Costs per Land Sq. Ft. (b)	$15	$35	$35
Construction Costs per Sq. Ft. of Residential Area	$110	$150	$350
Parking Cost per Space (c)	n/a	n/a	$32,500
Other Costs (Displayed as % of Hard Cost)			
Soft Costs (d)	12%	12%	12%
Contingency	5%	5%	5%
Developer Overhead	4%	4%	4%
Financing Costs			
Amount Financed (% of Hard and Soft Costs)	65%	65%	70%
Construction Loan Fee	1.5%	1.5%	1.5%
Term (Months)	18	18	24
Construction Interest Rate	4.5%	4.5%	5.0%

Source: Developer Interviews, 2021; Project Pro Formas, 2021; Strategic Economics, 2021.
Notes:
(a) Entitled land
(b) Assumes relatively flat site

(c) Parking costs for for-sale prototypes are incorporated into the construction cost. Cost for rental prototype refers to one level of podium
(d) Includes architectural, engineering, and consulting fees, as well as taxes, legal, insurance, accounting, and other costs.

FIGURE 19. TOTAL DEVELOPMENT COSTS BY PROTOTYPE

Cost Category	Single Family Subdivision	Condominium Townhome	Rental Apartments
Total Project			
Land Cost	$4,900,000	$6,000,000	$7,500,000
Hard Costs	$4,694,800	$11,149,200	$38,222,811
Soft Costs	$1,344,396	$3,001,696	$10,660,521
Development Costs	**$10,939,196**	**$20,150,896**	**$56,383,332**
Per Unit			
Land Cost	$350,000	$200,000	$75,000
Hard Costs	$335,343	$371,640	$382,228
Soft Costs	$96,028	$100,057	$106,605
Development Costs	**$781,371**	**$671,697**	**$563,833**
Per Net Residential Sq. Ft.			
Land Cost	$159	$111	$94
Hard Cost	$152	$206	$478
Soft Costs	$44	$56	$133
Development Costs	**$355**	**$373**	**$705**

Source: Strategic Economics, 2021.

The following subsections provide further details on how the cost assumptions were identified.

LAND COST

Land costs typically vary widely, depending on factors such as location, zoning, and the amount of site work required to prepare the land for development. Because the price of land is so strongly tied to what can be built upon it, land costs are characterized in this study as the cost per dwelling unit of development. Recent comparable sales that informed land cost for the three prototypes are shown below in Figures 20-22.

- There is only one relevant recent sale for an entitled single-family subdivision. The site is in Mill Valley, which tends to have high land costs compared to the Marin average.
- A range of $180,000 per unit to approximately $300,000 per unit was identified for the condominium townhome prototype based on two recent sales, which reflect the high end (Mill Valley) and the low end (Novato) of the Marin County market.
- For the rental apartment prototype, two sales for sites entitled for multifamily development had land costs of $75,000 per unit, a number that was corroborated by a developer with experienced in multifamily development in Marin.

Based on these comparable examples and feedback from developers, the land cost assumptions were set at $350,000 per unit for Prototype 1, $200,000 per unit for Prototype 2, and $75,000 per unit for Prototype 3.

FIGURE 20. RECENT LAND SALE FOR SITE ZONED FOR SINGLE-FAMILY SUBDIVISION

Site Address	548 Miller Ave., Mill Valley
Description	Single-family subdivision (13 fee simple lots, three of which include ADUs)
Site Acres	1.58
Site Sq. Ft.	68,825
Units Per Acre	10
Sale Date	September 2019
Sale Price	$8,500,000
Price Per Unit	$531,250

Source: Costar, 2021; Strategic Economics, 2021.

FIGURE 21. RECENT LAND SALES FOR CONDOMINIUM TOWNHOMES

Site Address	500 Miller Ave., Mill Valley	7533-7537 Redwood Blvd., Novato
Description	Nine condominium townhomes with underground parking and corner retail space	50 condominium townhomes (Atherton Place)
Site Acres	1.2	3.7
Site Sq. Ft.	52,272	161,172
Units Per Acre	7.5	13.5
Sale Date	June 2017	July 2018
Sale Price	$2,900,000	$9,000,000
Price Per Unit	$322,222	$180,000

Source: Costar, 2021; Strategic Economics, 2021.

FIGURE 22. RECENT LAND SALES FOR MULTIFAMILY HOUSING

Site Address	703 Third St., San Rafael (a)	1203-1211 Lincoln Ave., San Rafael (b)
Description	Proposed apartment project with 61 units and underground, automated parking and incorporating density bonus	36 condominium flats Type V over I construction
Site Acres	0.63	0.74
Site Sq. Ft.	27,395	32,234
Units Per Acre	97	49
Sale Date	August 2014	March 2017
Sale Price	$4,650,000	$2,700,000
Price Per Unit	$76,230	$75,000

Source: Costar, 2021; Developer Pro Formas, 2021; Strategic Economics, 2021.

Notes:

(a) Reflects the site's "base case scenario" which is more comparable to Prototype 3

(b) Site is now associated with pipeline assisted living proposal but at time of sale, it had been planned for condominiums

HARD COSTS

Hard costs refer to both horizontal site costs and vertical construction costs, including the residential area construction and parking construction.

According to developers active in Marin County, construction costs for the county are higher than other locations in the Bay Area because it is less accessible to construction workers. Subcontractors often charge a premium that is equivalent to prevailing wage. The construction cost estimates for residential buildings incorporate these cost factors specific to Marin County.

The construction costs also include horizontal/site costs that include demolition, grading, utility connection installation, paving, and landscaping. For the purposes of this analysis, it is assumed that

the hypothetical sites are relatively flat, with horizontal costs of $15 per land square foot for the single-family subdivision, and $35 per land square foot for the condominium townhomes and apartments.

The construction costs for the single-family subdivision and the condominium townhome, which are based on feedback from Marin developers and homebuilders, are $110 and $150 per gross residential square foot respectively. Note that the cost of garage parking is incorporated into the residential hard cost, while the cost of any surface parking is incorporated into the site cost for these prototypes.

For the rental prototype, the construction cost of the residential area is estimated to be $350 per gross residential square foot. Because there are very few examples of recent and under construction apartments over podium in Marin, the Consultant Team also reviewed pro formas for planned affordable and market-rate projects in San Rafael and other Bay Area cities to estimate costs.

Based on this broad review of costs, the Consultant Team estimated that residential construction costs for Prototype 3 were approximately $350 per gross residential square foot, which translates to per unit costs of $564,000. A review of financial data from affordable housing projects in the San Francisco Bay Area supported these cost estimates, which show that affordable housing per unit costs are in the range of $530,000 to $678,000.

Soft Costs

Soft costs refer to necessary costs of development that are not directly related to the physical construction of the building. They include architecture, engineering costs and other professional services fees, as well as other costs associated with doing business, such as insurance and taxes. Finally, soft costs include city permits and fees, and other miscellaneous costs. It is estimated that soft costs are 12 percent of hard costs for all three prototypes, a standard assumption that was confirmed by developer interviewees. The developer's contingency and overhead, also account for an additional five and four percent of hard costs, respectively.[6]

Financing Costs

Financing assumptions are consistent for both for-sale prototypes because the two hypothetical projects would have similar loan terms and construction timelines. Based on input from developers that specialize in owner-occupied single-family and townhome developments, 65 percent of the project cost would be financed with debt, with a typical interest rate of approximately 4.5 percent. The development period for the for-sale prototypes is assumed to be 18 months.

The rental apartment prototype incorporates a slightly higher interest rate at 5 percent, to account for a higher level of risk, with a 24-month development period. The amount financed is also tends to be slightly higher at 70 percent of project cost, according to a multifamily developer.

All three prototypes incorporate a 1.5 percent construction loan fee, which is a standard industry assumption.

[6] Developer profit is not included in the consideration of costs.

AFFORDABILITY GAP

The final step is to calculate the housing affordability gap, which is the difference between what very low-, low-, and moderate-income households can afford to pay and the cost of developing those units. The gap helps determine the in-lieu fee amount that would be required to cover the cost associated with developing affordable housing units.

FOR-SALE HOUSING

Figures 23 and 24 shows the affordability gap calculation for the for-sale housing prototypes. For each unit type, the gap is calculated as the difference between the per-unit cost of development and the affordable sales price for each income level. The average housing affordability gap is weighted based on the unit mix in the prototypes.

FIGURE 23. AFFORDABILITY GAP FOR SINGLE-FAMILY SUBDIVISION

Income Level and Unit Type	Unit Size (Sq. Ft.)	Affordable Sales Price (a)	Development Costs (b)	Affordability Gap (c)
Very Low Income (50%)				
3 Bedroom	2,000	$219,714	$710,337	$490,623
4 Bedroom	2,400	$240,398	$852,405	$612,007
Weighted Average		$230,056	$781,371	$551,315
Low Income (70%)				
3 Bedroom	2,000	$344,076	$710,337	$366,261
4 Bedroom	2,400	$379,167	$852,405	$473,237
Weighted Average		$361,622	$781,371	$419,749
Moderate Income (110%)				
3 Bedroom	2,000	$589,581	$710,337	$120,757
4 Bedroom	2,400	$653,042	$852,405	$199,363
Weighted Average		$621,311	$781,371	$160,060

Source: Strategic Economics, 2021.
Notes:
(a) See calculation in Figure 14, above.
(b) Assumes $349 per SF for development costs
(c) Calculated as the difference between affordable sales price and development cost
(d) Includes 50% three-bedrooms and 50% four-bedrooms.

FIGURE 24. AFFORDABILITY GAP FOR CONDOMINIUM TOWNHOME

Income Level and Unit Type	Unit Size (Sq. Ft.)	Affordable Sales Price (a)	Development Costs (b)	Affordability Gap (c)
Very Low Income (50%)				
3 Bedroom	1,750	$202,624	$653,038	$450,414
4 Bedroom	1,900	$230,523	$709,013	$478,490
Weighted Average		$211,924	$671,697	$459,773
Low Income (70%)				
3 Bedroom	1,750	$326,986	$653,038	$326,052
4 Bedroom	1,900	$369,293	$709,013	$339,720
Weighted Average		$341,089	$671,697	$330,608
Moderate Income (110%)				
3 Bedroom	1,750	$572,582	$653,038	$80,456
4 Bedroom	1,900	$643,220	$709,013	$65,793
Weighted Average		$596,128	$671,697	$75,568

Source: Strategic Economics, 2021.

Notes

(a) See calculation in Figure 15, above.

(b) Assumes $393 per square foot for development costs

(c) Calculated as the difference between affordable sales price and development cost
(d)Includes two-thirds three-bedrooms and one-third four-bedrooms.

RENTAL HOUSING

Figure 25 shows the affordability gap calculation for the rental prototype. For each rental unit type and income level, the gap is defined as the difference between the per-unit cost of development and the supportable debt per unit. The supportable debt is calculated based on the net operating income generated from the monthly rent from the affordable unit and incorporates assumptions about operating expenses (including property taxes, insurance, maintenance, etc.), reserves, and vacancy. It also incorporates financing assumptions related to the permanent loan on the property. Assumptions on operating costs are informed by data on Victory Village, which is a recent affordable housing development built in Marin. The average housing affordability gap is also weighted based on the unit mix of the prototype.

FIGURE 25. HOUSING AFFORDABILITY GAP FOR RENTAL APARTMENTS

Income Level and Unit Type	Unit Size (Sq. Ft.)	Maximum Monthly Rent (a)	Annual Income	Net Operating Income (b)	Available for Debt Service (c)	Supportable Debt (d)	Development Costs (e)	Affordability Gap (f)
Very Low-income (50%)								
Studio	650	$1,209	$14,507	$2,781	$2,418	$39,393	$458,250	$418,857
1 Bedroom	750	$1,379	$16,551	$4,723	$4,107	$66,904	$528,750	$461,846
2 Bedroom	900	$1,539	$18,468	$6,545	$5,691	$92,699	$634,500	$541,801
Weighted Average (g)						$74,471	$564,000	$489,529
Low-income (65%)								
Studio	650	$1,584	$19,013	$7,063	$6,141	$100,036	$458,250	$358,214
1 Bedroom	750	$1,809	$21,704	$9,618	$8,364	$136,236	$528,750	$392,514
2 Bedroom	900	$2,022	$24,264	$12,051	$10,479	$170,691	$634,500	$463,809
Weighted Average (g)						$146,398	$564,000	$417,602
Moderate Income (90%)								
Studio	650	$2,210	$26,525	$14,198	$12,346	$153,206	$458,250	$305,044
1 Bedroom	750	$2,524	$30,291	$17,776	$15,458	$191,816	$528,750	$336,934
2 Bedroom	900	$2,827	$33,924	$21,228	$18,459	$229,058	$634,500	$405,442
Weighted Average (g)						$202,852	$564,000	$361,148

Notes:

(a) Affordable rent levels based on 2020 income limits
(b) Amount available for debt. Assumes 5% vacancy and collection loss and $11,000 per unit for operating expenses and reserves, based on operating pro formas for recent affordable projects in Marin County.

(c) Assumes 1.15 Debt Coverage Ratio.

(d) Assumes 4.5% permanent financing interest rate and 30 year loan.

(e) Assumes development cost of $705 per net square foot on rental units.
(f) Calculated as the difference between development costs and supportable debt.
(g) Incorporates 10% studios, 50% one-bedrooms, and 40% two-bedrooms.

Summary of Maximum In-Lieu Fee By Housing Type

A summary of the affordability gaps by tenure and income level is displayed in Figure 26. The affordability gap is the basis for setting the maximum in-lieu fee. As shown, the maximum in-lieu fee per required affordable unit (rounded) is approximately $377,000 for single-family subdivisions, $289,000 for condominium townhomes, and $423,000 for rental apartments.

The maximum in-lieu fee is highest for rental apartments because the average targeted income is lower (68 percent of AMI, compared to 78 percent AMI for for-sale housing), resulting in a wider affordability gap.

The calculated in-lieu fee is lower for condominium townhomes than single-family subdivisions because the construction cost for townhomes is slightly lower, while the targeted income groups remain the same.

It is important to note that the County of Marin can choose to adopt lower fees than the maximum calculated in-lieu fees shown in Figure 26.

Figure 26. Summary of Maximum In-Lieu Fees

	For-sale Gap		
Income Level	Single-Family Subdivision	Condominium Townhome	Rental Gap
Very Low-income (50% AMI)	$551,315	$459,773	$489,529
Low-income (65% AMI Rental/ 70% Owner)	$419,749	$330,608	$417,602
Moderate Income (90% AMI Rental)/ 110% AMI Owner)	$160,060	$75,568	$361,148
Average Affordability Gap/ Maximum In-Lieu Fee	**$377,042**	**$ 288,650**	**$422,760**

Source: Strategic Economics, 2021.

IV. Policy Considerations and Recommendations

This section summarizes key policy issues for the County of Marin to consider when updating its inclusionary housing ordinance and in-lieu fee. The following questions are addressed:

- How do the calculated in-lieu fees compare with the County's existing fees?
- How do the calculated fees compare with in-lieu fees in other jurisdictions?
- How much do the calculated in-lieu fees raise development costs in Marin County and impact financial feasibility?
- How do the calculated fees compare with existing municipal fees, such as building permit and other impact fees?

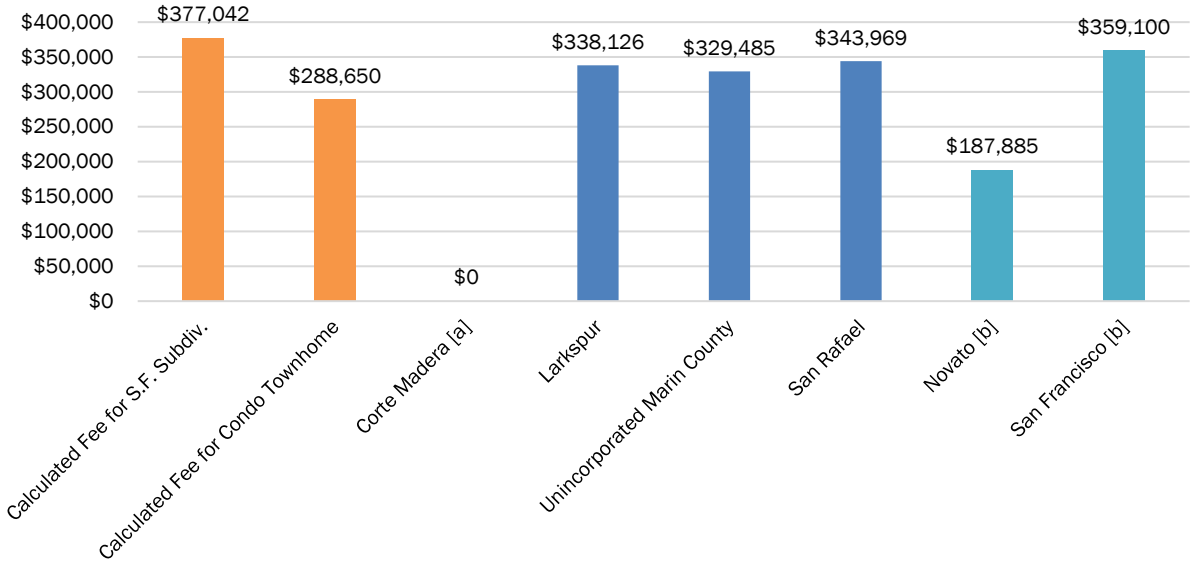
Each of these questions is addressed in the sections below, followed by a set of recommendations.

COMPARISON OF IN-LIEU FEES IN MARIN COUNTY AND NEIGHBORING JURISDICTIONS

The newly calculated in-lieu fees from the previous section are shown along with the existing in-lieu fees for for-sale housing for the participating jurisdictions and other nearby jurisdictions for comparison in Figure 27. As shown, the newly calculated maximum in-lieu fee for single-family subdivisions is higher than the existing fee in all the other jurisdictions. However, the calculated fee for for-sale townhomes is lower than the County's existing fee but higher than the current in-lieu fee for for-sale housing in Novato.

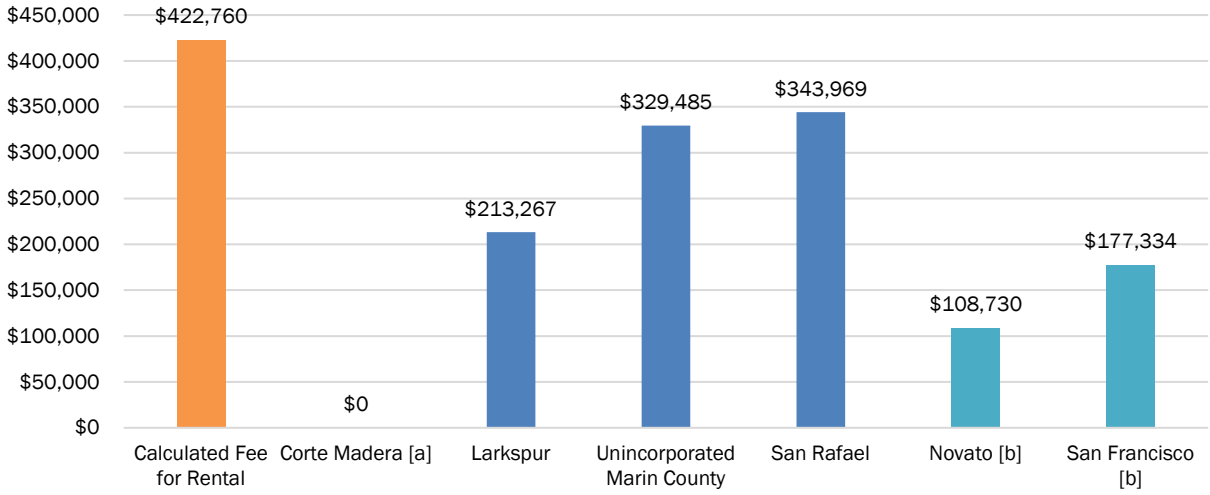
The same information is shown for rental housing in Figure 28. As shown, the calculated maximum in-lieu fee for rental projects is higher than the existing fees in Marin County and all the neighboring cities. Larkspur, Novato, and San Francisco charge lower in-lieu fees for rental projects, even though the affordability gap may be higher than for-sale housing.

FIGURE 27: COMPARISON OF CALCULATED IN-LIEU FEES WITH EXISTING IN-LIEU FEES, FOR-SALE DEVELOPMENTS



[a] Corte Madera has an in-lieu fee that is calculated based on construction costs and area median incomes. Because the assumptions in the calculation have not been updated for several years, the fee currently evaluates to zero.
[b] In-lieu fees for San Francisco and Novato vary by the number of units in the project. Both fee amounts assume the 30-unit condo townhome prototype.
Sources: Available documents from jurisdictions, 2020; Strategic Economics, 2021.

FIGURE 28: COMPARISON OF CALCULATED IN-LIEU FEES WITH EXISTING IN-LIEU FEES, RENTAL DEVELOPMENTS



[a] Corte Madera has an in-lieu fee that is calculated based on construction costs and area median incomes. Because the assumptions in the calculation have not been updated for several years, the fee currently evaluates to zero.
[b] In-lieu fees for San Francisco and Novato vary by the number of units in the project. Both fee amounts assume the 100-unit rental apartment prototype.
Sources: Available documents from jurisdictions, 2020; Strategic Economics, 2021.in-Lieu Fee in Relation to Development costs

Using the development cost estimates from the previous section, the Consultant Team calculated the increase in costs that would be experienced when charging the fee in-lieu of an onsite requirement at a level of 10 percent, 15 percent, 20 percent, and 25 percent. As shown in Figure 29, the cost of the fee for would range from five to 12 percent for the single-family subdivision

prototype, four to 11 percent for the condo townhome prototype, and seven to 19 percent for the apartment prototype.

FIGURE 29: IMPACT OF IN-LIEU FEE ON TOTAL DEVELOPMENT COSTS BY PROTOTYPE

	Single Family Subdivision	Condo Townhome	Rental Apartment
Total Development Costs per Unit	$781,371	$671,697	$563,833
In lieu Fees per Affordable Unit	$289,905	$203,088	$422,760
Increase in Total Development Costs			
@ 10% Onsite Requirement	5%	4%	7%
@ 15% Onsite Requirement	7%	6%	11%
@ 20% Onsite Requirement	10%	9%	15%
@ 25% Onsite Requirement	12%	11%	19%

Source: Strategic Economics, 2021.

The calculated in-lieu fee for the apartment prototype has the largest impact on development costs, due to the much higher affordability gap for apartments. Although rental apartments are the least expensive of the three prototypes to build per unit, the smaller households expected to occupy these units, which translates to lower tenant incomes, and the high operating costs of apartments mean that the affordability gap for rentals is higher in this case. This analysis suggests that for-sale developments will be able to accommodate a substantially higher percentage onsite requirement than will rental projects.

BURDEN OF IN-LIEU COMBINED WITH OTHER MUNICIPAL FEES

The Consultant Team reviewed the total burden of the calculated in-lieu fees in the context of other municipal fees charged by the cities, including fees such as building permits as well as any impact fees each jurisdiction might have in place.[7] A table of these costs for each jurisdiction is given in Figure 30 below, including the total fees that would be paid on each prototype in-lieu of hypothetical inclusionary requirements ranging from ten to 25 percent.

Because each jurisdiction has its own schedule of fees for new development, the cost of development in each community varies. For example, municipal fees for the prototypes in San Anselmo are currently estimated at two percent of development costs. Enacting maximum in-lieu fees with a 15 percent inclusionary requirement would raise municipal fees to between seven and 14 percent. The Town of Anselmo will need to take into account the impact to total development costs when setting an in-lieu fee and/or inclusionary percentage.

[7] Connection fees charged by a local sanitary sewer and water district were also estimated; they would be expected to represent an additional three to four percent of development costs above what is shown in the Figure 30.

FIGURE 30: IN-LIEU FEES AND OTHER MUNICIPAL FEES* BY JURISDICTION

Current level of onsite requirement for each jurisdiction in bold.

	Per Unit			As % of Development Costs		
	S.F. Subdiv.	Condo	Apt.	S.F. Subdiv.	Condo	Apt.
Corte Madera						
Municipal Fees	$35,776	$27,116	$23,339	5%	4%	4%
Tot. Fees @10% Rqmt.	$64,767	$47,424	$65,615	8%	7%	12%
Tot. Fees @15% Rqmt.	$79,262	$57,579	$86,753	10%	9%	15%
Tot. Fees @20% Rqmt.	$93,757	$67,733	$107,891	12%	10%	19%
Tot. Fees @25% Rqmt.	**$108,253**	**$77,888**	**$129,029**	**14%**	**12%**	**23%**
Fairfax						
Municipal Fees	$13,231	$11,258	$8,104	2%	2%	1%
Tot. Fees @10% Rqmt.	$42,221	$31,567	$50,380	5%	5%	9%
Tot. Fees @15% Rqmt.	$56,717	$41,722	$71,518	7%	6%	13%
Tot. Fees @20% Rqmt.	$71,212	$51,876	$92,656	9%	8%	16%
Tot. Fees @25% Rqmt.	$85,707	$62,030	$113,794	11%	9%	20%
Larkspur						
Municipal Fees	$39,839	$25,951	$19,449	5%	4%	3%
Tot. Fees @10% Rqmt.	$68,830	$46,260	$61,725	9%	7%	11%
Tot. Fees @15% Rqmt.	**$83,325**	**$56,414**	**$82,863**	**11%**	**8%**	**15%**
Tot. Fees @20% Rqmt.	**$97,820**	**$66,569**	**$104,001**	**13%**	**10%**	**18%**
Tot. Fees @25% Rqmt.	$112,316	$76,723	$125,139	14%	11%	22%
Unincorporated Marin County						
County Fees	$25,397	$23,656	$5,470	3%	4%	1%
Tot. Fees @10% Rqmt.	$63,101	$52,521	$47,746	8%	8%	8%
Tot. Fees @15% Rqmt.	$81,953	$66,954	$68,884	10%	10%	12%
Tot. Fees @20% Rqmt.	**$100,806**	**$81,386**	**$90,022**	**15%**	**12%**	**18%**
Tot. Fees @25% Rqmt.	$119,658	$95,819	$111,160	17%	15%	22%
San Anselmo						
Municipal Fees	$12,821	$13,837	$14,034	2%	2%	2%
Tot. Fees @10% Rqmt.	$41,811	$34,146	$56,310	5%	5%	10%
Tot. Fees @15% Rqmt.	$56,306	$44,300	$77,448	7%	7%	14%
Tot. Fees @20% Rqmt.	$70,802	$54,455	$98,586	9%	8%	17%
Tot. Fees @25% Rqmt.	$85,297	$64,609	$119,724	11%	10%	21%
San Rafael						
Municipal Fees	$27,044	$23,545	$15,113	3%	4%	3%
Tot. Fees @10% Rqmt.	**$56,034**	**$43,854**	**$57,389**	**7%**	**7%**	**10%**
Tot. Fees @15% Rqmt.	**$70,530**	**$54,009**	**$78,527**	**9%**	**8%**	**14%**
Tot. Fees @20% Rqmt.	$85,025	$64,163	$99,665	11%	10%	18%
Tot. Fees @25% Rqmt.	$99,520	$74,317	$120,803	13%	11%	21%

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Continued from previous page						
Sausalito						
Municipal Fees	$7,448	$7,694	$9,987	1%	1%	2%
Tot. Fees @10% Rqmt.	$36,438	$28,003	$52,263	5%	4%	9%
Tot. Fees @15% Rqmt.	**$50,934**	**$38,157**	**$73,401**	**7%**	**6%**	**13%**
Tot. Fees @20% Rqmt.	**$65,429**	**$48,311**	**$94,539**	**8%**	**7%**	**17%**
Tot. Fees @25% Rqmt.	$79,924	$58,466	$115,677	10%	9%	21%

* Municipal fees include all applicable permits and impact fees charged by the jurisdiction. Water and sanitary sewer connection fees are not included. Based on estimates from Marin Municipal Water District and Ross Valley Sanitary District, water and sewer fees represent and additional four percent to development costs of the single family subdivision and three percent to condo townhomes and apartments.

Source: Strategic Economics, 2021.

CONVERSION TO PER SQUARE FOOT FEE

Jurisdictions can opt to implement the in-lieu fee as a per square foot fee, rather than a per unit fee, in order to incentivize development projects with smaller units. This may be useful for jurisdictions that primarily see developments with large, luxury units. The per square foot fees are calculated by dividing the per-unit in lieu fee by the weighted average unit square feet for each prototype. This calculation is shown below in Figure 31.

FIGURE 31. EQUIVALENT IN LIEU FEES PER UNIT SQUARE FOOT FOR PROTOTYPES

	Multifamily Rental	Condominium Townhome	Single Family Subdivision
Weighted Average Unit Sq. Ft.	800	1800	2,200
Affordability Gap per Unit			
Very Low Income (50% AMI Rental and Owner)	$489,529	$459,773	$551,315
Low Income (65% AMI Rental/ 70% AMI Owner)	$417,602	$330,608	$419,749
Moderate Income (90% AMI Rental)/ 110% AMI Owner)	$361,148	$75,568	$160,060
Affordability Gap per Sq. Ft.			
Very Low Income (50% AMI)	$612	$255	$251
Low Income (65% AMI Rental/ 70% AMI Owner)	$522	$184	$191
Moderate Income (90% AMI Rental)/ 110% AMI Owner)	$451	$42	$73

Source: Strategic Economics, 2021.

COMPARISON OF INCLUSIONARY REQUIREMENTS IN SELECTED BAY AREA CITIES

Figure 32 summarizes the inclusionary requirements for selected Bay Area cities outside of Marin County for the purposes of comparison. As shown, the cities all have inclusionary requirements on for-sale development projects ranging from a minimum of 5 percent in Oakland to 22 percent in San Francisco. The income targets for for-sale housing are typically low-income and moderate-income households.

For rental housing, the percentage requirement ranges from 5 percent in Oakland to 20 percent in San Francisco. Most of the jurisdictions require some proportion of very low-income units, along with low-income and moderate-income units.

San Francisco, San Jose, and Cupertino have lower requirements for small projects.

FIGURE 32. INCLUSIONARY POLICIES FOR SELECT BAY AREA JURISDICTIONS

Jurisdiction	For-Sale Housing	Rental Housing	Fee Option	Year Adopted/Updated
Berkeley	20% affordable at or below 80% AMI.	20% must be affordable (10% at 80% AMI and 10% at 50% AMI).	For sale: In-lieu fee option (62.5% of difference between affordable and market price). Rental: Affordable housing impact fee $39,716 per market-rate unit.	2020
Oakland	5% at 50% AMI or 10% at 80% AMI or 10% at 120% AMI.	5% at 50% AMI or 10% at 80% AMI or 10% at 120% AMI.	Fee permitted.	2016
San Francisco	Projects with 25+ units: 22% must be affordable to 80%-110% AMI. Projects with 10-24 units: 13% must be affordable.	Projects with 25+ units: 20% must be affordable to 55%-110% AMI. Projects with 10-24 units: 13% must be affordable to 55% AMI.	Fee permitted but with a higher percentage requirement than building on-site. Smaller projects pay a lower fee.	2017
San Jose	Projects with 20+ units must meet 15% affordable set-aside at or below 120% AMI. Smaller projects have lower percentage requirements.	5% at 100% AMI, 5% at 60% AMI, and 5% at 50% AMI, or 10% at 30% AMI. Smaller projects have lower percentage requirements.	Fee permitted.	2021
Santa Cruz	20% must be affordable to households at or 80% - 100% AMI.	20% must be affordable to households at or below 80% AMI.	On-site units encouraged.	2019
Palo Alto	15% must be affordable to households at 120% AMI or below.	No on-site requirement for rental.	For sale: Fee permitted but developer must demonstrate infeasibility of on-site units. Rental: Affordable housing impact fee charged.	2012
Cupertino	15% must be affordable to 120% or 100% AMI.	15% must be affordable to 120% or 80% AMI.	Projects with 1-6 units may provide a unit or pay a fee. For projects with 7 or more units, requires City Council approval.	2012

Source: Urban Displacement Project, 2021; City of Berkeley, 2021; Strategic Economics, 2021.

Recommendations

A number of considerations inform the decision to update the inclusionary requirements and the in-lieu fees, including market and feasibility factors, comparative policies in other jurisdictions, and the pros and cons of alternative means of compliance. Below is a summary of recommendations tailored for the Town of San Anselmo:

Establish inclusionary percentage requirement of 20 percent for for-sale and rental development projects. The Consultant Team recommends that the Town of San Anselmo establish an inclusionary requirement of 20 percent for for-sale and rental development projects, including single-family subdivisions, townhomes, and rental apartments. This percentage requirement is consistent with many other jurisdictions in the Bay Area. Once the policy has been in effect and the market has responded, the Town may wish to review the policy to determine whether a higher inclusionary requirement can be supported.

Establish income targets that are consistent with other Marin County jurisdictions. The Consultant Team recommends that the inclusionary policy include a mix of very low-, low- and moderate-income households for both for-sale and rental projects.

Establish flexible requirements for housing projects containing six or fewer units. According to the site analysis conducted by Opticos for the Objective Development Design Standards project, a large share of potential housing sites countywide are infill lots that could only accommodate small projects. These types of projects are more challenging to build than larger projects. To ensure they are financially feasible, the Consultant Team recommends that the Town of San Anselmo establish more flexible requirements for these types of projects, which could include:

- Allowing for a higher average income target, with a higher proportion of moderate-income units.
- Providing more flexibility on providing a combination of on-site units and payment of in-lieu fees.
- Allowing for the provision of an accessory dwelling unit (ADU), with provisions to ensure that it is made available to renter households.

For ownership housing, designate a separate fee for single-family versus townhome condominium developments, and set the fee amount at the maximum level for each. This study establishes a maximum in-lieu fee of $377,042 for single-family subdivisions and a fee of $288,650 for condominium townhomes. Establishing a lower fee on townhome condominiums relative to single-family subdivisions recognizes that higher density ownership housing can be relatively more challenging to build.

For rental housing, establish an in-lieu fee amount below the maximum level to avoid inhibiting development. The maximum calculated fees of $422,760 are considerably higher than the fees in Marin County's jurisdictions. A high fee would be a significant cost burden on rental projects, which do not command the same values as for-sale housing in San Anselmo. For this reason, the Consultant Team recommends that San Anselmo consider implementing a lower fee than the maximum calculated in-lieu fee on rental development.

Allow for land dedication and off-site converted units as an alternative means of compliance. Many jurisdictions allow for developers to comply with the inclusionary policy by dedicating land for off-site units or acquiring and converting existing housing units to deed-restricted housing. However,

conversion can result in the provision of units that are not comparable in quality or location to the market-rate development projects. Furthermore, it does not add to the overall supply of housing and burdens the jurisdiction with the cost of monitoring and compliance. The Consultant Team recommends that the Town of San Anselmo develop a policy that prioritizes on-site units, allowing for the payment of in-lieu fees or land dedication as the preferred alternatives. It is recommended that the off-site conversion option is permitted only if the converted units are of a similar quality and located within close proximity to the principal project.

Require for-sale development projects with on-site units to submit a plan for the ongoing maintenance of below-market rate units. According to Marin Housing, some for-sale condominium and townhome projects have not been able to adequately fund the maintenance and repair of below-market rate units. The Consultant Team recommends that the Town of San Anselmo require developers to provide a realistic plan for collecting sufficient reserves for the repair and maintenance of below-market rate units without compromising the affordability of those units.

Explore options for a countywide administration program for inclusionary units. Establishing and administering an inclusionary program requires staff to manage negotiations with developers to provide affordable units (on-site or off-site) in accordance with local requirements, monitor the resales/leasing of below-market rate units to qualified households, and ongoing administration. Because there is often limited staffing capacity in-house, the Consultant Team recommends that the participating jurisdictions investigate the potential to partner with a non-profit to provide these services. Some cities charge property owners a small administrative fee to help offset the costs of monitoring and compliance.

Appendix A

The Consultant Team spoke with a range of stakeholders for this report, including market-rate housing developers, affordable housing developers, affordable housing advocates, Marin housing authority staff, and local community land trusts. Stakeholders that participated in either one-on-one interviews with the Consultant Team, or in developer forums, both of which helped inform this report, are listed below in Figure 33.

FIGURE 33. LIST OF STAKEHOLDERS INTERVIEWED FOR STUDY

Name	Organization/ Affiliation
Judith Bloomberg	Marin Organizing Committee
Arianne Dar	Bolinas Community Land Trust
Todd David	Housing Action Committee
Justin Derby	Meritage Homes
Bruce Dorfman	Thompson Dorfman
Aaron Eckhouse	California YIMBY
Michael Hooper	Campus Property Group
Larry Kennings	Marin Environmental Housing Collaborative
Stacey Laumann	Community Land Trust of West Marin
Marianne Lim	EAH Housing
Stephanie Lovette	Marin Housing Authority
Linda Mandolini	Eden Housing
Tom Monahan	Monahan Parker Development
Wick Polite	Seagate Properties
Kiki La Porta	Coalition for a Livable Marin
Phil Richardson	Individual developer
Suzanne Sadowsky	San Geronimo Valley Affordable Housing Association
Carmen Soruco	Marin Housing Authority
Mary Kay Sweeney	Homeward Bound
Joanne Webster	Housing Crisis Action Group, San Rafael Chamber of Commerce

Source: Strategic Economics, 2021.

EXHIBIT "B"

MEMORANDUM

To: Heidi Scoble, Town of San Anselmo

From: Strategic Economics and Vernazza Wolfe Associates

Date: February 18, 2023

Project: Marin Inclusionary Study

Subject: Commercial Linkage Fee Study

I. INTRODUCTION AND METHODOLOGY

Purpose and Background

The County of Marin, along with six of the jurisdictions within the County, are collaborating on a regional effort to implement or update existing affordable housing policy tools, namely inclusionary zoning and commercial linkage fees. Some of the jurisdictions currently have inclusionary zoning and/or commercial linkage fee programs they intend to review and update as necessary, while others are establishing new programs. Together, the seven jurisdictions have retained Strategic Economics and Vernazza Wolfe Associates (the Consultant Team) to study and offer recommendations for both these policies.

This memo fulfills Task 4 of the study, which includes an analysis of commercial linkage fees in the seven participating jurisdictions. Currently, three of the seven jurisdictions charge commercial linkage fees, while the remaining four may enact fees based on the results of this study. A commercial linkage fee is a type of impact fee that charges new commercial development for its role in creating new demand for affordable housing. It is based on the finding of a "rational nexus" between the new employment created by commercial development, and the accompanying need for affordable housing for new worker households. There are two main parts to the analysis:

1. The nexus analysis establishes the linkage between new jobs and the needed affordable housing.
2. The affordability gap analysis quantifies the shortfall between what employee households can afford and what new housing costs to build. The affordability gap analysis was performed as part of the In-lieu Fee Study (Task 3) and is summarized in Section IV of this report.

The results of the nexus findings and the affordability gap analysis establish the maximum fees that can be charged on new development projects.

It is important to note that the analysis relies on occupational wage data from the California Employment Development Department collected in December 2019. It does not capture the effects of the COVID-19 pandemic on local employment and wages since then.

The Nexus Concept

Many commercial developments are associated with jobs that pay wages that are insufficient to afford local housing costs. A nexus study determines the justifiable commercial linkage fee that might be charged on development based on the need for affordable housing that new development projects create. To establish this relationship, a nexus analysis quantifies any increase in demand for affordable housing that accompanies new commercial development, and the additional funding required to address the uptick in demand. The increase in demand is a result of the net gain in employment directly attributable to the new commercial space that is built.

The magnitude of the nexus, and hence the maximum justifiable fee, depends on the number and types of jobs created and the prevailing cost of providing housing for the new worker households. The ability of the new workers to pay for housing costs is linked to their occupations (and hence salaries). Some of the new workers will have household incomes below the market prices for new homes and would qualify for income-restricted affordable housing. This study quantifies the demand for housing created at several household income levels and estimates the "affordability gap" between what worker households can afford to pay (to rent or to buy) and the actual costs of building new housing.

Methodology and Report Organization

To perform the nexus analysis, the Consultant Team used an established methodology described below to calculate the relationship between new commercial development and household incomes of employees, which then determines the employees' need for affordable housing. These steps provide the rationale for calculating the maximum justified commercial linkage fee that could be levied on commercial development. An overview of the methodology and contents of the report is provided below. There are ten steps to calculate the maximum nexus fees, which are covered in Section II, Section III, and Section IV of this report. However, most jurisdictions do not implement the maximum fee levels. There are multiple policy considerations that are taken into account, including market factors, the commercial linkage fees enacted in other similar communities, and the potential impact on development. These policy issues are discussed in Section V followed by recommendations for setting or updating the fee levels. Finally, Section VI outlines the fee proposal to be taken up by the jurisdictions based upon this study and follow-up collaboration with planning staff in the jurisdictions. To satisfy the requirements of recently passed state legislation (AB 602), this section provides further justification on the specific fee proposal under consideration.

STEPS 1-6: COMMERCIAL LINKAGE FEE NEXUS ANALYSIS (SEE SECTION II)

Step 1. Define commercial "land use prototypes" that represent broad categories of new commercial development in Marin County.

The purpose of defining prototypes is to estimate future employment linked to various categories of commercial space. The land use prototypes are used to estimate the amount of employment generated from commercial development in the county. Three land use prototypes were selected for the nexus analysis, based on common categories of commercial development in Marin County: 1) Office, R&D, and medical office uses; 2) Retail, restaurants, and services; and 3) Hotel.

Each land use prototype is assumed to be 100,000 square feet in floor area. This number was chosen not because it is necessarily typical of new commercial development, but rather as a round number to

simplify the calculations in the steps below. (In Section IV, more typical prototypes are designated to evaluate feasibility.)

Step 2. Estimate the number of workers that will work in the new commercial space.

The Consultant Team estimated the employment density for each prototype based on national survey data on employment density for commercial land uses and other sources. The employment density is expressed as the number of square feet of building area per worker.[1] For example, a building prototype of 100,000 sf and employing 100 workers would have an employment density of 100,000 / 100 = 1,000 square feet per worker.

Step 3. Estimate the number of new households represented by these new workers.

Since there are multiple wage earners in a household, the number of new workers must be translated into a number of households. This adjustment is based on the average number of wage-earners per worker household for Marin County (1.60), estimated from the U.S. Census Bureau American Community Survey 5-Year Estimates, 2015-2019.

Step 4. Estimate wages of new workers.

The first step in calculating employee wages is to identify industries that are typically associated with each prototype. Using industry data from the U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW), industries were identified that are associated with each land use category. The next step is to identify all the occupations that are associated with each industry based on data provided by the U.S. Bureau of Labor Statistics (BLS). The national BLS occupational matrix is then calibrated to match the county's employment mix by weighting the national employment distribution to reflect the distribution of employment by industry within Marin County. Finally, the average wage by worker is calculated using data on average annual wages by occupation in the San Francisco-Oakland-Berkeley Metropolitan Statistical Area from the Bureau of Labor Statistics.

Step 5. Estimate household income of worker households.

Worker wage estimates from the previous step are then converted to household incomes. This step assumes that the income of the second wage-earner is similar to the wage of the first wage-earner. According to the U.S. Census Bureau American Community Survey 5-Year Estimates, 2015-2019, there are 1.60 wage-earners per worker household in Marin County. Individual worker wages are therefore multiplied by 1.60 to represent household incomes.

Step 6. Calculate the number of households that would be eligible for affordable housing divided into relevant income categories.

The average household size in Marin is 2.4 persons, based on the US Census, American Community Survey 5-Year Estimates, 2015-2019. Because household income tables are organized by whole numbers, the average household size was rounded down to 2 persons. Thus, the income groups are defined for a household size of two persons and based on standard household income categories used

[1] The analysis takes into account the effects of physical distancing and remote work on employment density by estimating slightly higher assumptions of square feet per employee in office/R&D buildings than were typical before the COVID-19 pandemic.

in California. The income categories analyzed include very low-, low-, and moderate-income households.[2]

STEPS 7-9: CALCULATION OF THE HOUSING AFFORDABILITY GAP (SEE SECTION III)

The affordability gap represents the difference between what households can afford to pay for housing and the development cost of new housing. As part of the In-lieu Fee Study Calculation memo already submitted to participating jurisdictions, the Consultant Team analyzed the affordability gap of new rental and for-sale housing units. The In-lieu Fee Study identified the affordability gap for one rental prototype (rental stacked flats) and two for-sale housing prototypes (condo townhomes and single-family subdivision units) for very low-, low-, and moderate-income households. The affordability gap findings of this previous analysis were applicable here because the household incomes of new worker households identified in Step 5 align with the household income categories that were considered in that analysis. The steps below describe how the affordability gap analysis from the In-lieu Fee Study was adapted for this analysis.

Step 7. Estimate affordable rents and housing prices for households in the targeted income groups.

As part of the In-lieu Fee Study, the affordable rent levels and for-sale housing prices were estimated for each of the worker household income categories described above. Households with incomes in the very low-income range are assumed to occupy rental housing. Households in the low- and moderate-income ranges are assumed to require a combination of rental and for-sale housing. The respective rents and sales prices that are affordable to these households were based on the income limits used by the Marin Housing Authority and the California Department of Housing and Community Development.

Step 8. Estimate the development cost of new housing.

As part of the In-lieu Fee Study, the Consultant Team estimated the typical development costs of new units in rental apartment, townhome condo, and single family subdivision developments.

Step 9. Calculate the affordability gap.

The affordability gap is calculated for each of the three income categories. Very low-income households are assumed to be renters, so the affordability gap is the difference between the cost of developing new rental housing and what those households can afford to pay, based on the gap for the rental prototype analyzed in the In-lieu Fee Study. Since low-income and moderate-income households are expected to include a mix of renters and homeowners, the overall gap per household for these income categories is calculated as the average of the three affordability gaps for all three housing types that were considered in the In-lieu Fee Study.

To estimate the total affordability gap for each commercial land use prototype, the total number of very low-, low-, and moderate-income new worker households for each prototype is multiplied by the corresponding affordable housing gap figure.

[2] The occupation and wage analysis found no extremely low-income households. These households are defined as earning less than 30 percent of area median income and do not typically earn wages from permanent employment.

STEP 10: CALCULATION OF MAXIMUM LINKAGE FEES (SEE SECTION IV)

Step 10. Calculate maximum justifiable commercial linkage fees for each prototype.

For each category of land use, the maximum fee per square foot is the total affordability gap calculated in Step 9 divided by the floor area of the land use prototype (100,000 square feet for each).

MARKET FACTORS, FEASIBILITY, AND OTHER POLICY CONSIDERATIONS (SECTION V)

This section of this report contains a discussion and analysis of policy considerations jurisdictions should review before enacting a commercial linkage fee. Typically, a commercial linkage fee is set at a level significantly below the maximum justifiable fee determined in the nexus study. Thus, considerations for setting appropriate fee levels include the impact of fees on the total development costs of typical commercial projects. Jurisdictions will also want to be cognizant of similar linkage fees charged in nearby or comparable cities as well as the amount the commercial linkage fee will raise their existing municipal fees. To facilitate an analysis of these considerations, the Consultant Team created a set of illustrative "fee scenarios" to highlight the fees' impact on development costs and the existing set of municipal fees for each jurisdiction. These fee scenarios were tested on three development prototypes representative of the three commercial land uses that were evaluated in the nexus study. These "feasibility prototypes" were created based on recent and proposed commercial development projects in Marin County, and in consultation with local developers. Following this analysis is a section with recommendations for setting the fees, as well as a brief analysis of the potential revenues that could be generated by implementing the fee recommendations.

UNIFIED FEE PROPOSAL AND FULFILLING STATE REQUIREMENTS FOR ADOPTION (SECTION VI)

The final section of the report considers the commercial linkage fee program to be formally proposed by the seven jurisdictions based on the recommendations in Section V. To establish more consistency and uniformity across jurisdictions, each of the jurisdictions plans to propose the same schedule of fees in their respective communities. The section first includes an overview of the fees in comparison to the linkage fees currently in place in some of the jurisdictions. Based on the unified fee proposal, Strategic Economics estimated the potential affordable housing revenues that could be raised over a five year period. Strategic Economics also performed further analysis on the unified fee proposal to fulfill the requirements of recently passed state legislation (AB 602) relating to impact fees imposed on new development. As required by AB 602, Strategic Economics summarized the revenues collected from each of the three existing fee programs and provided a justification for the new level of service advanced by the new fee program. Finally, the section concludes with a discussion of the purpose of these fees and the role of new commercial development to contribute to funding affordable housing in Marin County.

II. COMMERCIAL LINKAGE FEE NEXUS ANALYSIS

This section describes each step of the nexus analysis in detail, including Steps 1 through 6 outlined in the previous section.

Step 1: Commercial Prototypes

This study examined the jobs-housing linkage for three commercial land use prototypes, which are described below. These prototypes were selected because they are the most common categories of commercial development in Marin County, based on a review of recently built, planned, and proposed projects.[3]

1. **Office/ R&D/ Medical Office**: Includes professional and business services offices, medical/dental office, and research and development.
2. **Retail/Restaurants/Services:** Includes retail stores, eating and drinking places (cafes, restaurants, bars, etc.), and personal and financial services such as salons, drycleaners, retail banks.
3. **Hotel**: Includes full-service hotels, limited-service hotels, motels, and other lodging.

The nexus analysis is calculated based on a 100,000 square foot building, but the actual development projects that are likely to occur in Marin will be smaller. [4] Since the fee is calculated on a per-square-foot basis, the fee would be proportional to the size of the development project.

Step 2: Number of Workers

For each building prototype, an average employment density was applied based on a combination of national survey data for existing commercial buildings and a review of other recently completed linkage fee nexus studies. Figure 1 summarizes the available research on employment density by building type that formed the basis for establishing average employment density assumptions for the nexus model.

Figure 2 shows the assumptions on worker density for each commercial land use prototype, measured by the average number of square feet per worker. A lower number of square feet per worker implies a higher worker density, which leads to a higher estimate of worker households. For each prototype, the Consultant Team selected an employee density number in the middle of the range; this is a more conservative approach to avoid overestimating the maximum linkage fee amount. The density factors represent the average density for the prototypes; individual projects and buildings may have a greater or lower worker density than the average.

The employee density factor is multiplied by the prototype's floor area (100,000 square feet) to calculate the total number of workers in each commercial prototype. The density assumption is used to generate the total number of direct workers occupying the commercial space in each prototype.

[3] Some commercial developments will lie outside the three major categories of land use analyzed in this study. Examples of such land uses include industrial projects, assisted living facilities, and child care centers. Jurisdictions may still charge a commercial linkage fee on these land uses provided the applicant for development supplies estimates of jobs and wages that accompany the new development.

[4] Section V contains financial feasibility testing on a more detailed set of prototypes that would be typical of new development in Marin County. These feasibility prototypes vary in size and contain additional details such as parking, number of floors, and land area.

- **Office/Medical Office/R&D**. The average density assumption for office is 375 square feet per worker. This is a blended average that represents a combination of business office spaces (estimated to be approximately 300 square feet per worker in the Bay Area), nonprofit offices, medical office, (typically estimated at approximately 500 square feet per worker) and R&D, (approximately 350 square feet per worker).[5] Note that there are limited sources on R&D employee density, so the R&D density assumption is based on qualitative research from previous work in the Bay Area conducted by the Consultant Team.
- **Retail/Restaurants/Services**. Worker density varies widely for this category depending on the specific use (food service, grocery stores, dry goods retail, and services all have different average densities). Worker densities are typically higher for independent retailers and tenants in smaller-scale neighborhood centers and urban locations than in large-scale big box retail (around 600 square feet per worker). For this reason, Strategic Economics used a slightly higher density number of 450 square feet per worker.
- **Hotel**. The average employment density assumption for visitor accommodations is 0.70 workers per room (or approximately 880 square feet per worker).[6] This density is consistent with the Vallen and Vallen estimate for select service mid-scale hotels, which are in between full-service "luxury" properties and economy properties. Select service hotels are typical of new development in Marin.

[5] In the last decade, there has been a trend towards an increasing density of workers (225-250 square feet per worker) occupying open format office spaces. Since the onset of the COVID-19 pandemic, there is anecdotal evidence suggesting that the trend may be reversing as firms implement measures to create more physical distancing and allow employees to work from home. For this reason, the Consultant Team used a density number for business office that represents a return to conventional office spaces rather than open layouts.

[6] The assumption of 880 square feet per worker for visitor accommodations assumes an average 0.70 workers per hotel room and an average room size of 615 square feet of gross building area per room.

FIGURE 1. EMPLOYMENT DENSITY DATA AND SOURCES

Employee Density Figure	Source
Visitor Accommodations	
1.5 workers per full-service (luxury) hotel room	Vallen and Vallen, "Chapter 1: The Traditional Hotel Industry," Check-In, Check-Out, 2012
0.5 to 1.0 workers per room for "in-between" hotels	Vallen and Vallen, "Chapter 1: The Traditional Hotel Industry," Check-In, Check-Out, 2012
As few as 0.25 workers per room for "budget" hotels	Vallen and Vallen, "Chapter 1: The Traditional Hotel Industry," Check-In, Check-Out, 2012
Retail	
605 square feet per worker	A.C. Nelson, "Reshaping Metropolitan America" (based on calculations from EIA survey)
368 square feet per worker	"San Francisco Jobs Housing Nexus Analysis", Keyser Marston Associates, 2019
400 square feet per worker	Study Session: City of Emeryville Impact Fees, Helen Bean, Director, Economic Development and Housing Department, 2014.
Office	
306 square feet per worker	Building Owners and Managers Association Survey, 2012
434 square feet per worker	Energy Information Administration, 2003 Commercial Buildings Energy Consumption Survey, Rev. 2006
300 square feet per worker	A.C. Nelson, "Reshaping Metropolitan America," 2013
250-350 square feet per worker	San Mateo County Housing Needs Study, Economic & Planning Systems, 2006
300 square feet per worker	Jobs Housing Impact Fee Draft Nexus Study: City of Napa, CA, Vernazza Wolfe Associates Inc., 2011
312.5 square feet per worker	Housing Impact Fee Nexus Study: Mountain View, CA, KMA, 2012
Medical Office	
484 square feet per worker for outpatient care	Energy Information Administration, 2003 Commercial Buildings Energy Consumption Survey: Building Characteristics Tables, Revised June 2006;
513 square feet per worker for inpatient care	Energy Information Administration, 2003 Commercial Buildings Energy Consumption Survey: Building Characteristics Tables, Revised June 2006;

Note: Many studies of worker density are older. Because information on worker densities is not collected by any public agency, estimates must rely on other studies, which are not routinely done.

FIGURE 2. EMPLOYMENT DENSITY BY PROTOTYPE

Commercial Prototype	Prototype Size	Average Worker Density	Number of Workers in Prototype
Office/Medical Office/R&D	100,000 sq. ft.	375 sq. ft. per worker	267 workers
Retail/Restaurant/Services	100,000 sq. ft.	450 sq. ft. per worker	222 workers
Hotel	100,000 sq. ft.; 163 rooms*	880 sq. ft. per worker; 0.70 workers per room	114 workers

* Assumes the gross building area is 615 square feet per room.
Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

Step 3: Number of Worker Households

Based on the total number of workers directly employed in the prototypes, the Consultant Team estimated the total number of worker households. The number of worker households is calculated by dividing the number of workers by the average number of wage-earners per household in Marin County. Based on data from the U.S. Census American Community Survey 5-Year Estimates, 2015-2019, there is an average of 1.60 workers per household in Marin. The calculation of total new worker households is shown in Figure 3 below, ranging from 71 for hotel to 167 for office.

FIGURE 3. NUMBER OF WORKER HOUSEHOLDS BY PROTOTYPE

Commercial Prototype	Number of New Workers	Workers per Household	Number of New Worker Households
Office/ Medical Office/ R&D	267	1.60	167
Retail/Restaurant/Services	222	1.60	139
Hotel	114	1.60	71

Sources: US Census, American Community Survey 3-Year Estimates, 2015-2019; Strategic Economics and Vernazza Wolfe Associates, 2021.

Step 4: Worker Wages

The first step in calculating employee wages is to establish a list of the industries associated with each prototype (as defined by the North American Industry Classification System, or "NAICS"). Using industry data from Quarterly Census of Employment and Wages (QCEW), industries were associated with each land use prototype. Figures 4 through 6 below list the industries associated with each prototype.

FIGURE 4. DEFINITION OF INDUSTRIES FOR OFFICE/MEDICAL OFFICE/R&D PROTOTYPE

NAICS Code	Description	Percent Total Workers in Prototype
5617	Services to buildings and dwellings	9.2%
5511	Management of companies and enterprises	8.8%
5415	Computer systems design and related services	6.5%
6214	Outpatient care centers	6.4%
5416	Management and technical consulting services	5.8%
6211	Offices of physicians	4.9%
6212	Offices of dentists	3.9%
5112	Software publishers	3.9%
5412	Accounting and bookkeeping services	3.9%
5313	Activities related to real estate	3.0%
5239	Other financial investment activities	3.0%
5413	Architectural and engineering services	2.9%
5611	Office administrative services	2.9%
5411	Legal services	2.7%
5221	Depository credit intermediation	2.3%
5311	Lessors of real estate	2.1%
5613	Employment services	2.1%
8133	Social advocacy organizations	2.0%
5419	Other professional and technical services	1.8%
8134	Civic and social organizations	1.7%
6213	Offices of other health practitioners	1.7%
5616	Investigation and security services	1.6%
5418	Advertising, pr, and related services	1.5%
5242	Insurance agencies and brokerages	1.4%
5619	Other support services	1.2%
5312	Offices of real estate agents and brokers	1.2%
5417	Scientific research and development services	1.1%
5111	Newspaper, book, and directory publishers	1.0%
5414	Specialized design services	1.0%
5231	Securities and commodity contracts brokerage	0.9%
5222	Nondepository credit intermediation	0.9%
6117	Educational support services	0.8%
8139	Professional and similar organizations	0.8%
3345	Electronic instrument manufacturing	0.7%
8132	Grantmaking and giving services	0.7%
5223	Activities related to credit intermediation	0.7%

FIGURE 4. DEFINITION OF INDUSTRIES FOR OFFICE/ MEDICAL OFFICE/ R&D PROTOTYPE, CONTINUED

NAICS Code	Description	Percent Total Workers in Prototype
5615	Travel arrangement and reservation services	0.7%
6114	Business, computer and management training	0.4%
5241	Insurance carriers	0.4%
5182	Data processing, hosting and related services	0.4%
5191	Other information services	0.3%
5173	Wired and wireless telecommunications carriers	0.3%
7114	Agents and managers for public figures	0.2%
7113	Promoters of performing arts and sports	0.1%
5122	Sound recording industries	0.1%
3391	Medical equipment and supplies manufacturing	0.1%
3344	Semiconductor and electronic component mfg.	0.02%
Total		100%

Source: United States Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW), 2019; Strategic Economics and Vernazza Wolfe Associates, 2021.

FIGURE 5. DEFINITION OF INDUSTRIES FOR RETAIL/RESTAURANTS/SERVICES PROTOTYPE

NAICS Code	Description	Percent Total Workers in Prototype
7225	Restaurants and other eating places	38.6%
4451	Grocery stores	13.3%
4411	Automobile dealers	4.5%
4533	Used merchandise stores	3.7%
4441	Building material and supplies dealers	3.2%
8121	Personal care services	3.2%
4481	Clothing stores	3.1%
4422	Home furnishings stores	2.9%
4522	Department stores	2.9%
4461	Health and personal care stores	2.9%
4523	General merchandise stores, including warehouse clubs and supercenters	2.6%
4511	Sporting goods and musical instrument stores	2.3%
5121	Motion picture and video industries	1.6%
7223	Special food services	1.6%
8129	Other personal services	1.6%
4431	Electronics and appliance stores	1.5%
4471	Gasoline stations	1.3%
4539	Other miscellaneous store retailers	1.2%
8123	Drycleaning and laundry services	1.1%
4541	Electronic shopping and mail-order houses	0.8%
4413	Auto parts, accessories, and tire stores	0.8%
4452	Specialty food stores	0.7%
4532	Office supplies, stationery, and gift stores	0.6%
4512	Book stores and news dealers	0.5%
4421	Furniture stores	0.5%
7224	Drinking places, alcoholic beverages	0.5%
5321	Automotive equipment rental and leasing	0.5%
4442	Lawn and garden equipment and supplies stores	0.3%
4453	Beer, wine, and liquor stores	0.3%
4482	Shoe stores	0.3%
5322	Consumer goods rental	0.3%
4483	Jewelry, luggage, and leather goods stores	0.2%
4412	Other motor vehicle dealers	0.2%
8122	Death care services	0.2%
4531	Florists	0.1%
4542	Vending machine operators	0.02%
4543	Direct selling establishments	0.02%
Total		100%

Source: United States Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW), 2019; Strategic Economics and Vernazza Wolfe Associates, 2021.

FIGURE 6. DEFINITION OF INDUSTRIES FOR HOTEL PROTOTYPE

NAICS Code	Description	Percent Total Workers in Prototype
7211	Traveler accommodation	100%

* Note: Unlike other prototypes, the visitor accommodations prototype only includes one NAICS industry category.
Source: United States Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW), 2019; Strategic Economics, 2020.

The next step is to identify all the occupations that are associated with each industry based on data provided by the U.S. Bureau of Labor Statistics (BLS). The best available data is at the national level; state level industry-occupation data exist but do not include all relevant industries. The national BLS occupational matrix is calibrated to match the county's employment mix by weighting the national employment distribution to reflect the distribution of employment by industry within Marin County. Finally, the average wage by worker is calculated using data on average annual wages by occupation in the San Francisco-Oakland-Berkeley Metropolitan Statistical Area (the smallest geographic level at which wage data are available) from the Bureau of Labor Statistics.

Figure 7 below summarizes the results of these calculations, computing the average weighted wages[7] for each prototype. As shown, office/medical office/R&D employees have the highest average wage of the three prototypes, reflecting a greater mix of higher salary occupations in that use. The lowest average annual wages are in the retail/restaurants/services category. Due to the level of detail associated with the data on occupational wages, the full occupation mix in each land use prototype are shown in Figures 35 through 37 at the end of this report.

FIGURE 7. AVERAGE ANNUAL WAGE BY PROTOTYPE

Commercial Prototype	Weighted Average Annual Wage (a)
Office/Medical Office/R&D	$85,441
Retail/Restaurant/Services	$37,493
Hotel	$46,473

(a) Average wages are weighted to account for the proportion of jobs in each occupational wage category.

Source: United States Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW), 2019; United States Bureau of Labor Statistics, Occupational Employment and Wage Estimates, 2019; Strategic Economics and Vernazza Wolfe Associates, 2021.

[7] The weighted average wage accounts for the proportion of jobs in each occupational category.

Step 5: Household Incomes

Based on the employee wage calculations discussed above, household incomes are estimated for each land use prototype. As a standard assumption for nexus studies, the average worker wage is multiplied by the number of wage-earners per household to calculate the annual household income. According to the U.S. Census Bureau American Community Survey 5-Year Estimates, 2015-2019, the average number of wage-earners per household in Marin County is 1.6. The average annual wage per employee within each occupation was multiplied by 1.6 to determine annual average household income.

Step 6: Household Income Categories

Employee households are then categorized as extremely low-, very low-, low-, moderate-, or above moderate-income based on standard income definitions based on percentage of Area Median Income (AMI).

According to the U.S. Census Bureau American Community Survey 5-Year Estimates, 2015-2019, the average household size in Marin County is 2.4. To reference the available income tables, this has been rounded to 2, the nearest whole number. The income categories for very low-, low-, and moderate-income households, are therefore based on the household size of two persons, using the income thresholds shown in Figure 8.[8] Note that this analysis uses 2020 income thresholds to match up with the affordability gap calculations which were also based on 2020 income figures.

FIGURE 8. AMI LEVELS FOR 2-PERSON HOUSEHOLDS IN MARIN COUNTY, 2020

Income Category	Maximum Income
Area Median Income (100% AMI)	$114,500
Extremely Low-income (<30% AMI)	$34,350
Very Low-income (31-50% AMI)	$57,250
Low-income (51-80% AMI)	$91,600
Moderate-income (81-120% AMI)	$137,400

Source: Marin Housing Authority, 2020. Strategic Economics and Vernazza Wolfe Associates, 2021.

Using the income categories described above, the new worker households were sorted into income groups. As shown in Figure 9 below, the distribution of workers within each income group varies markedly between the prototypes. The majority of employment in retail/restaurants/services is in the very low-income group, while the majority of hotel workers are in the low-income group. Employment in office/medical office/R&D tends to be distributed more in the higher income groups. According to the results of this analysis, the primary affordable housing need associated with these prototypes is at the very low-income, low-income, and moderate-income levels. While the results of this analysis did not demonstrate demand from extremely low-income worker

[8] Rounding to two persons per household is a conservative estimate. Using a larger household size assumption would result in a higher maximum commercial linkage fee calculation.

households associated with new commercial development, it is understood that there are worker households in Marin County that require extremely low-income housing.

FIGURE 9. NUMBER OF WORKER HOUSEHOLDS BY INCOME CATEGORY

Land Use	Number of Worker Households	Percent of Workers In Prototype
Office/Medical Office/R&D		
Extremely Low (<=30% AMI) (a)	0	0%
Very Low-income (31-50% AMI)	4	2%
Low-income (51-80% AMI)	67	40%
Moderate-income (81-120% AMI)	26	16%
Above 120% AMI (b)	69	42%
Total Households Requiring Affordable Housing	**97**	**100%**
Total Households	**166**	
Retail/Restaurants/ Services		
Extremely Low (<=30% AMI) (a)	0	0%
Very Low-income (31-50% AMI)	74	53%
Low-income (51-80% AMI)	59	42%
Moderate-income (81-120% AMI)	4	3%
Above 120% AMI (b)	2	1%
Total Households Requiring Affordable Housing	**137**	**100%**
Total	**139**	
Hotel		
Extremely Low (<=30% AMI) (a)	0	0%
Very Low-income (31-50% AMI)	14	19%
Low-income (51-80% AMI)	49	69%
Moderate-income (81-120% AMI)	4	6%
Above 120% AMI (b)	4	6%
Total Households Requiring Affordable Housing	**67**	**100%**
Total	**71**	

Notes:

(a) The methodology used to estimate worker household incomes relies on identifying the weighted averages of a large number of occupations present in each land use prototype. According to the results of this analysis, the primary affordable housing need associated with these prototypes is at the very low-income, low-income, and moderate-income levels. While this methodology does not estimate demand from extremely low-income worker households associated with new commercial development, it is understood that there are worker households in Marin County that require extremely low-income housing.

(b) Worker households earning above 120% AMI are expected to be able to afford market-rate rental or ownership housing, and therefore they are not incorporated in the affordability gap calculation.

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

III. HOUSING AFFORDABILITY GAP

This section summarizes the approach to calculating the housing affordability gap and the results of the analysis (steps 7, 8 and 9). The steps outlined here draw upon a previous estimation of affordability gaps in the In-lieu Fee Study. A more detailed explanation of the methodology and assumptions for the affordability gap calculation can be found in that study ("Inclusionary Program Study and In-lieu Fee Calculation").

Methodology

The housing affordability gap is defined as the difference between what very low-, low-, and moderate-income households can afford to pay for housing and the development cost of building new housing units.[9] From the nexus methodology section at the beginning of this report, calculating the housing affordability gap involves the following steps 7 through 9:

7. Estimating affordable rents and housing prices for households in the targeted income groups.

8. Estimating development costs of building new housing units, based on current cost and market data.

9. Calculating the difference between what renters and owners can afford to pay for housing and the cost of development of rental and ownership units to arrive at the "affordability gap."

Step 7: Estimating Affordable Rents and Sales Prices

The first step in calculating the housing affordability gap is to determine the amount that households at the targeted income levels can afford to pay for housing. As introduced in Step 6, for eligibility purposes, most affordable housing programs define very low-income households as those earning 31 to 50 percent of area median income (AMI), low-income households as those earning between 51 and 80 percent of AMI, and moderate-income households as those earning between 81 and 120 percent of AMI.[10]

Households with incomes in the very low range are assumed to live in rental housing. Households in the low and moderate ranges are assumed to live in a mix of rental and ownership housing. While the nexus analysis identified some new worker households that would fall above the moderate-income range (above 120 percent of AMI), the Consultant Team did not calculate an affordability gap for this group because it is expected they would find housing at market rates.

[9] As shown in the previous section, there are no households created by commercial development in the extremely low-income range (zero to 30 percent of AMI).

[10] Drawing on the In-lieu Fee Study, very low-income households were assumed to be at 50% AMI; Low-income households were assumed to be at 70% AMI for ownership housing and 65% AMI for rental housing. Moderate-income households were assumed to be at 110% AMI for ownership housing and 90% AMI for rental housing.

Figure 10 shows the maximum monthly rents and supportable debt for rental housing, as determined by the In-lieu Fee study. Renters are assumed to pay a maximum of 30 percent of their gross monthly income on total housing costs for the housing to be considered "affordable". The maximum rent is then identified after deducting utility costs from monthly income. It is assumed that one-to-three person households occupy these units. In order to calculate the affordability gap, the affordable rents were converted to supportable debt. The supportable debt represents the one-time value of the rental revenue stream, incorporating assumptions about operating expenses, reserves, vacancy and collection loss, and mortgage terms.

FIGURE 10. AFFORDABLE RENTS AND SUPPORTABLE DEBT BY UNIT TYPE

	Studio	1-BR	2-BR	Weighted Average (a)
Maximum Affordable Rents				
Very Low-income (50%)	$1,209	$1,379	$1,539	**$1,426**
Low-income (65%)	$1,584	$1,809	$2,022	**$1,872**
Moderate-income (90%)	$2,210	$2,524	$2,827	**$2,614**
Supportable Debt				
Very Low-income (50%)	$39,393	$66,904	$92,699	**$74,471**
Low-income (65%)	$100,036	$136,236	$170,691	**$146,398**
Moderate-income (90%)	$153,206	$191,816	$229,058	**$202,852**

Notes:

(a) The weighted average incorporates a unit mix assumption of 50% 1-bedrooms, 40% 2-bedrooms, and 10% studio units.

Source: Marin Housing Authority, 2020; Strategic Economics and Vernazza Wolfe Associates, 2021.

Figure 11 shows the maximum sales prices for homeowners, as determined by the In-lieu Fee Study. Homeowners are assumed to pay a maximum of 33 percent of gross monthly income on total housing costs. The maximum affordable price for for-sale housing is then calculated based on the total monthly mortgage payment that a homeowner could afford, using typical mortgage loan assumptions for income-restricted ownership housing, as well as other housing cost assumptions such as homeowner's association (HOA) fees.[11] It is assumed that four-to-six person households occupy these units. Due to varying HOA costs, the maximum sales price varies slightly between the two ownership prototypes, condominium townhomes and single-family subdivision units.

[11] The housing cost assumptions for homeowners are based on correspondence with the Marin Housing Authority. It is assumed the homeowner pays a 5% downpayment, and their mortgage is 30-year fixed rate, with an interest rate of 3.8%. Other annual housing costs include: 1) Homeowner's insurance costing 0.28% of the sales price; 2) Property tax rate of 1.5% the sales price; 3) Private mortgage insurance premium rate of 0.85% the amount financed; 4) Interior property insurance of $1,200; and 5) homeowner's association fees of $0.35 per square foot for condominium units and $0.25 for single-family units.

FIGURE 11. AFFORDABLE SALES PRICES BY UNIT TYPE

	Condo Townhome			Single-Family Subdivision		
	3-BR	4-BR	Weighted Average (a)	3-BR	4-BR	Weighted Average (a)
Low-income (70%)	$326,986	$369,293	$341,089	$344,076	$379,167	$361,622
Moderate-income (110%)	$572,582	$643,220	$596,128	$589,581	$653,042	$621,311

Notes:

(a) The weighted average for the condo townhome assumes a unit mix of 66% three-bedrooms units and 33% four-bedroom units. For the single-family subdivision, it is assumed half of the units have three bedrooms and half have four bedrooms.

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

Step 8: Estimating Housing Development Costs

The next step in calculating the housing affordability gap is to estimate the cost of developing new housing units to address the housing need. As part of the In-lieu Fee Study, the Consultant Team estimated development costs for three prototypes: a single-family subdivision, a development of condominium townhomes, and a rental apartment development. The estimated development costs of those prototypes are shown below in Figure 12.

FIGURE 12. TOTAL DEVELOPMENT COSTS BY PROTOTYPE

Cost Category	Single Family Subdivision	Condominium Townhome	Rental Apartments
Per Unit			
Land Cost	$350,000	$200,000	$75,000
Hard Costs	$335,343	$371,640	$382,228
Soft Costs	$96,028	$100,057	$106,605
Development Costs	**$781,371**	**$671,697**	**$563,833**
Per Net Residential Sq. Ft.			
Land Cost	$159	$111	$94
Hard Cost	$152	$206	$478
Soft Costs	$44	$56	$133
Development Costs	**$355**	**$373**	**$705**

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

Step 9: Calculating the Housing Affordability Gap

The final step is to calculate the housing affordability gap, or the difference between what renters and owners can afford to pay and the total cost of developing new units. The purpose of the housing affordability gap calculation is to help determine the fee amount that would be necessary to cover the cost of developing housing for very low-, low-, and moderate-income households. The calculation does not assume the availability of any other source of housing subsidy because not all housing is built with public subsidies, and tax credits and tax-exempt bond financing are highly competitive programs that will not always be available to developers of modest housing units.

Figures 13 and 14 shows the housing affordability gap calculation for the rental prototype and the two ownership prototypes respectively.

- For the rental prototype, the gap is defined as the difference between the per-unit cost of development and the supportable debt per unit. The supportable debt is calculated based on the net operating income generated by an affordable monthly rent, incorporating assumptions about operating expenses (including property taxes, insurance, etc.), reserves, vacancy and collection loss, and mortgage terms.

- For the ownership housing prototypes, the gap is calculated as the difference between the per-unit cost of development and the affordable sales price for each income level. To calculate the maximum affordable sales price, Strategic Economics relied on the approach used by Marin Housing Authority for local affordable housing homeownership programs. The mortgage is assumed to be 30-year fixed rate, with an interest rate of 3.8 percent, which is a typical rate at the time of research (December 2020). The owner is assumed to put down a five percent down payment, which is standard for conventional and CalFHA loans. Other monthly housing costs include homeowners' association dues, property taxes, homeowners' insurance, interior property insurance, and premiums for private mortgage insurance.

Note that for each prototype, the gaps shown for each income level are the weighted average of the specific gaps for each unit type in the prototype.

The average affordability gap for each income group was then calculated by averaging the affordability gaps for each prototype, shown in Figure 15. Since it is assumed that all households in the very low-income group are renters, the average affordability gap is simply the rental gap.

For more explanation, see the In-lieu Fee Study.

FIGURE 13. AFFORDABILITY GAP CALCULATION FOR RENTAL HOUSING BY INCOME GROUP

	Supportable Debt (a)	Development Costs (b)	Affordability Gap (c)
Very Low-income (50%)	$74,471	$564,000	$489,529
Low-income (65%)	$146,398	$564,000	$417,602
Moderate-income (90%)	$202,852	$564,000	$361,148

Notes:

(a) Calculated as net operating income generated by an affordable monthly rent, incorporating assumptions about operating expenses, reserves, vacancy and collection loss, and mortgage terms.

(b) Assumes development cost of $705 per net square foot on rental units.

(c) Calculated as the difference between development costs and supportable debt.

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

FIGURE 14. AFFORDABILITY GAP CALCULATION FOR OWNERSHIP HOUSING BY INCOME GROUP

	Affordable Sales Price (a)	Development Cost (b)	Affordability Gap (c)
Condo Townhome			
Low-income (70%)	$341,089	$671,697	$330,608
Moderate-income (110%)	$596,128	$671,697	$75,568
Single-family Subdivision			
Low-income (70%)	$361,622	$781,371	$419,749
Moderate-income (110%)	$621,311	$781,371	$160,060

Notes:

(a) Based on affordable sales prices identified in Figure 14, this is the weighted average affordable sales price, incorporating the prototypes' overall unit mix.

(b) Assumes a development cost of $373 per square foot for the condo townhome, and $355 per square foot for the single-family subdivision.

(c) Calculated as the difference between the affordable sales price and development cost.

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

FIGURE 15: AVERAGE AFFORDABILITY GAP FOR VERY LOW-, LOW-, AND MODERATE-INCOME HOUSEHOLDS

Income Level	Rental Gap	Ownership Gap Townhome	Ownership Gap SF Subdivision	Average Affordability Gap
Very Low-income (50% AMI)	$489,529	N/A	N/A	**$489,529**
Low-income (65% AMI Rental / 70% Owner)	$417,602	$330,608	$419,749	**$389,320**
Moderate-income (90% AMI Rental / 110% AMI Owner)	$361,148	$75,568	$160,060	**$198,925**

Note: The affordability gap for Above Moderate-income Households (more than 120 percent of AMI) is assumed to be zero.

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

IV. MAXIMUM LINKAGE FEES

This section builds on the findings of the previous analytical steps to calculate the maximum justified linkage fees for each commercial prototype.

Step 10: Maximum Fee Calculation

To derive the maximum nexus-based fee for each land use prototype, the housing affordability gap amounts (see previous section) are applied to the number of worker households in each respective income category (Figure 9). The number of very low-, low-, and moderate-income households associated with each land use prototype is used to calculate the total affordability gap (Figure 16). The above moderate-income households are included in the number of worker households shown in Figure 16, but there is no affordability gap for this group and it does not contribute to the total affordability gap. Finally, the total gap for each land use prototype is divided by 100,000 square feet to calculate a maximum fee per square foot.

As shown in Figure 16, the maximum fee results (rounded to the nearest dollar) are $331 per square foot for office/medical office/R&D, $601 per square foot for retail/restaurants/services, and $267 per square foot for hotel.

The calculated linkage fees are relatively high because of the high cost of housing development in Marin, leading to large affordability gaps particularly for very low- and low-income households. The maximum fee calculation is highest for retail/restaurants/services because of the relatively low worker wage levels in these industries, combined with a moderate employee density. Hotel uses also employ a large share of lower wage workers, but have a much lower employee density, resulting in the lowest maximum fee of all of the uses. Finally, office/medical/R&D uses have a lower number of lower wage workers, but have the highest employment density, resulting in a maximum fee that is lower than retail/restaurants/services but higher than hotel.

The maximum fees shown in Figure 16 are not the recommended fees for adoption. They are the preliminary nexus-justified fees that represent the maximum that Marin jurisdictions could charge to mitigate affordable housing demand related to commercial development.

FIGURE 16. MAXIMUM COMMERCIAL LINKAGE FEES

Land Use	Number of Worker Households*	Average Gap (per Household)	Total Affordability Gap	Size of Prototype (SF)	Max Fee per SF
Office/Medical Office/R&D	166	$199,226	$33,116,879	100,000	$331
Retail/Restaurants/ Services	139	$432,496	$60,068,911	100,000	$601
Hotel	71	$374,089	$26,673,031	100,000	$267

* The number of worker households includes above moderate-income households. However, these households are assumed to have an affordability gap of zero and, therefore, do not affect the calculations of the total affordability gap and the maximum fee.

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

V. MARKET FACTORS, FEASIBILITY, AND OTHER POLICY CONSIDERATIONS

The previous section presented the maximum commercial linkage fees for each land use based on the nexus study. These fees are the maximum justifiable fee that jurisdictions can charge to mitigate the affordable housing need. However, for most jurisdictions, other factors are considered when enacting the commercial linkage fees, and, as a result, the fees are almost always set at a level significantly below the maximum amount that is justified by the nexus study.

This section considers market factors and their impact on the feasibility of a range of commercial linkage fee scenarios, as well as other policy factors each jurisdiction will want to consider when setting commercial linkage fees. The first subsection includes a brief market overview of commercial development in Marin County. That is followed by a review of commercial linkage fees in comparable cities, which inform a set of "fee scenarios" that are intended to illustrate a range of reasonable fee levels that could be adopted. Following that is a discussion highlighting the following policy considerations:

- An evaluation of the potential impact of the fee scenarios on the financial feasibility of commercial development; and
- An estimate of the amount the fee scenarios would raise existing municipal fees.

To inform this analysis, the Consultant Team reviewed recent development trends, spoke with local professionals in the development and building trades, and reviewed commercial linkage fee levels in comparable Bay Area jurisdictions.

Finally, this section makes a set of recommendations for setting the commercial linkage fees, including ranges for the fees, possible affordable housing revenues generated, and an approach for updating the fees.

Market Overview

Marin County is considered a secondary market for most commercial development in relation to San Francisco and the more urban areas of the East Bay. Consequently, Marin County's commands lower rents and attracts less development activity than the primary commercial real estate markets. In the last year, the COVID-19 pandemic has depressed the market for commercial development, with rising vacancy rates and decreasing revenues for office, retail, and hotel uses. This dynamic presents many challenges for the feasibility of new development projects.

Market conditions for each of the land use categories addressed in this study are discussed separately below in more detail.

OFFICE/MEDICAL OFFICE/R&D

Office employment in Marin is concentrated in downtown San Rafael, with a few areas of lower density office employment in North San Rafael, eastern Larkspur, and Sausalito (see Figure 17). Recent office development has included the San Rafael Corporate Center, a Class A office development in downtown San Rafael; Biomarin Pharmaceuticals, R&D lab space also in downtown San Rafael; and smaller office developments in San Anselmo and Corte Madera.

According to developers interviewed for this study, because of uncertainties about the timing of the COVID-19 economic recovery, many investors are delaying decisions about building new

commercial projects. It is unclear whether the Biomarin laboratories will attract additional demand for life sciences R&D space.

Historically, San Rafael has been the center of office development in Marin County. Once the demand for office returns, it is likely that new, larger-scale office and R&D developments will continue to be concentrated in downtown San Rafael. As the primary location for office uses, San Rafael is considered the strongest tier for office uses in Marin County. The other six jurisdictions have not captured significant office development in the last decade, and therefore comprise a weaker office market tier.

RETAIL/RESTAURANTS/SERVICES

Demand for brick-and-mortar retail development nationwide has slowed as an increasing share of retail sales move online. The shelter-in-place restrictions from COVID-19 have accelerated this trend, and it is unclear when significant demand for new retail space will return. Marin County has seen only a small amount of retail development in recent years, limited to single tenant stores such as the RH showroom in Corte Madera. Redevelopment plans for the Northgate Mall in San Rafael will reduce the overall retail area on the site while adding over 1,300 new housing units.

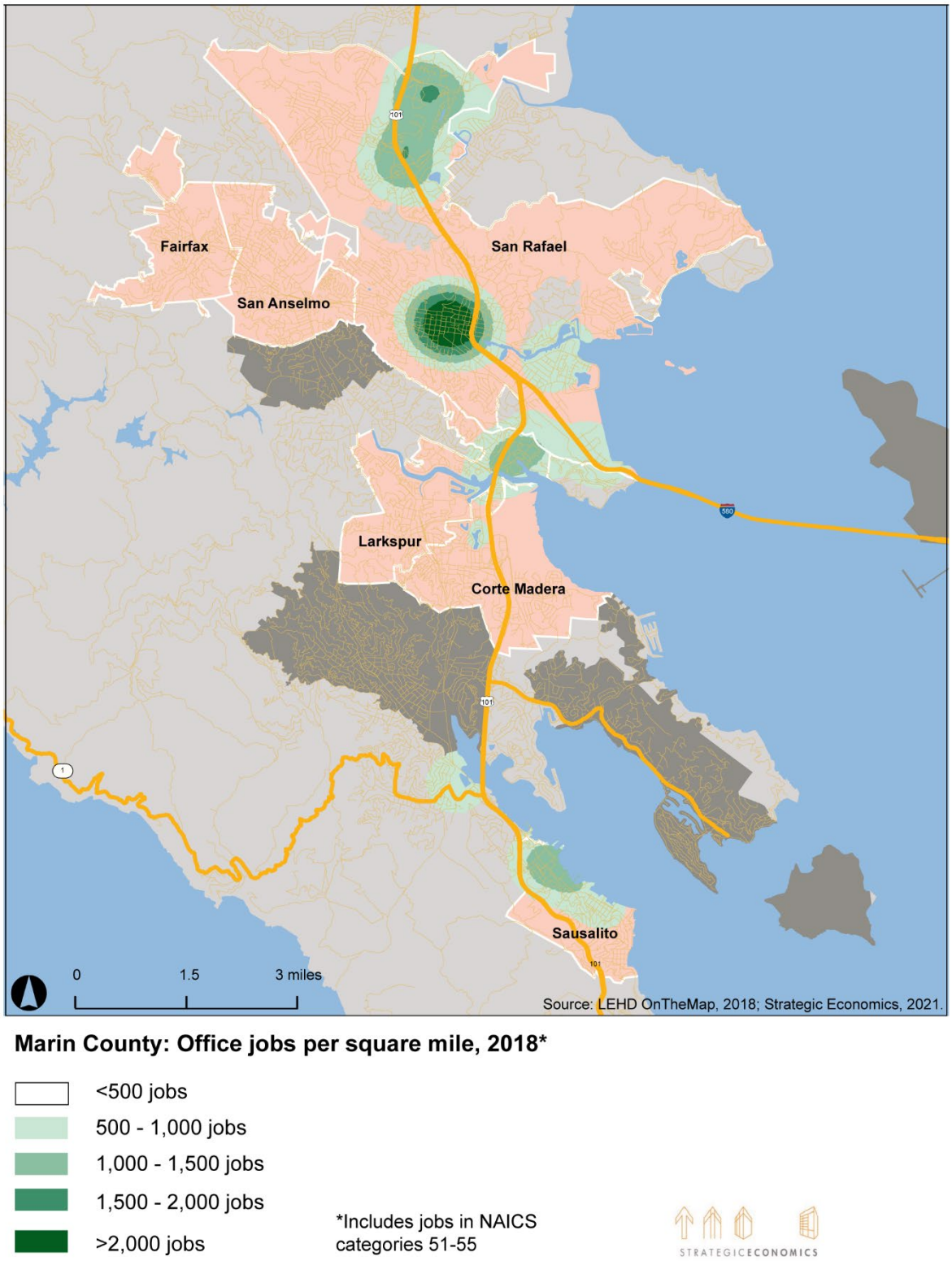
It is unlikely that the county will see significant new retail development in the coming years. When the market does recover, new retail is expected to be relatively small scale, serving a local trade area and/or any new residential development. Rather than concentrating in any one area of the county, retail is likely to be dispersed, favoring sites close to US-101, major highways with good visibility, or serving larger residential developments. For this reason, to the Consultant Team recommends that the jurisdictions adopt a relatively uniform commercial linkage fee. Jurisdictions may also wish to enact lower fees for small and independently-owned businesses. Many jurisdictions exempt retail spaces of under 5,000 square feet from these fees.

HOTEL

Located geographically in between San Francisco and Northern California's wine country, Marin County is a secondary market for hotel development. Business travel is an important component of demand in San Rafael, serving the downtown employment center, while the market in the remainder of the county is mostly composed of leisure travelers. Although the county has seen no new hotels in over twenty years, currently several hotels and motels have been proposed, planned, or are under construction. These new projects include two in downtown San Rafael (the select service AC Marriot and Hampton Inn and Suites), and three additional proposals in Corte Madera and Larkspur. All of these developments were planned and proposed before the start of the COVID-19 pandemic, with the AC Marriot already under construction.

The pandemic has taken a serious toll on hotel demand, causing developers that have yet to break ground to reconsider moving forward with their projects. Developers and industry leaders do not expect the market to recover for several years.

FIGURE 17: OFFICE EMPLOYMENT DENSITY IN MARIN COUNTY, 2018



Source: U.S. Census Longitudinal Employer-Household Dynamics, 2018; Strategic Economics and Vernazza Wolfe Associates, 2021.

Comparable Cities

Figures 18 through 20 show existing commercial linkage fees for the jurisdictions participating in this study alongside other comparable jurisdictions in Sonoma County, Napa County, San Mateo County, and San Francisco.

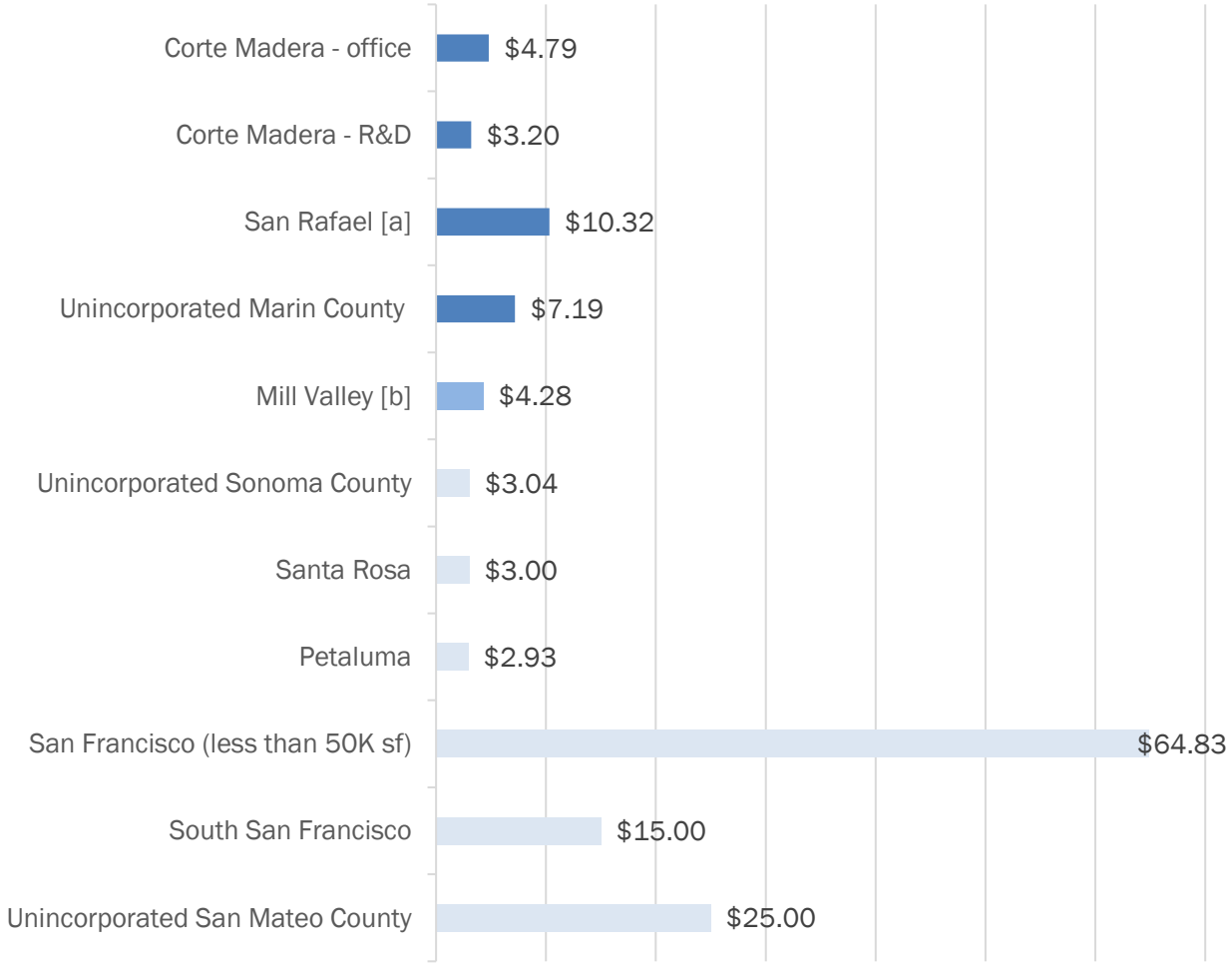
As shown in Figure 18, linkage fees for office/medical office/R&D land uses in Marin County range from $3.20 to $10.32 per square foot. The fee in San Rafael is at the high end of this range, reflecting its relative strength as an office center within the county. The selected jurisdictions from Sonoma County, (Petaluma, Santa Rosa, and Unincorporated Sonoma County) all charge approximately $3.00 per square foot. San Francisco, San Mateo County, and South San Francisco have stronger office markets than Marin and all charge much higher fees ranging from $15 to $65 per square foot.[12]

Figure 19 gives a comparison of linkage fees for retail/restaurants/services. These fees tend to be lower than what is charged for office, except in places where retail markets have been particularly strong. In Marin County the linkage fees on these uses range from $3.28 to $8.38, with Corte Madera at the top of the range. The selected jurisdictions in Sonoma County range from $3.00 to $5.25.

Figure 20 shows linkage fees for hotel uses in the comparable jurisdictions. Fees charged for hotel uses in Marin tend to be lower than for other uses, ranging from $1.20 to $4.63 per square foot. The selected communities in Sonoma County all charge approximately $3.00 per square foot, and the fee in the City of Napa is as high as $6.00 per square foot. The fee in San Francisco is more than $23 per square foot.

[12] South San Francisco is shown because it provides a reference point for life sciences industry clusters that have a high concentration of R&D space.

FIGURE 18: COMMERCIAL LINKAGE FEES FOR OFFICE/MEDICAL OFFICE/R&D ADOPTED IN MARIN AND COMPARABLE JURISDICTIONS

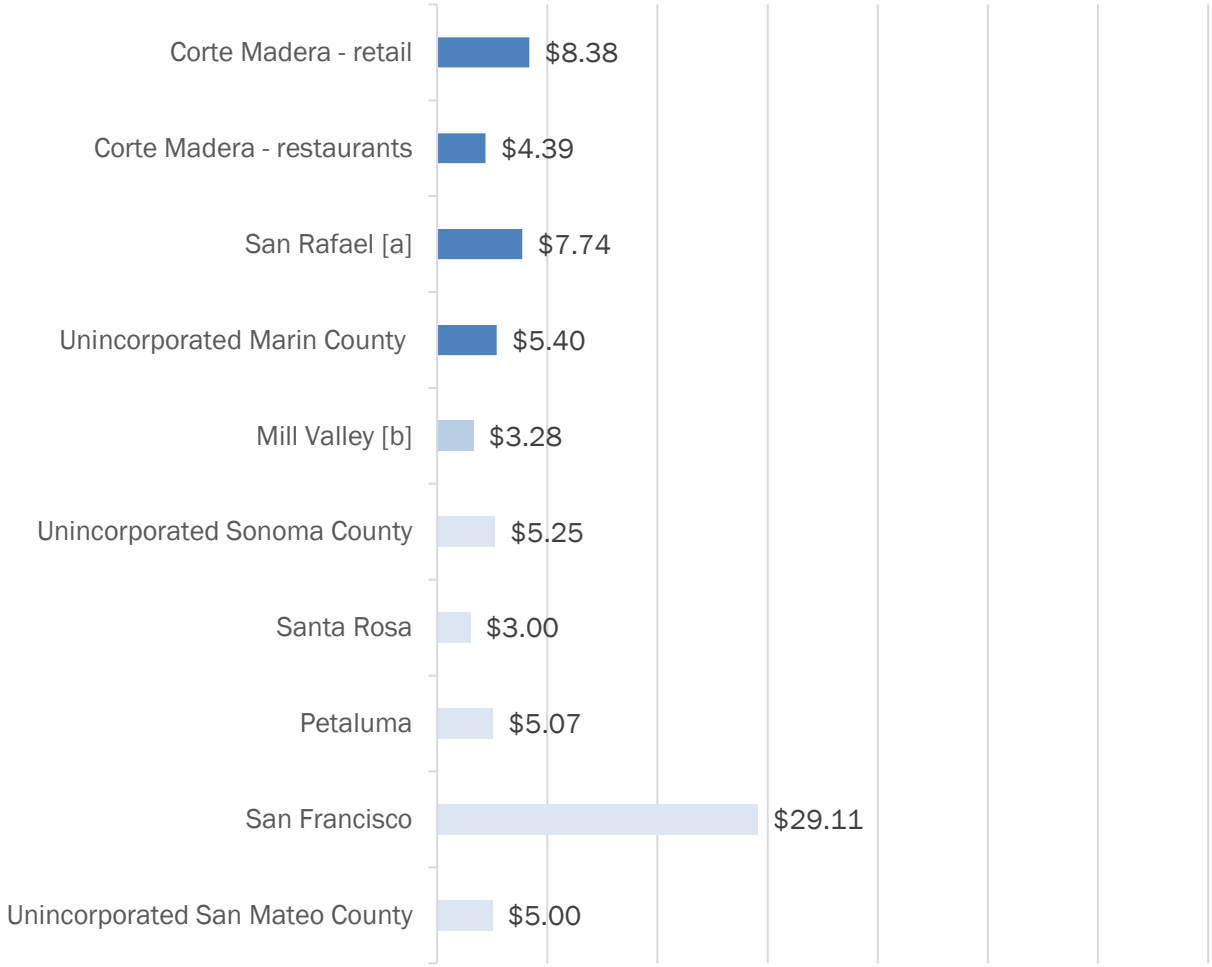


[a] San Rafael's fee is defined as a percentage of the inclusionary in-lieu fee.

[b] Mill Valley's fee is defined as one percent of the valuation of the proposed project. The Consultant Team assumed the valuation of the office prototype used for feasibility testing (see next section).

Sources: Published schedules of city fees; Strategic Economics and Vernazza Wolfe Associates, 2021.

FIGURE 19: COMMERCIAL LINKAGE FEES FOR RETAIL/RESTAURANT/SERVICES ADOPTED IN MARIN AND COMPARABLE JURISDICTIONS

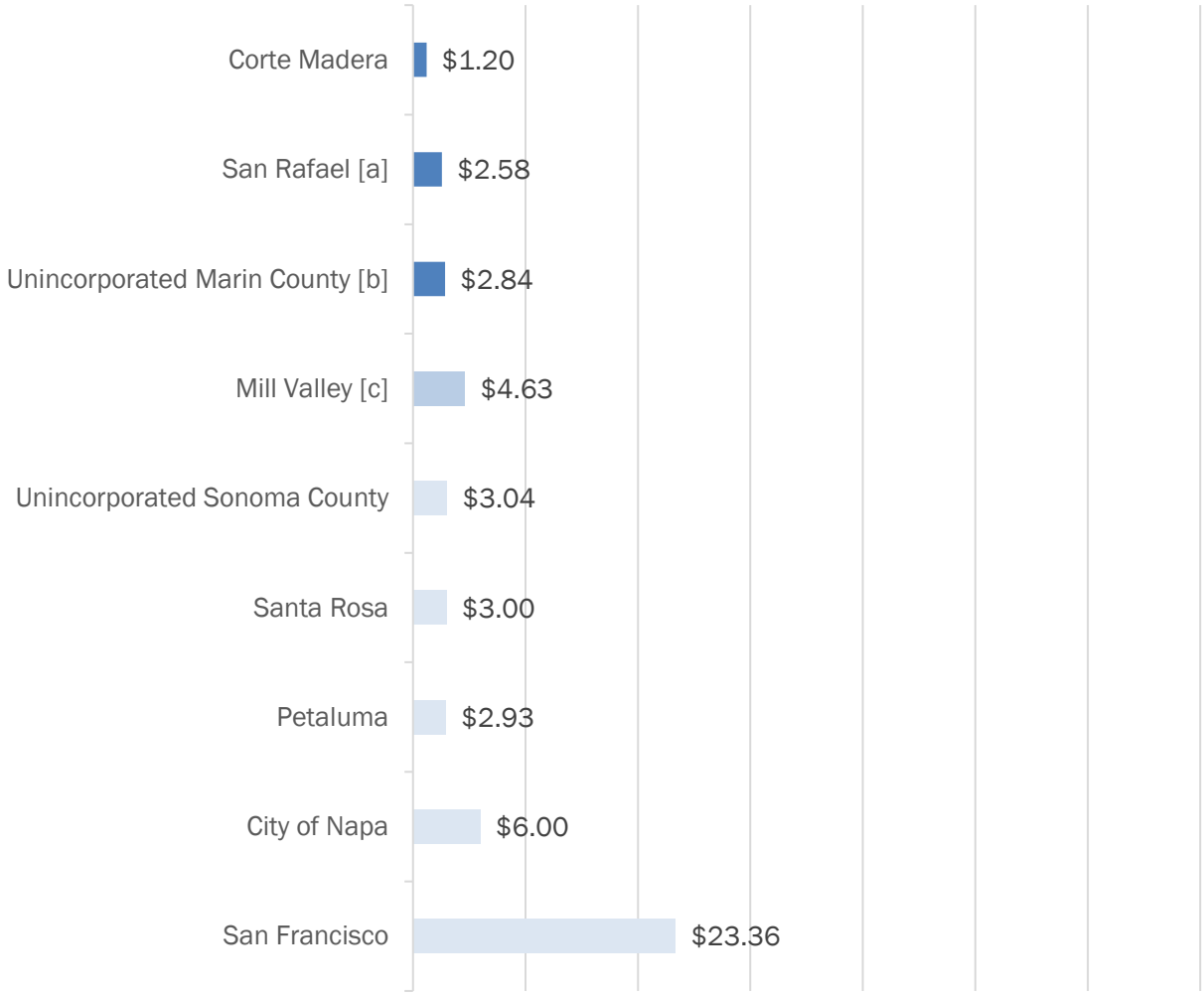


[a] San Rafael's fee is defined as a percentage of the inclusionary in-lieu fee.

[b] Mill Valley's fee is defined as one percent of the valuation of the proposed project. The Consultant Team assumed the valuation of the retail prototype used for feasibility testing (see next section).

Sources: Published schedules of city fees; Strategic Economics and Vernazza Wolfe Associates, 2021.

FIGURE 20: COMMERCIAL LINKAGE FEES FOR HOTEL ADOPTED IN MARIN AND COMPARABLE JURISDICTIONS



[a] San Rafael's fee is defined as a percentage of the inclusionary in-lieu fee.

[b] Marin County's fee $1,745 per room. This figure was converted to a value per square foot assuming a hotel development will average 615 square feet of gross building area per room.

[c] Mill Valley's fee is defined as one percent of the valuation of the proposed project. The Consultant Team assumed the valuation of the hotel prototype used for feasibility testing (see next section).

Sources: Published schedules of city fees; Strategic Economics and Vernazza Wolfe Associates, 2021.

Fee Scenarios

The Consultant Team developed a set of fee scenarios to analyze the impact of a commercial linkage fee adopted for the three categories of land use. The determination of the fee scenarios was based on the range of fee levels that have been adopted in comparable cities and counties in the Bay Area.

The four fee scenarios range from $3.00 per square foot to $15.00 per square foot (Figure 21). The fee scenarios, which are all only a fraction of the nexus-justified maximum fee, are intended as a guide to illustrate a range of commercial linkage fee amounts that might be implemented for

each land use category. Jurisdictions may choose to set linkage fees at different scenarios for different land uses, at an amount different from the values shown, or may choose to implement a commercial linkage fee for only certain land uses.

FIGURE 21: COMMERCIAL LINKAGE FEE SCENARIOS PER BUILDING GROSS SQUARE FOOT

	Office/Medical Office/R&D	Retail/Restaurant/Services	Hotel
Maximum Fee	$331	$601	$267
Scenario 1	$3.00	$3.00	$3.00
Scenario 2	$5.00	$5.00	$5.00
Scenario 3	$10.00	$10.00	$10.00
Scenario 4	$15.00	$15.00	$15.00

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

Feasibility Analysis

One of the important policy considerations when enacting a new fee is the impact of the fee on the financial feasibility of new commercial development. The Consultant Team analyzed the financial feasibility of potential new linkage fees by assessing their impact on overall development costs. While there are no established rules-of-thumb for setting commercial linkage fees in relation to development costs, generally where real estate markets are strong, new development is able to accommodate higher fees if they represent a relatively low share of overall development costs.[13]

DEVELOPMENT PROTOTYPES FOR ANALYZING FEASIBILITY

The Consultant Team designated a set of development prototypes to analyze feasibility. These prototypes are different from the commercial prototypes used for the nexus study and introduced in Section II. While the nexus prototypes represent broad categories of use, the development prototypes for feasibility represent more specific developments within each category and include additional details such as land area and parking to facilitate the estimation of costs. The three "feasibility prototypes" are defined as: 1) Class B Office; 2) Small Neighborhood Center; and 3) Select-Service Hotel. These development prototypes, which are designed to represent a typical development within each land use category, are informed by recent and proposed commercial developments in Marin, as well as from interviews with local developers and builders. The prototypes are described below and summarized further in Figure 22.

- **Class B Office:** A smaller, Class B office format was used because Marin is a secondary office market within the Bay Area, and the economics of smaller developments are likely to be more impacted by municipal fees than larger developments. This prototype is 17,000 square feet in two stories on a one acre site. Surface parking is assumed with a ratio of 4.0 (one stall per 250 square feet of gross building area).

[13] Over time, fee increases are expected to be capitalized into lower land costs.

- **Small Neighborhood Center:** This is a 7,600 square-foot neighborhood shopping center on one-half acre. This prototype assumes surface parking with a parking ratio of 4.0 (one stall per 250 square feet of gross building area). Similar to the office prototype above, a smaller center is likely to be more impacted by new fees. In additional, the parcel size is very small because there is very limited retail development occurring in Marin, and developer interviews also suggested that Marin's limited site availability meant larger retail developments were unlikely to occur.
- **Select-Service Hotel:** Most recent and pipeline hotel projects in Marin are select-service hotels. This prototype is a 70,000 square foot select service hotel with 115 guest rooms on a 2.5 acre site. It assumes surface parking with a parking ratio of 1.1 spaces per room. The hotel will include a limited number of high-quality amenities such as a small restaurant/bar, a fitness room, and a business center.

FIGURE 22. DEVELOPMENT PROTOTYPES

	Class B Office	Small Neighborhood Center	Select Service Hotel
Land Area			
Parcel Size (Sq. Ft.)	43,560	21,780	108,900
Parcel Size (acres)	1.00	0.50	2.50
Building Height and FAR			
Total Stories	2 stories	Single story	3 stories
FAR	0.40	0.35	0.65
Building Area			
Gross area (gsf)	17,424	7,623	70,785
Net area (nsf)	15,682	6,861	n/a
Number of rooms	n/a	n/a	115
Average Room Size (nsf)	n/a	n/a	400
Average Room Size (gsf)	n/a	n/a	615
Parking			
Total Spaces (surface)	70	30	127
Parking Ratio (per room)	n/a	n/a	1.10
Parking Ratio (per 1,000 SF)	4.0	4.0	1.8

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

DEVELOPMENT COSTS

The Consultant Team estimated development costs based on interviews with developers and general contractors experienced with commercial development in Marin, as well as a review of recent land transactions. Key development cost assumptions are described below, and a summary of the assumptions is provided in Figure 23.

Land and Site Cost Assumptions

One of the critical cost factors for a commercial development project is land cost. To determine the land value of sites zoned for commercial uses, the Consultant Team combined feedback from developer interviews with an analysis of recent sales transactions of vacant parcels for development in the relevant areas of Marin County. Land costs can range greatly based on the site's location and characteristics. The Consultant Team reviewed comparable land sales and generally based land cost assumptions on the middle of the range of comparable land prices.

Site costs include the horizontal costs associated with preparation of the site for development and demolition of any existing buildings. As these costs vary widely from site to site, the Consultant Team estimated average site costs based on developer interviews and experience with previous feasibility studies.

Building Area Hard Costs

The hard costs for the building area include the cost of vertical construction of the building. This ranges from $300 per gross square foot for the Small Neighborhood Center to $450 per gross square foot for the Class B Office. These costs are informed by developer interviews as well as recent construction cost market reports.

Tenant Improvements and FF&E Costs

This cost category includes a separate allowance for tenant improvements for the office and retail prototypes as well as "fixtures, furniture, and equipment" (FF&E) for the hotel prototype. The tenant improvement allowance of $75 per square foot for office and retail is based on recent feasibility studies for these development types in the Bay Area. The FF&E cost of $25,000 per room is based on feedback from developer interviews.

Surface Parking Costs

The direct cost of parking is assumed to be an average of $10,000 per stall for a surface lot, which applies to all development prototypes.

Soft Cost Assumptions

Soft costs include all costs for architecture, engineering, consulting, legal, and accounting fees, as well as taxes, insurance, financing costs, contingency, and any other incidental costs not included in the cost categories listed in this section. Soft costs were estimated as 12 percent of hard costs for all prototypes. Note that existing municipal fees, including utility hook-ups, are not incorporated into this assumption, and are addressed separately, because they vary across the jurisdictions.

FIGURE 23: DEVELOPMENT COST ASSUMPTIONS

	Class B Office	Small Neighborhood Center	Select Service Hotel
Land and Sites Costs (per sf)	$75	$75	$40
Building Area Hard Costs (per gsf)	$400	$300	$450
Tenant Improvements (per nsf, office and retail only)	$75	$75	n/a
FF&E (per room, hotel only)	n/a	n/a	$25,000
Surface parking (per space)	$10,000	$10,000	$10,000
Soft Costs (as % of hard costs)	12%	12%	12%

Sources: Developer Interviews, 2021; Costar, 2021; Rider, Levett, Bucknall Quarterly Construction Cost Report, Q4 2020; Strategic Economics and Vernazza Wolfe Associates, 2021.

Total Development Costs

Based on the assumptions summarized in Figure 23, The Consultant Team estimated the total development costs for the prototypes, summarized in Figure 24. The costs are summarized for the whole project, by square foot of gross building area, and by guest room for hotel. On a per-square foot basis, the Class B Office is the most expensive, and the Select Service Hotel is the least expensive.

Figure 24: Total Development Cost by Prototype

	Class B Office	Small Neighborhood Center	Select Service Hotel
Overall Project			
Land and Site Costs	$3,267,000	$1,633,500	$4,356,000
Building Area Hard Costs	$6,969,600	$2,286,900	$31,853,250
Tenant Improvements / FF&E	$1,176,120	$514,553	$2,875,641
Surface parking	$700,000	$300,000	$1,270,000
Soft Costs	$920,352	$310,428	$3,974,790
Total Development Cost	**$13,033,072**	**$5,045,381**	**$44,329,681**
Per GSF			
Land and Site Costs	$188	$214	$62
Building Area Hard Costs	$400	$300	$450
Tenant Improvements / FF&E	$68	$68	$41
Surface parking	$40	$39	$18
Soft Costs	$53	$41	$56
Total Development Cost	**$748**	**$662**	**$626**
Per Guest Room			
Land and Site Costs			$37,870
Building Area Hard Costs			$276,923
Tenant Improvements / FF&E			$25,000
Surface parking			$11,041
Soft Costs			$34,556
Total Development Cost			**$385,390**

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

INCREASES IN DEVELOPMENT COSTS

The fee scenarios were applied to the development costs for each prototype and are summarized below and in Figure 25. A fee level of $3.00 per square foot (Scenario 1) increases development costs by 0.4 to 0.5 percent, depending on the prototype; a fee level of $5.00 (Scenario 2) increases development costs by 0.7 to 0.8 percent; at $10.00 per square foot (Scenario 3), the increase in costs ranges from 1.3 to 1.6 percent; and, finally, at $15.00 per square foot (Scenario 4), the increase in costs ranges from 2.0 to 2.4 percent. In percentage terms, hotel development experiences the largest increase from a new fee because hotel is the least expensive prototype to build per square foot.

FIGURE 25: FEE SCENARIOS AND PERCENTAGE OF DEVELOPMENT COSTS FOR EACH PROTOTYPE

	Class B Office	Small Neighborhood Center	Select Service Hotel
Total Development Costs before Linkage Fee ($/sf)	**$748**	**$662**	**$626**
Linkage Fee Scenarios ($/sf)			
Maximum Fee	$331	$601	$267
Scenario 1	$3.00	$3.00	$3.00
Scenario 2	$5.00	$5.00	$5.00
Scenario 3	$10.00	$10.00	$10.00
Scenario 4	$15.00	$15.00	$15.00
Linkage Fee Scenarios (as % to Total Dev. Costs)			
Maximum Fee	44%	91%	43%
Scenario 1	0.4%	0.5%	0.5%
Scenario 2	0.7%	0.8%	0.8%
Scenario 3	1.3%	1.5%	1.6%
Scenario 4	2.0%	2.3%	2.4%

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

FEE SCENARIOS COMBINED WITH OTHER MUNICIPAL FEES

The Consultant Team reviewed the total burden of the fee scenarios in the context of other fees charged by the cities and Marin County, including fees such as building permits as well as any impact fees each jurisdiction might have in place.[14] A table of these costs for each jurisdiction is given in Figure 26 below, including the total fees that would be paid on each prototype for the commercial linkage fee scenarios.

Because each jurisdiction has its own schedule of fees for new development, the cost of development in each community varies. For example, municipal fees for the prototypes in Corte Madera range from 0.6 percent to 0.9 percent of development costs, while fees in San Rafael are higher, ranging from 2.2

[14] Connection fees charged by a local sanitary sewer and water district were also estimated; they would be expected to represent an additional 1.0 to 2.6 percent of development costs above what is shown in the Figure 26.

to 4.4 percent of development costs. Jurisdictions will need to take into account these baseline costs when setting a commercial linkage fee amount.

FIGURE 26. COMMERCIAL LINKAGE FEE SCENARIOS AND OTHER MUNICIPAL AND COUNTY FEES* BY JURISDICTION

	Per GSF			As % of Development Costs		
	Class B Office	Small Neighborhood Center	Select Service Hotel	Class B Office	Small Neighborhood Center	Select Service Hotel
Corte Madera						
Municipal Fees	$4.71	$4.75	$5.90	0.6%	0.7%	0.9%
Total Fees with Scenario 1	$7.71	$7.75	$8.90	1.0%	1.2%	1.4%
Total Fees with Scenario 2	$9.71	$9.75	$10.90	1.3%	1.5%	1.7%
Total Fees with Scenario 3	$14.71	$14.75	$15.90	2.0%	2.2%	2.5%
Total Fees with Scenario 4	$19.71	$19.75	$20.90	2.6%	3.0%	3.3%
Fairfax						
Municipal Fees	$8.53	$8.83	$9.42	1.1%	1.3%	1.5%
Total Fees with Scenario 1	$11.53	$11.83	$12.42	1.5%	1.8%	2.0%
Total Fees with Scenario 2	$13.53	$13.83	$14.42	1.8%	2.1%	2.3%
Total Fees with Scenario 3	$18.53	$18.83	$19.42	2.5%	2.8%	3.1%
Total Fees with Scenario 4	$23.53	$23.83	$24.42	3.1%	3.6%	3.9%
Larkspur						
Municipal Fees	$16.02	$19.04	$13.05	2.1%	2.9%	2.1%
Total Fees with Scenario 1	$19.02	$22.04	$16.05	2.5%	3.3%	2.6%
Total Fees with Scenario 2	$21.02	$24.04	$18.05	2.8%	3.6%	2.9%
Total Fees with Scenario 3	$26.02	$29.04	$23.05	3.5%	4.4%	3.7%
Total Fees with Scenario 4	$31.02	$34.04	$28.05	4.1%	5.1%	4.5%
Unincorporated Marin County						
County Fees	$4.88	$5.38	$5.14	0.7%	0.8%	0.8%
Total Fees with Scenario 1	$7.88	$8.38	$8.14	1.1%	1.3%	1.3%
Total Fees with Scenario 2	$9.88	$10.38	$10.14	1.3%	1.6%	1.6%
Total Fees with Scenario 3	$14.88	$15.38	$15.14	2.0%	2.3%	2.4%
Total Fees with Scenario 4	$19.88	$20.38	$20.14	2.7%	3.1%	3.2%
San Anselmo						
Municipal Fees	$10.12	$11.03	$12.86	1.4%	1.7%	2.1%
Total Fees with Scenario 1	$13.12	$14.03	$15.86	1.8%	2.1%	2.5%
Total Fees with Scenario 2	$15.12	$16.03	$17.86	2.0%	2.4%	2.9%
Total Fees with Scenario 3	$20.12	$21.03	$22.86	2.7%	3.2%	3.6%
Total Fees with Scenario 4	$25.12	$26.03	$27.86	3.4%	3.9%	4.4%

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San Rafael						
Municipal Fees	$16.59	$29.24	$14.62	2.2%	4.4%	2.3%
Total Fees with Scenario 1	$19.59	$32.24	$17.62	2.6%	4.9%	2.8%
Total Fees with Scenario 2	$21.59	$34.24	$19.62	2.9%	5.2%	3.1%
Total Fees with Scenario 3	$26.59	$39.24	$24.62	3.6%	5.9%	3.9%
Total Fees with Scenario 4	$31.59	$44.24	$29.62	4.2%	6.7%	4.7%
Sausalito						
Municipal Fees	$7.18	$7.81	$9.08	1.0%	1.2%	1.4%
Total Fees with Scenario 1	$10.18	$10.81	$12.08	1.4%	1.6%	1.9%
Total Fees with Scenario 2	$12.18	$12.81	$14.08	1.6%	1.9%	2.2%
Total Fees with Scenario 3	$17.18	$17.81	$19.08	2.3%	2.7%	3.0%
Total Fees with Scenario 4	$22.18	$22.81	$24.08	3.0%	3.4%	3.8%

* Municipal and County fees include all applicable permits and impact fees charged by the jurisdiction. Water and sanitary sewer connection fees are not included. Based on estimates from Marin Municipal Water District and Ross Valley Sanitary District, water and sewer fees represent may add an additional 1.0 percent to development costs of Class B office, 1.9 percent to small neighborhood retail, and 2.6 percent to select service hotel.

Sources: Participating Jurisdictions, 2021; Strategic Economics and Vernazza Wolfe Associates, 2021.

Fee Recommendations

The Consultant Team evaluated the four fee scenarios based on the analyses summarized above: market factors, fees in comparable cities, fees as a percentage of development costs, and fees in relation to the municipal/county fees that are currently charged in the seven jurisdictions. Recommendations for setting a commercial linkage fee are outlined below.

In the wake of the commercial real estate market slowdown due to COVID-19, the Consultant Team recommends that jurisdictions enact commercial linkage fees that are generally comparable across the different jurisdictions within the county, without significantly raising fees in the places that already have them. Several jurisdictions in this study have commercial linkage fees currently in place, and the recommendations below do not represent a significant departure from these fee levels. Jurisdictions without commercial linkage fees should consider adopting fees comparable with their neighbors. However, there is one exception to this guidance with regard to office/R&D/medical office, where San Rafael can reasonably impose a higher fee than other jurisdictions.

For office/R&D/medical office uses, the Consultant Team recommends the commercial linkage fee for office be set between $10 and $15 per square foot in San Rafael and between $5 and $10 per square foot in the other six jurisdictions. Because the market for office is stronger in San Rafael, new office development is more likely to be able to support the higher fee levels. In San Rafael, the recommended fee level represents an increase in development costs of 0.7 to 1.3 percent for the Class B prototype (Figure 26). Class A office and R&D, which are more expensive product types and more likely to occur in downtown San Rafael, would experience a lower percentage increase. For the other communities, the recommended fees would result in an increase in development costs of 0.4 to 0.7 percent.

The Consultant Team recommends the commercial linkage fee for retail be set between $5 and $10 per square foot for all jurisdictions. The existing fee levels for retail are in this range, which amounts

to 0.8 to 1.5 percent in development costs for a small neighborhood center (Figure 26). Because the future of retail is very uncertain, it is difficult to generalize where demand will be strong once retail markets recover, and it is recommended the fees be relatively consistent across jurisdictions. Post-pandemic demand for retail could materialize in small scale developments dispersed throughout the county, depending on site-specific conditions related to transportation access and nearby amenities and development.

The Consultant Team recommends that jurisdictions consider reducing the commercial linkage fee requirement for small and independent businesses. It is expected that the viability of small-scale retail in particular will be challenging, so jurisdictions may choose to exempt smaller retail projects from paying the fee or reduce the overall fee. For instance, San Rafael does not apply a commercial linkage fee to developments 5,000 square feet and below, while Sonoma County exempts the first 2,000 square feet from its fee. Because many large "big-box" tenants occupy far more than 5,000 square feet, this incentive would not apply to those types of businesses. Because the definition for "small scale retail" may vary by jurisdiction, the Consultant Team recommends that each jurisdiction develop its own appropriate threshold.

For hotel uses, the Consultant Team recommends that all jurisdictions adopt a commercial linkage fee of $3 to $5 per square foot. This fee level would represent between 0.5 and 0.8 percent of development costs for a select service hotel (Figure 26). Fees of $3 to $5 would increase in the cost of development slightly in Corte Madera, San Rafael, and Unincorporated Marin County while keeping them comparable with Mill Valley and the communities in Sonoma County that were reviewed for this study. It is important to note that while jurisdictions may charge on the basis of number of rooms rather that square feet, charging the fee by square foot advantages more efficient hotels with smaller room sizes.

It is advised that the jurisdictions reexamine the potential for raising the fees once the commercial real estate market recovers and development activity picks up. This study provides the economic analysis for higher fees, so that a new study would not be needed if this were to occur in the next five years.

Other Policy Considerations

This section briefly addresses other considerations for adopting or updating a commercial linkage fee, including establishing equivalencies for payment of the fee, and an approach to updating the fees.

EQUIVALENCIES TO PAYMENT OF FEES

It is recommended that jurisdictions establish a process for developers to make an in-kind contribution to affordable housing in lieu of paying a commercial linkage fee. Some examples of alternative mitigation include land dedication, providing on-site affordable units, or providing off-site affordable units. Typically, developers would need to demonstrate that the value of these contributions would be in excess or equal to the value of the commercial linkage fee requirement. In such instances, jurisdictions will want to have an established process in place for financially evaluating these proposals as a substitute for paying the fee to create predictability and consistency for development projects.

UPDATING THE FEES

Similar to any impact fee, it will be necessary to adjust the commercial linkage impact fee on an annual basis. Adjustments are also needed due to possible changes in the affordability gaps. A simple

approach to annual adjustments is to use an index. The Consultant Team recommends using either the construction cost index (localized to the San Francisco Bay Area region), such as the one published by the Engineering News-Record, or the shelter component of the Consumer Price Index (CPI), whichever is higher.

VI. UNIFIED FEE PROPOPAL AND FULFILLING STATE REQUIREMENTS FOR ADOPTION

Strategic Economics collaborated with staff from the seven jurisdictions to develop a unified fee proposal that will be considered for adoption by each of the jurisdictions. Based on these conversations and the guideline recommendations in the previous section, this section outlines the commercial linkage fee schedule that has been proposed by the jurisdictions. It also provides further analysis on the fee proposal in order to meet state requirements for implementation. For four of the seven jurisdictions, this will be a new fee program. For the other three jurisdictions, the fees will represent an update to an existing commercial linkage fee program in that jurisdiction.

In 2021, the California legislature imposed new requirements (Assembly Bill 602 [2021-2022]) on impact fee nexus studies adopted by local governments after July 1, 2022. The legislation applies to this study in relation to any new commercial linkage fees to be implemented in the seven jurisdictions. Among other provisions, AB 602 requires the adopted nexus study to provide a justification for new impact fees for affordable housing should they seek a higher "level of service" for the community. The legislation also asks for a review of any current fee programs.

Considering the proposal put forth by the jurisdictions, this report section first includes an overview of the fees in comparison to the linkage fees currently in place in some of the jurisdictions. Based on the unified fee proposal, Strategic Economics estimated the potential affordable housing revenues that could be raised over a five year period. (Although the fee proposal is designed to apply the same fee levels across all seven jurisdictions, the adopted fees in any specific jurisdiction may ultimately deviate from the unified schedule, which would affect the generated revenues.) As required by AB 602, Strategic Economics also summarized the revenues collected from each of the three existing fee programs and provided a justification for the new level of service advanced by the new fee program. Finally, the section concludes with a discussion of the purpose of these fees and the role of new commercial development to contribute to funding affordable housing in Marin County.

Current and Proposed Commercial Linkage Fees

AB 602 includes the provision: "[i]f a nexus study supports the increase of an existing fee, the local agency shall review the assumptions of the nexus study supporting the original fee and evaluate the amount of fees collected under the original fee." (Government Code § 66016.5). Below is a summary of the fee programs in place (in the jurisdictions that have them) and a discussion of the changes that would occur if the unified fee proposal were adopted.

The current and proposed commercial linkage fee programs are summarized in Figure 27. Three of the jurisdictions (Corte Madera, San Rafael, and the Unincorporated County) currently charge linkage fees on various types of nonresidential development. The fee programs each were proposed and adopted independently in the early 2000's and tend to have disparate definitions for grouping

nonresidential development into categories for the application of a fee. Currently Marin County charges a hotel impact fee based on the number of rooms, rather than on a square foot basis;[15] in Figure 27, Strategic Economics converted this number to a typical fee per square foot using a gross average room size assumption.

Strategic Economics and the jurisdictions made every best effort to collect data on fee revenues since each program's inception. In Marin County and Corte Madera, where the full history of fee revenues was not available, revenues collections are reported for those jurisdictions from the earliest dates data could be obtained. As shown in Figures 27 and 28:

- Corte Madera has collected $381,516 since April 2018 (an average of $84,781 annually);
- San Rafael has collected $2,556,106 since 2005 ($144,006 annually); and
- Unincorporated County has collected $38,680 since 2019 ($10,315 annually)

The higher rates of revenue generation in San Rafael and Corte Madera reflect their higher levels of commercial development as retail and office job centers, as compared with Unincorporated Marin County, which is largely suburban and rural.

The unified fee proposal is also shown in Figure 27. The proposed fee levels are $10.00 per square foot for office, medical office, and R&D uses; $8.00 or $10.000 per square foot retail development, depending on the size of the development; and $5.00 per square foot for hotel development. The jurisdictions are proposing a smaller fee level on retail developments up to 2,500 square feet to help lessen the burden of the fee on smaller, locally owned businesses.

In the other three jurisdictions that currently have fee programs, the proposed fees generally represent an increase from current levels. (For example, the fee for office development in Corte Madera would increase from $4.79 per square foot to $10.00 per square foot; while the fee for R&D development would increase from $3.20 per square foot to $10.00 per square foot.) The single exception to the fee increases is office and R&D development in San Rafael, which would experience a slight decrease from $10.32 per square foot to $10.00 per square foot.

[15] A provision in AB 602 discourages jurisdictions from assessing impact fees on any basis other than square feet of floor area. All fees proposed in the unified fee schedule are based on this standard.

FIGURE 27: SUMMARY OF CURRENT COMMERCIAL LINKAGE FEES AND THE UNIFIED PROPOSED FEE LEVELS FOR ALL SEVEN JURISDICTIONS

Jurisdiction	Program Effective Since	Current Fee Levels (per equivalent square foot)[a]	Revenues Collected	Unified Fee Proposal (per square foot)
Corte Madera	2001	Office: $4.79 R&D: $3.20 Retail: $8.38 Restaurant: $4.39 Hotel: $1.20	$381,516 since April 2018	Office/Medical Office/ R&D: $10.00 Retail/Restaurants/ Services: - $8.00 (up to 2,500 square feet) - $10.00 (more than 2,500 square feet) Hotel: $5.00
Fairfax	no current policy			
Larkspur	no current policy			
San Anselmo	no current policy			
San Rafael	2005	Office/R&D: $10.32 Retail/Restaurant/ Services: $7.74 Hotel: $2.58 *See Note [b], below.*	$2,556,106 since inception	
Sausalito	no current policy			
Unincorporated Marin County	2003	Office/R&D: $7.19 Retail/Restaurant/ Services: $5.40 Hotel: $2.84 [c]	$38,680 since 2019	

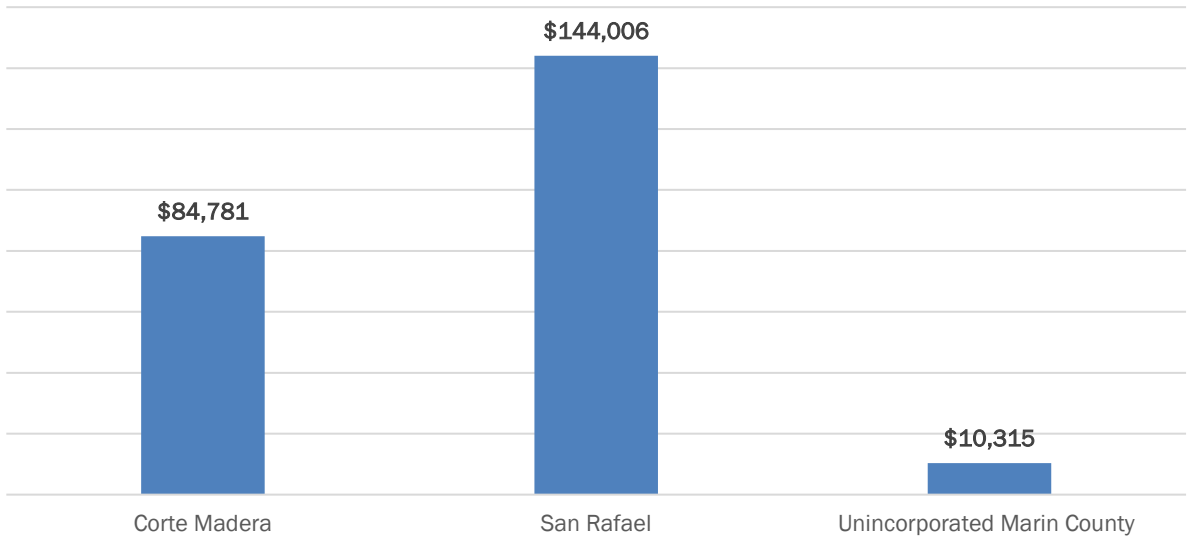
[a] In some jurisdictions, linkage fees may exist for other land uses outside the scope of this study. Only the relevant fees are shown.

[b] San Rafael's fees are defined as a percentage of the inclusionary in-lieu fee.

[c] Marin County's fee $1,745 per room. This figure was converted to a value per square foot assuming a hotel development will average 615 square feet of gross building area per room.

Sources: Town of Corte Madera, 2022; City of San Rafael, 2022; County of Marin, 2022; Strategic Economics, 2022.

FIGURE 28: AVERAGE ANNUAL COMMERCIAL LINKAGE FEE REVENUES BY JURISDICTION HAVING A FEE PROGRAM CURRENTLY IN PLACE



Sources: Town of Corte Madera, 2022; City of San Rafael, 2022; County of Marin, 2022; Strategic Economics, 2022.

Potential Fee Revenues under the Unified Fee Program

Figure 29 shows the potential fees that could be generated, along with the potential affordable housing funding that could be leveraged, over a five year period if the fee levels recommended above were adopted. Based on the past pace of new development and the development pipeline, the Consultant Team established very approximate numbers for the volume of development that could take place over a five year period once commercial real estate markets recover from the pandemic.[16] Potential fee revenues are on the order of $2.6 million across all jurisdictions. If every dollar in local contributions to affordable housing were able to attract three dollars from other funding sources, approximately $10 million in affordable housing funds could be generated or leveraged through the recommended commercial linkage fees. This three to one leveraging assumption is based on a recent study that found that local contributions for affordable housing projects in the Bay Area accounted for 23 percent of total project costs on average.[17] Note that in Marin County, the leveraging ratio may be higher because local jurisdictions tend to have more limited funding for affordable housing.

[16] The development estimates in Figure 29 are illustrative of past trends and the development pipeline and do not represent a formal demand estimate.

[17] This leveraging ratio will be updated as new information is available. See SPUR, "Housing as Infrastructure," April 2021, https://www.spur.org/sites/default/files/2021-04/SPUR_Housing_as_Infrastructure_0.pdf.

FIGURE 29: POTENTIAL FEE REVENUES AND AFFORDABLE HOUSING FUNDS LEVERAGED OVER A FIVE YEAR PERIOD

Land Use	Unified Fee Proposal	Potential Development Areawide over Five Years [a]	Potential Commercial Linkage Fee Revenues
Office / Medical Office / R&D	$10 /sf	100,000 sf	$1,000,000
Retail /Restaurants /Services	$8 /sf (up to 2,500 square feet) $10 /sf (more than 2,500 square feet)	35,000 sf	$315,000 [b]
Hotel	$5 /sf	250,000 sf (400 rooms)	$1,250,000
Subtotal Commercial Linkage Fee Local Revenues			$2,565,000
Potential New Affordable Housing Funds Leveraged from Other Sources (3:1 ratio) [c]			$7,695,000
Total Potential New Affordable Housing Funds			$10,260,000

Notes:

(a) For office/medical office/R&D and retail/restaurants/services, the development estimates are drawn from the pace of new development between 2011 and 2020. For hotel, the Consultant Team reviewed planned and proposed projects and estimated 400 rooms at approximately 615 square feet of gross building area per room.

(b) Assumes half of new retail/restaurants/services developments are 2,500 square feet or less and half of new developments are more than 2,500 square feet.

(c) Assumes that every dollar in local revenues leverages another three dollars in other subsidies, including tax credit equity, federal sources, state sources, and other funds. Actual leveraging will vary by project.

Sources: Costar, 2011-2020; Participating Jurisdictions, 2020; Strategic Economics and Vernazza Wolfe Associates, 2021.

Justification for New Fee Levels

AB 602 requires the nexus study for a new fee to "identify the existing level of service for each public facility, identify the proposed new level of service, and include an explanation of why the new level of service is appropriate" (Government Code § 66016.5).

In this study, Strategic Economics defined level of service as the ratio of deed-restricted, "family" affordable units within a jurisdiction to the number of worker households associated with employment in that jurisdiction (see below).

$$Level\ of\ Service = \frac{family\ affordable\ units}{worker\ households} = \frac{family\ affordable\ units}{\left[\frac{workers}{avg.workers\ per\ household\ in\ Marin\ Cty.}\right]}$$

Only *family* affordable units were counted because the workers associated with new commercial development are most likely to be family households, rather than, for example, seniors or disabled people applying for subsidized housing. This number was then compared to worker *households* because households is the standard unit of demand for housing. The number of worker households is estimated as the total employment in the jurisdiction divided by the average number of workers per household in Marin County. As mentioned in the first section of this report, the average workers per household in Marin County is 1.60.

Strategic Economics calculated the current level of service for family affordable housing for the seven jurisdictions as shown in Figure 30. The level of service over all jurisdictions is 0.035, ranging from 0.011 in Sausalito and San Anselmo, to 0.057 in the Unincorporated County. Larger communities such as San Rafael, Corte Madera, and Larkspur, which have had a more comprehensive set of affordable housing tools, generally have a higher proportion of family affordable housing than the smaller communities that are exploring inclusionary and commercial linkage fee programs for the first time.

FIGURE 30: FAMILY AFFORDABLE HOUSING, EMPLOYMENT, EMPLOYEE HOUSEHOLDS, AND CURRENT LEVEL OF SERVICE FOR THE SEVEN JURISDICTIONS

Jurisdiction	Deed-restricted Family Affordable Housing [a]	Total Employment [b]	Total Worker Households [c] = [b] / 1.60	Level of Service = [a] / [c]
Corte Madera	130	6,482	4,051	0.032
Fairfax	29	1,806	1,129	0.026
Larkspur	150	6,730	4,206	0.036
San Anselmo	21	3,113	1,946	0.011
San Rafael	780	39,218	24,511	0.032
Sausalito	38	5,627	3,517	0.011
Unincorporated County	561	15,695	9,809	0.057
Total All Seven Jurisdictions	**1,709**	**78,671**	**49,169**	**0.035**

Sources: [a] Family affordable housing developments supplied by the County of Marin, 2022; Inclusionary affordable units from Marin Housing Authority, 2022; [b] Employment data from U.S. Census Longitudinal Employer-Household Dynamics, 2019; Strategic Economics, 2022.

Next, Strategic Economics calculated the level of service associated with the current and proposed commercial linkage fees, or the number of family affordable units that could be funded per worker household created by new development. This calculation accounts for the employment created by new development for each use, the fee revenues that would be generated, and the affordability gap for

each use that would need to be filled with the fee revenues. Figure 31 shows a comparison of the level of service metrics for each jurisdiction and for the current and proposed fee programs.

As mentioned earlier, the fees would increase above their current level in nearly all cases and, therefore, would represent an increase in the level of service above any current fee program (or, in the case of four jurisdictions, no current fee program). This increase in level of service is justified for the following reasons:

- **Areawide, the level of service associated with the proposed fee program is commensurate with and, in some cases, even below the level of service already supplied by each jurisdiction's current inventory of family affordable housing**. Figure 32 shows a comparison of the current level of service aggregated across all seven jurisdictions with the level of service that would accompany each of the proposed fees. The areawide level of service is 0.035 while the fees have a level of service ranging from 0.013 to 0.030. Further, the proposed fee levels are not placing an undue burden on nonresidential development because they represent only a small fraction of the development's full impact on housing demand.

- **The cost of housing development, including affordable housing, has increased significantly since the inception of the current fee programs**. Higher fees are needed to cover these escalating costs. For example, while the unincorporated County is considering raising its fees by between 39 percent (for office, medical office, and R&D uses) and 76 percent (hotel), the affordability gap has increased significantly more since the nexus study was performed for the current fee program in 2002. As shown in Figure 33, the affordability gap has increased by 283 percent for Very Low Income households, 371 percent for Low Income households, and 936 percent for Moderate Income households.

- **State mandates will require a rapid acceleration in the production of family affordable housing in Marin County.** The Regional Housing Needs Allocation (RHNA) for Moderate, Low, and Very Low Income households will increase significantly for the upcoming RHNA cycle. Area-wide, the allocations add up to a more than six-fold increase over the last cycle (see Figure 34), while the allocations by jurisdiction have been tied more directly to projected job growth than in past RHNA cycles. A substantial contribution from nonresidential developers is needed to help meet these goals.

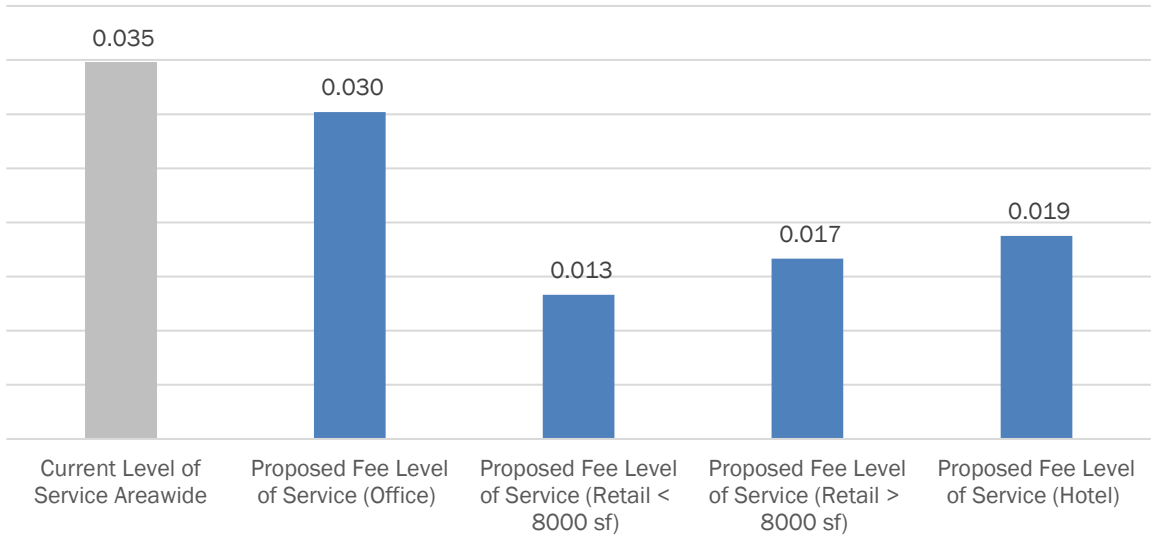
In summary, the fee program as proposed by the jurisdictions will accomplish two objectives. First, the unified fee proposal will level the playing field for developers, ensuring they are charged the same fee across all jurisdictions. Secondly, the fee levels are set such that the revenue is sufficient to support new affordable housing development in cities that are expected to experience continued job growth over the next RHNA cycle. Most commercial development and accompanying job growth is expected to occur in San Rafael, and to a lesser extent in Larkspur and Corte Madera.

FIGURE 31: LEVEL OF SERVICE COMPARISON JURISDICTION-WIDE AND FOR THE CURRENT AND PROPOSED COMMERCIAL LINKAGE FEES

		Level of Service - Office Fees		Level of Service - Retail Fees			Level of Service - Hotel Fees	
Jurisdiction	Total Current Level of Service Jurisdiction-wide	Current	Proposed	Current	Proposed < 2,500 sf)	Proposed > 2,500 sf	Current	Proposed
Corte Madera	0.032	0.012	0.030	0.011	0.013	0.017	0.004	0.019
Fairfax	0.026	-	0.030	-	0.013	0.017	-	0.019
Larkspur	0.036	-	0.030	-	0.013	0.017	-	0.019
San Anselmo	0.011	-	0.030	-	0.013	0.017	-	0.019
San Rafael	0.032	0.031	0.030	0.013	0.013	0.017	0.010	0.019
Sausalito	0.011	-	0.030	-	0.013	0.017	-	0.019
Unincorporated County	0.057	0.022	0.030	0.009	0.013	0.017	0.011	0.019

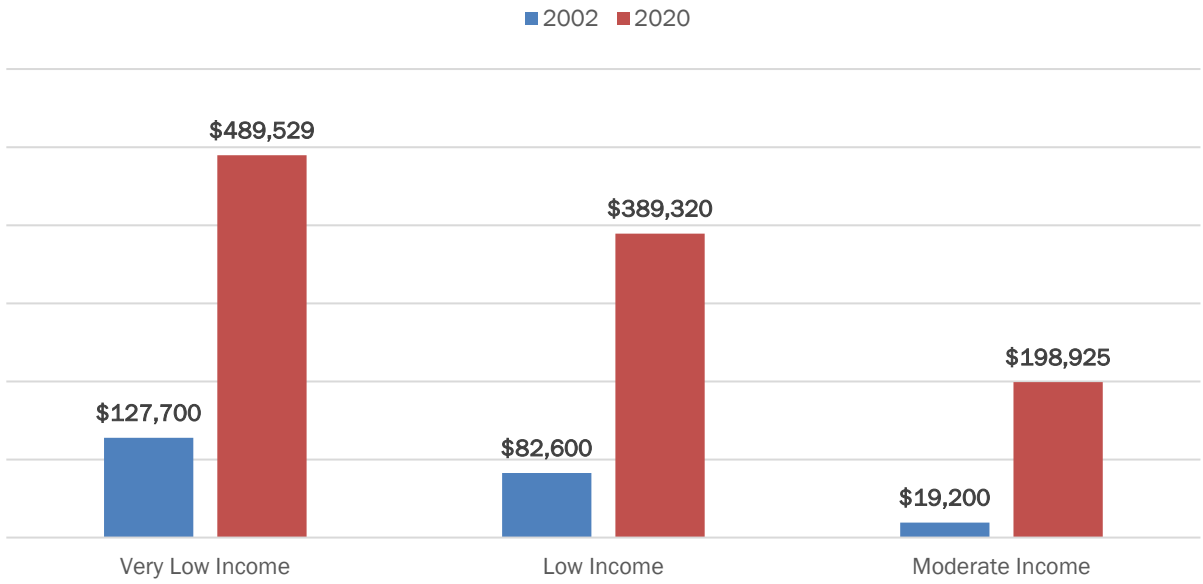
Source: Strategic Economics, 2022.

FIGURE 32: CURRENT LEVEL OF SERVICE ACROSS ALL JURISDICTIONS AND LEVEL OF SERVICE OF PROPOSED FEES



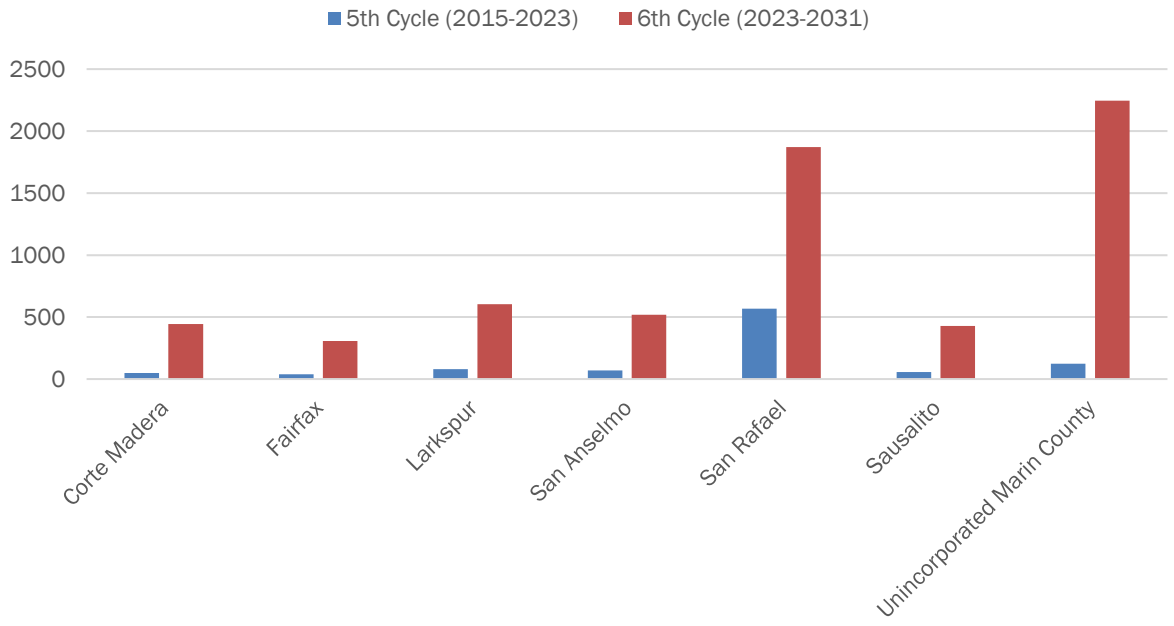
Source: Strategic Economics, 2022.

FIGURE 33: AFFORDABILITY GAP IN MARIN COUNTY FOR VERY LOW, LOW, AND MODERATE INCOME HOUSEHOLDS, 2002 AND 2020



Source: David Paul Rosen and Associates, 2002; Strategic Economics, 2020.

FIGURE 34: REGIONAL HOUSING NEED ALLOCATIONS FOR VERY LOW, LOW, AND MODERATE INCOME HOUSEHOLDS, FIFTH AND SIXTH CYCLES



Source: Department of Housing and Community Development, 2022; Strategic Economics, 2022.

Data Tables: Occupational Wage by Land Use Prototype

Figures 35-37 provide the full detail of the occupations associated with each land use, and their respective average wages. As a part of Step 4, this data is used to calculate the weighted average wage for each land use prototype (Figure 7).

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
11-0000	**Management Occupations**		
11-1021	General and Operations Managers	$155,850	2.404%
11-3021	Computer and Information Systems Managers	$201,960	1.131%
11-3031	Financial Managers	$182,190	1.016%
11-9198	Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	$168,900	0.594%
11-2021	Marketing Managers	$181,720	0.585%
11-9111	Medical and Health Services Managers	$142,760	0.507%
11-2022	Sales Managers	$159,720	0.504%
11-3010	Administrative Services and Facilities Managers	$132,020	0.365%
11-3121	Human Resources Managers	$163,810	0.295%
11-1011	Chief Executives	$236,060	0.288%
11-9041	Architectural and Engineering Managers	$186,500	0.270%
11-3061	Purchasing Managers	$154,870	0.117%
11-2030	Public Relations and Fundraising Managers	$142,950	0.104%
11-3071	Transportation, Storage, and Distribution Managers	$123,910	0.098%
11-9151	Social and Community Service Managers	$73,210	0.087%
11-9021	Construction Managers	$134,880	0.082%
11-3051	Industrial Production Managers	$140,910	0.082%
11-9051	Food Service Managers	$63,460	0.074%
11-3131	Training and Development Managers	$152,380	0.072%
11-9121	Natural Sciences Managers	$208,910	0.067%
11-9141	Property, Real Estate, and Community Association Managers	$92,930	0.061%
11-3111	Compensation and Benefits Managers	$170,770	0.041%
11-2011	Advertising and Promotions Managers	$175,210	0.040%
11-9039	Education Administrators, All Other	$92,160	0.010%
11-9031	Education and Childcare Administrators, Preschool and Daycare	$70,080	0.008%
11-9081	Lodging Managers	$104,250	0.006%
11-9032	Education Administrators, Kindergarten through Secondary	$129,070	0.004%
11-9033	Education Administrators, Postsecondary	$130,980	0.003%
11-9161	Emergency Management Directors	$132,440	0.003%
11-9013	Farmers, Ranchers, and Other Agricultural Managers	n/a	0.002%
11-9071	Gambling Managers	$125,300	0.001%
	Weighted Mean Annual Wage	$166,968	8.921%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
13-0000	Business and Financial Operations Occupations		
13-2011	Accountants and Auditors	$93,590	2.418%
13-1111	Management Analysts	$113,750	1.667%
13-1198	Project Management Specialists and Business Operations Specialists, All Other	$93,010	1.648%
13-1161	Market Research Analysts and Marketing Specialists	$91,350	1.294%
13-1071	Human Resources Specialists	$89,820	1.023%
13-2098	Financial and Investment Analysts, Financial Risk Specialists, and Financial Specialists, All Other	$119,100	0.681%
13-1020	Buyers and Purchasing Agents	$79,040	0.459%
13-1151	Training and Development Specialists	$83,550	0.410%
13-1041	Compliance Officers	$92,960	0.299%
13-1081	Logisticians	$82,010	0.269%
13-1031	Claims Adjusters, Examiners, and Investigators	$88,480	0.221%
13-2082	Tax Preparers	$72,280	0.210%
13-2072	Loan Officers	$84,940	0.184%
13-1141	Compensation, Benefits, and Job Analysis Specialists	$83,230	0.174%
13-1121	Meeting, Convention, and Event Planners	$67,530	0.102%
13-2053	Insurance Underwriters	$97,260	0.090%
13-2041	Credit Analysts	$109,330	0.087%
13-1051	Cost Estimators	$98,960	0.082%
13-2052	Personal Financial Advisors	$157,720	0.062%
13-1131	Fundraisers	$77,450	0.060%
13-2061	Financial Examiners	$124,720	0.057%
13-1075	Labor Relations Specialists	$86,370	0.057%
13-2031	Budget Analysts	$93,800	0.051%
13-2071	Credit Counselors	$53,010	0.028%
13-2020	Property Appraisers and Assessors	$98,450	0.013%
13-1032	Insurance Appraisers, Auto Damage	$72,630	0.009%
13-1011	Agents and Business Managers of Artists, Performers, and Athletes	$83,260	0.003%
	Weighted Mean Annual Wage	$95,541	11.657%
15-0000	Computer and Mathematical Occupations		
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	$145,250	4.036%
15-1211	Computer Systems Analysts	$121,300	1.649%
15-1232	Computer User Support Specialists	$75,640	1.418%
15-1299	Computer Occupations, All Other	$120,370	0.860%
15-1244	Network and Computer Systems Administrators	$104,370	0.745%
15-1251	Computer Programmers	$116,400	0.597%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
15-1241	Computer Network Architects	$137,720	0.405%
15-1231	Computer Network Support Specialists	$85,990	0.367%
15-1212	Information Security Analysts	$122,570	0.353%
15-1257	Web Developers and Digital Interface Designers	$110,790	0.338%
15-1245	Database Administrators and Architects	$107,930	0.266%
15-2031	Operations Research Analysts	$116,910	0.199%
15-2098	Data Scientists and Mathematical Science Occupations, All Other	$140,080	0.079%
15-2041	Statisticians	$125,970	0.062%
15-1221	Computer and Information Research Scientists	$142,150	0.060%
15-2011	Actuaries	$116,500	0.036%
	Weighted Mean Annual Wage	$121,679	11.473%
17-0000	**Architecture and Engineering Occupations**		
17-2051	Civil Engineers	$120,110	0.466%
17-2141	Mechanical Engineers	$123,270	0.313%
17-2071	Electrical Engineers	$120,990	0.234%
17-1011	Architects, Except Landscape and Naval	$103,530	0.228%
17-2112	Industrial Engineers	$113,920	0.210%
17-3011	Architectural and Civil Drafters	$67,050	0.190%
17-2199	Engineers, All Other	$113,050	0.181%
17-2061	Computer Hardware Engineers	$134,000	0.137%
17-2072	Electronics Engineers, Except Computer	$112,800	0.110%
17-3023	Electrical and Electronic Engineering Technologists and Technicians	$67,200	0.108%
17-2081	Environmental Engineers	$112,830	0.100%
17-3031	Surveying and Mapping Technicians	$76,380	0.092%
17-3022	Civil Engineering Technologists and Technicians	$75,160	0.086%
17-3098	Calibration Technologists and Technicians and Engineering Technologists and Technicians, Except Drafters, All Other	$75,070	0.086%
17-1022	Surveyors	$88,860	0.085%
17-1012	Landscape Architects	$94,750	0.064%
17-2011	Aerospace Engineers	$135,230	0.054%
17-3013	Mechanical Drafters	$71,180	0.047%
17-3027	Mechanical Engineering Technologists and Technicians	$61,100	0.046%
17-3025	Environmental Engineering Technologists and Technicians	$60,630	0.033%
17-3026	Industrial Engineering Technologists and Technicians	$61,050	0.028%
17-3012	Electrical and Electronics Drafters	$65,810	0.028%
17-2041	Chemical Engineers	$106,430	0.024%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
17-2111	Health and Safety Engineers, Except Mining Safety Engineers and Inspectors	$114,800	0.024%
17-2131	Materials Engineers	$104,560	0.021%
17-1021	Cartographers and Photogrammetrists	$105,970	0.014%
17-3019	Drafters, All Other	$73,450	0.014%
17-2031	Bioengineers and Biomedical Engineers	$119,000	0.013%
17-2121	Marine Engineers and Naval Architects	$136,480	0.010%
17-3024	Electro-Mechanical and Mechatronics Technologists and Technicians	$61,190	0.008%
17-2151	Mining and Geological Engineers, Including Mining Safety Engineers	$132,720	0.008%
	Weighted Mean Annual Wage	$101,626	3.146%
19-0000	**Life, Physical, and Social Science Occupations**		
19-2041	Environmental Scientists and Specialists, Including Health	$109,180	0.149%
19-1042	Medical Scientists, Except Epidemiologists	$120,470	0.095%
19-3031	Clinical, Counseling, and School Psychologists	$110,070	0.091%
19-5011	Occupational Health and Safety Specialists	$108,230	0.072%
19-4042	Environmental Science and Protection Technicians, Including Health	$58,010	0.060%
19-4099	Life, Physical, and Social Science Technicians, All Other	$61,390	0.055%
19-4031	Chemical Technicians	$55,980	0.054%
19-4021	Biological Technicians	$60,040	0.042%
19-1021	Biochemists and Biophysicists	$124,400	0.033%
19-1029	Biological Scientists, All Other	$108,200	0.030%
19-4061	Social Science Research Assistants	$54,210	0.024%
19-3011	Economists	$133,180	0.024%
19-5012	Occupational Health and Safety Technicians	$62,820	0.017%
19-1013	Soil and Plant Scientists	$77,070	0.017%
19-3051	Urban and Regional Planners	$105,370	0.016%
19-4010	Agricultural and Food Science Technicians	$46,060	0.015%
19-1012	Food Scientists and Technologists	$90,860	0.015%
19-2012	Physicists	$134,500	0.014%
19-3091	Anthropologists and Archeologists	$69,480	0.013%
19-3022	Survey Researchers	$89,020	0.013%
19-1022	Microbiologists	$104,580	0.013%
19-3099	Social Scientists and Related Workers, All Other	$90,120	0.012%
19-1023	Zoologists and Wildlife Biologists	$75,320	0.012%
19-2099	Physical Scientists, All Other	$127,650	0.010%
19-2043	Hydrologists	$108,850	0.010%
19-2021	Atmospheric and Space Scientists	$114,370	0.009%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
19-1031	Conservation Scientists	$83,700	0.009%
19-2032	Materials Scientists	$119,470	0.008%
19-3039	Psychologists, All Other	$106,870	0.007%
19-1032	Foresters	$93,760	0.004%
19-4071	Forest and Conservation Technicians	$47,410	0.003%
19-1041	Epidemiologists	$107,760	0.002%
19-3041	Sociologists	$101,420	0.001%
19-4092	Forensic Science Technicians	$103,940	0.001%
	Weighted Mean Annual Wage	$81,448	1.104%
21-0000	**Community and Social Service Occupations**		
21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	$60,290	0.449%
21-1093	Social and Human Service Assistants	$48,800	0.222%
21-1023	Mental Health and Substance Abuse Social Workers	$77,630	0.181%
21-1022	Healthcare Social Workers	$86,560	0.128%
21-1021	Child, Family, and School Social Workers	$61,900	0.085%
21-1013	Marriage and Family Therapists	$63,470	0.075%
21-1094	Community Health Workers	$55,350	0.064%
21-1091	Health Education Specialists	$72,560	0.059%
21-1099	Community and Social Service Specialists, All Other	$59,510	0.038%
21-1015	Rehabilitation Counselors	$50,320	0.038%
21-1012	Educational, Guidance, and Career Counselors and Advisors	$78,220	0.027%
21-1019	Counselors, All Other	$66,150	0.013%
21-1029	Social Workers, All Other	$80,980	0.011%
21-2011	Clergy	$72,730	0.007%
21-2021	Directors, Religious Activities and Education	$67,180	0.003%
21-2099	Religious Workers, All Other	$48,670	0.001%
	Weighted Mean Annual Wage	$64,024	1.403%
23-0000	**Legal Occupations**		
23-1011	Lawyers	$188,910	1.158%
23-2011	Paralegals and Legal Assistants	$71,360	0.662%
23-2093	Title Examiners, Abstractors, and Searchers	$59,890	0.064%
23-2099	Legal Support Workers, All Other	$61,510	0.035%
23-1022	Arbitrators, Mediators, and Conciliators	$114,800	0.004%
	Weighted Mean Annual Wage	$141,697	1.923%
25-0000	**Educational Instruction and Library Occupations**		

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
25-3031	Substitute Teachers, Short-Term	$42,940	0.079%
25-9045	Teaching Assistants, Except Postsecondary	$39,730	0.046%
25-9031	Instructional Coordinators	$77,090	0.041%
25-3021	Self-Enrichment Teachers	$53,730	0.038%
25-3097	Tutors and Teachers and Instructors, All Other	$50,800	0.030%
25-2011	Preschool Teachers, Except Special Education	$45,050	0.024%
25-2059	Special Education Teachers, All Other	$66,210	0.011%
25-4022	Librarians and Media Collections Specialists	$89,390	0.010%
25-9099	Educational Instruction and Library Workers, All Other	$61,100	0.009%
25-1194	Career/Technical Education Teachers, Postsecondary	$87,990	0.007%
25-4031	Library Technicians	$58,980	0.005%
25-3011	Adult Basic Education, Adult Secondary Education, and English as a Second Language Instructors	$94,920	0.002%
25-2051	Special Education Teachers, Preschool	$62,550	0.002%
25-1071	Health Specialties Teachers, Postsecondary	$115,900	0.002%
25-4011	Archivists	$81,730	0.001%
25-2058	Special Education Teachers, Secondary School	$93,110	0.001%
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	$93,350	0.001%
25-2052	Special Education Teachers, Kindergarten and Elementary School	$73,540	0.001%
25-9044	Teaching Assistants, Postsecondary	$33,880	0.001%
25-2021	Elementary School Teachers, Except Special Education	$84,040	0.001%
	Weighted Mean Annual Wage	$54,651	0.318%
27-0000	**Arts, Design, Entertainment, Sports, and Media Occupations**		
27-3031	Public Relations Specialists	$84,520	0.274%
27-1024	Graphic Designers	$77,110	0.257%
27-3042	Technical Writers	$102,500	0.109%
27-1026	Merchandise Displayers and Window Trimmers	$38,480	0.102%
27-3041	Editors	$86,530	0.091%
27-1025	Interior Designers	$72,240	0.068%
27-1011	Art Directors	$135,970	0.063%
27-3043	Writers and Authors	$93,060	0.062%
27-4021	Photographers	$61,530	0.056%
27-3091	Interpreters and Translators	$78,250	0.055%
27-1014	Special Effects Artists and Animators	$97,570	0.047%
27-2012	Producers and Directors	$104,520	0.045%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
27-1021	Commercial and Industrial Designers	$87,530	0.039%
27-1022	Fashion Designers	$89,400	0.029%
27-4011	Audio and Video Technicians	$64,140	0.026%
27-3023	News Analysts, Reporters, and Journalists	$81,080	0.017%
27-1029	Designers, All Other	$91,810	0.014%
27-2022	Coaches and Scouts	$48,900	0.013%
27-3099	Media and Communication Workers, All Other	$63,270	0.009%
27-4032	Film and Video Editors	$83,100	0.007%
27-4031	Camera Operators, Television, Video, and Film	$59,160	0.005%
27-1023	Floral Designers	$39,920	0.005%
27-1013	Fine Artists, Including Painters, Sculptors, and Illustrators	$85,980	0.004%
27-4098	Lighting Technicians and Media and Communication Equipment Workers, All Other	$60,610	0.003%
27-2023	Umpires, Referees, and Other Sports Officials	$38,360	0.003%
27-4014	Sound Engineering Technicians	$70,470	0.002%
27-1027	Set and Exhibit Designers	$60,530	0.002%
27-1019	Artists and Related Workers, All Other	$93,840	0.001%
27-1012	Craft Artists	$59,460	0.001%
27-4012	Broadcast Technicians	$57,390	0.001%
	Weighted Mean Annual Wage	$81,665	1.421%
29-0000	**Healthcare Practitioners and Technical Occupations**		
29-1141	Registered Nurses	$138,000	1.900%
29-1228	Physicians, All Other; and Ophthalmologists, Except Pediatric	$173,990	0.831%
29-1292	Dental Hygienists	$113,940	0.701%
29-2098	Medical Dosimetrists, Medical Records Specialists, and Health Technologists and Technicians, All Other	$58,370	0.682%
29-2061	Licensed Practical and Licensed Vocational Nurses	$69,490	0.592%
29-1171	Nurse Practitioners	$157,150	0.510%
29-1021	Dentists, General	$169,730	0.349%
29-1215	Family Medicine Physicians	$213,960	0.343%
29-1071	Physician Assistants	$126,810	0.330%
29-2034	Radiologic Technologists and Technicians	$103,670	0.253%
29-2010	Clinical Laboratory Technologists and Technicians	$65,210	0.216%
29-1123	Physical Therapists	$102,470	0.211%
29-2057	Ophthalmic Medical Technicians	$52,660	0.173%
29-2056	Veterinary Technologists and Technicians	$46,670	0.155%
29-2055	Surgical Technologists	$72,790	0.119%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
29-1216	General Internal Medicine Physicians	$227,810	0.116%
29-1248	Surgeons, Except Ophthalmologists	$256,870	0.108%
29-1151	Nurse Anesthetists	$254,860	0.105%
29-1131	Veterinarians	$113,930	0.104%
29-1221	Pediatricians, General	$213,530	0.093%
29-1051	Pharmacists	$148,390	0.093%
29-2052	Pharmacy Technicians	$51,090	0.092%
29-1122	Occupational Therapists	$103,740	0.086%
29-2081	Opticians, Dispensing	$50,840	0.082%
29-2032	Diagnostic Medical Sonographers	$115,280	0.081%
29-1127	Speech-Language Pathologists	$97,500	0.073%
29-1041	Optometrists	$125,680	0.068%
29-1031	Dietitians and Nutritionists	$87,890	0.065%
29-9098	Health Information Technologists, Medical Registrars, Surgical Assistants, and Healthcare Practitioners and Technical Workers, All Other	$81,080	0.064%
29-1218	Obstetricians and Gynecologists	$223,430	0.059%
29-1223	Psychiatrists	$257,150	0.055%
29-1011	Chiropractors	$79,240	0.052%
29-2053	Psychiatric Technicians	$54,930	0.044%
29-2031	Cardiovascular Technologists and Technicians	$75,720	0.037%
29-2035	Magnetic Resonance Imaging Technologists	$104,870	0.029%
29-2040	Emergency Medical Technicians and Paramedics	$54,180	0.028%
29-1298	Acupuncturists and Healthcare Diagnosing or Treating Practitioners, All Other	$76,670	0.028%
29-1126	Respiratory Therapists	$97,950	0.027%
29-1124	Radiation Therapists	$142,300	0.025%
29-1181	Audiologists	$102,560	0.023%
29-9091	Athletic Trainers	$60,150	0.022%
29-1161	Nurse Midwives	$156,450	0.018%
29-1081	Podiatrists	$132,380	0.016%
29-2033	Nuclear Medicine Technologists	$124,660	0.014%
29-1129	Therapists, All Other	$62,790	0.011%
29-2091	Orthotists and Prosthetists	$81,090	0.007%
29-1125	Recreational Therapists	$74,200	0.005%
29-2051	Dietetic Technicians	$39,770	0.004%
29-2092	Hearing Aid Specialists	$66,050	0.004%
29-9092	Genetic Counselors	$108,000	0.002%
	Weighted Mean Annual Wage	$124,379	9.259%
31-0000	**Healthcare Support Occupations**		

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
31-9092	Medical Assistants	$48,920	2.108%
31-9091	Dental Assistants	$51,510	1.095%
31-1120	Home Health and Personal Care Aides	$30,320	0.255%
31-1131	Nursing Assistants	$45,100	0.239%
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	$36,590	0.134%
31-2021	Physical Therapist Assistants	$63,110	0.095%
31-9094	Medical Transcriptionists	$50,060	0.086%
31-9097	Phlebotomists	$54,040	0.059%
31-2022	Physical Therapist Aides	$35,520	0.059%
31-9011	Massage Therapists	$50,560	0.052%
31-9093	Medical Equipment Preparers	$60,670	0.047%
31-9099	Healthcare Support Workers, All Other	$50,950	0.043%
31-2011	Occupational Therapy Assistants	$73,400	0.037%
31-1133	Psychiatric Aides	$30,930	0.015%
31-1132	Orderlies	$44,730	0.011%
31-9095	Pharmacy Aides	$46,430	0.010%
31-2012	Occupational Therapy Aides	$47,740	0.007%
	Weighted Mean Annual Wage	$48,408	4.353%
33-0000	**Protective Service Occupations**		
33-9032	Security Guards	$38,580	1.039%
33-1090	Miscellaneous First-Line Supervisors, Protective Service Workers	$61,530	0.064%
33-9021	Private Detectives and Investigators	$78,150	0.045%
33-9092	Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	$31,600	0.031%
33-9091	Crossing Guards and Flaggers	$52,400	0.031%
33-2011	Firefighters	$98,680	0.016%
33-9098	School Bus Monitors and Protective Service Workers, All Other	$49,650	0.016%
33-9011	Animal Control Workers	$51,070	0.002%
33-1021	First-Line Supervisors of Firefighting and Prevention Workers	$166,930	0.002%
33-2021	Fire Inspectors and Investigators	$119,380	0.001%
	Weighted Mean Annual Wage	$42,511	1.246%
35-0000	**Food Preparation and Serving Related Occupations**		
35-3011	Bartenders	$37,310	0.068%
35-3031	Waiters and Waitresses	$37,810	0.062%
35-3023	Fast Food and Counter Workers	$31,610	0.057%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	$44,560	0.052%
35-2021	Food Preparation Workers	$31,820	0.030%
35-2014	Cooks, Restaurant	$38,430	0.024%
35-2012	Cooks, Institution and Cafeteria	$40,710	0.022%
35-9021	Dishwashers	$31,680	0.017%
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	$35,040	0.015%
35-1011	Chefs and Head Cooks	$63,740	0.012%
35-3041	Food Servers, Nonrestaurant	$35,200	0.009%
35-2015	Cooks, Short Order	$34,460	0.003%
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	$34,520	0.002%
35-2011	Cooks, Fast Food	$27,060	0.001%
35-9099	Food Preparation and Serving Related Workers, All Other	$31,250	0.001%
35-2019	Cooks, All Other	$40,740	0.001%
	Weighted Mean Annual Wage	$37,675	0.377%
37-0000	**Building and Grounds Cleaning and Maintenance Occupations**		
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	$38,870	7.030%
37-3011	Landscaping and Groundskeeping Workers	$43,940	4.364%
37-2012	Maids and Housekeeping Cleaners	$41,430	0.880%
37-2021	Pest Control Workers	$47,050	0.584%
37-1012	First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	$68,600	0.529%
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	$53,550	0.431%
37-3013	Tree Trimmers and Pruners	$49,440	0.316%
37-2019	Building Cleaning Workers, All Other	$32,430	0.107%
37-3012	Pesticide Handlers, Sprayers, and Applicators, Vegetation	$79,020	0.097%
37-3019	Grounds Maintenance Workers, All Other	$54,060	0.020%
	Weighted Mean Annual Wage	$42,914	14.358%
39-0000	**Personal Care and Service Occupations**		
39-2021	Animal Caretakers	$34,130	0.074%
39-9031	Exercise Trainers and Group Fitness Instructors	$59,340	0.073%
39-9011	Childcare Workers	$35,590	0.069%
39-9032	Recreation Workers	$36,490	0.067%
39-1098	First-Line Supervisors of Personal Service and Entertainment and Recreation Workers, Except Gambling Services	$54,240	0.031%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
39-5094	Skincare Specialists	$37,640	0.028%
39-9041	Residential Advisors	$42,720	0.018%
39-3091	Amusement and Recreation Attendants	$29,650	0.015%
39-9098	Crematory Operators and Personal Care and Service Workers, All Other	$35,060	0.011%
39-7010	Tour and Travel Guides	$42,380	0.009%
39-6011	Baggage Porters and Bellhops	$33,390	0.008%
39-3031	Ushers, Lobby Attendants, and Ticket Takers	$33,520	0.008%
39-6012	Concierges	$44,060	0.006%
39-5012	Hairdressers, Hairstylists, and Cosmetologists	$35,410	0.003%
39-3012	Gambling and Sports Book Writers and Runners	$32,190	0.002%
39-3093	Locker Room, Coatroom, and Dressing Room Attendants	$41,030	0.001%
39-3019	Gambling Service Workers, All Other	$35,260	0.001%
39-2011	Animal Trainers	$42,320	0.001%
	Weighted Mean Annual Wage	$41,279	0.426%
41-0000	**Sales and Related Occupations**		
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	$81,320	1.469%
41-3021	Insurance Sales Agents	$109,960	0.419%
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	$81,830	0.379%
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	$104,680	0.285%
41-2031	Retail Salespersons	$34,810	0.171%
41-1012	First-Line Supervisors of Non-Retail Sales Workers	$77,590	0.162%
41-3031	Securities, Commodities, and Financial Services Sales Agents	$101,770	0.139%
41-3011	Advertising Sales Agents	$92,720	0.122%
41-9031	Sales Engineers	$125,730	0.099%
41-9011	Demonstrators and Product Promoters	$36,560	0.078%
41-9041	Telemarketers	$33,420	0.072%
41-1011	First-Line Supervisors of Retail Sales Workers	$46,980	0.059%
41-2011	Cashiers	$32,150	0.051%
41-3041	Travel Agents	$53,520	0.046%
41-9022	Real Estate Sales Agents	$71,070	0.037%
41-2021	Counter and Rental Clerks	$40,320	0.022%
41-2022	Parts Salespersons	$45,260	0.007%
41-2012	Gambling Change Persons and Booth Cashiers	$32,010	0.000%
	Weighted Mean Annual Wage	$81,059	3.685%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
43-0000	**Office and Administrative Support Occupations**		
43-4051	Customer Service Representatives	$49,200	2.549%
43-9061	Office Clerks, General	$46,920	2.493%
43-4171	Receptionists and Information Clerks	$39,990	1.818%
43-3031	Bookkeeping, Accounting, and Auditing Clerks	$54,980	1.729%
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	$51,170	1.697%
43-1011	First-Line Supervisors of Office and Administrative Support Workers	$71,190	1.447%
43-6013	Medical Secretaries and Administrative Assistants	$49,140	1.382%
43-3021	Billing and Posting Clerks	$50,120	0.988%
43-6011	Executive Secretaries and Executive Administrative Assistants	$82,480	0.628%
43-6012	Legal Secretaries and Administrative Assistants	$69,990	0.332%
43-9041	Insurance Claims and Policy Processing Clerks	$53,480	0.268%
43-5061	Production, Planning, and Expediting Clerks	$63,180	0.262%
43-3011	Bill and Account Collectors	$55,830	0.244%
43-3051	Payroll and Timekeeping Clerks	$63,280	0.214%
43-4111	Interviewers, Except Eligibility and Loan	$55,180	0.207%
43-9021	Data Entry Keyers	$41,790	0.194%
43-5071	Shipping, Receiving, and Inventory Clerks	$42,910	0.189%
43-4131	Loan Interviewers and Clerks	$49,770	0.176%
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	$53,370	0.148%
43-9199	Office and Administrative Support Workers, All Other	$45,160	0.146%
43-4071	File Clerks	$41,240	0.135%
43-5032	Dispatchers, Except Police, Fire, and Ambulance	$54,040	0.074%
43-4199	Information and Record Clerks, All Other	$57,150	0.067%
43-9051	Mail Clerks and Mail Machine Operators, Except Postal Service	$39,020	0.061%
43-2011	Switchboard Operators, Including Answering Service	$49,560	0.056%
43-3071	Tellers	$36,170	0.052%
43-3061	Procurement Clerks	$50,680	0.049%
43-5021	Couriers and Messengers	$42,320	0.047%
43-4151	Order Clerks	$45,220	0.045%
43-9071	Office Machine Operators, Except Computer	$35,990	0.038%
43-3099	Financial Clerks, All Other	$47,510	0.032%
43-5011	Cargo and Freight Agents	$50,610	0.030%
43-4041	Credit Authorizers, Checkers, and Clerks	$47,330	0.026%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
43-5111	Weighers, Measurers, Checkers, and Samplers, Recordkeeping	$41,640	0.024%
43-4141	New Accounts Clerks	$44,890	0.019%
43-9022	Word Processors and Typists	$63,600	0.016%
43-4011	Brokerage Clerks	$61,580	0.014%
43-4061	Eligibility Interviewers, Government Programs	$68,450	0.010%
43-9111	Statistical Assistants	$54,820	0.010%
43-9031	Desktop Publishers	$64,290	0.008%
43-5041	Meter Readers, Utilities	$76,620	0.008%
43-9081	Proofreaders and Copy Markers	$51,200	0.007%
43-4081	Hotel, Motel, and Resort Desk Clerks	$39,440	0.004%
43-2099	Communications Equipment Operators, All Other	$65,500	0.004%
43-4031	Court, Municipal, and License Clerks	$68,870	0.003%
43-2021	Telephone Operators	$48,480	0.003%
43-4121	Library Assistants, Clerical	$43,600	0.003%
	Weighted Mean Annual Wage	$52,314	17.996%
45-0000	**Farming, Fishing, and Forestry Occupations**		
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	$37,430	0.023%
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	$35,610	0.006%
45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	$54,120	0.004%
45-2011	Agricultural Inspectors	$71,880	0.002%
45-2091	Agricultural Equipment Operators	$35,950	0.002%
45-2099	Agricultural Workers, All Other	$40,440	0.002%
45-4011	Forest and Conservation Workers	$28,010	0.001%
	Weighted Mean Annual Wage	$39,878	0.039%
47-0000	**Construction and Extraction Occupations**		
47-2061	Construction Laborers	$55,970	0.208%
47-4011	Construction and Building Inspectors	$101,820	0.110%
47-2111	Electricians	$100,400	0.068%
47-2031	Carpenters	$71,490	0.051%
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	$99,580	0.048%
47-2152	Plumbers, Pipefitters, and Steamfitters	$87,230	0.034%
47-2073	Operating Engineers and Other Construction Equipment Operators	$86,240	0.020%
47-2051	Cement Masons and Concrete Finishers	$65,350	0.011%
47-2141	Painters, Construction and Maintenance	$67,770	0.011%
47-2211	Sheet Metal Workers	$68,510	0.008%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
47-4090	Miscellaneous Construction and Related Workers	$63,360	0.007%
47-4041	Hazardous Materials Removal Workers	$48,770	0.007%
47-5097	Earth Drillers, Except Oil and Gas; and Explosives Workers, Ordnance Handling Experts, and Blasters	$64,130	0.006%
47-3019	Helpers, Construction Trades, All Other	$36,580	0.003%
47-5022	Excavating and Loading Machine and Dragline Operators, Surface Mining	$91,850	0.003%
47-2181	Roofers	$55,100	0.003%
47-2011	Boilermakers	$86,630	0.002%
47-2071	Paving, Surfacing, and Tamping Equipment Operators	$63,960	0.001%
47-5081	Helpers--Extraction Workers	$48,630	0.001%
47-5012	Rotary Drill Operators, Oil and Gas	$112,770	0.001%
47-2221	Structural Iron and Steel Workers	$75,630	0.001%
47-3012	Helpers--Carpenters	$41,650	0.001%
47-2121	Glaziers	$72,550	0.001%
47-2041	Carpet Installers	$64,200	0.001%
47-2151	Pipelayers	$68,280	0.001%
47-4051	Highway Maintenance Workers	$63,210	0.001%
	Weighted Mean Annual Wage	$76,185	0.620%
49-0000	**Installation, Maintenance, and Repair Occupations**		
49-9071	Maintenance and Repair Workers, General	$56,230	0.473%
49-9099	Installation, Maintenance, and Repair Workers, All Other	$55,210	0.152%
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	$89,740	0.113%
49-2098	Security and Fire Alarm Systems Installers	$50,410	0.063%
49-2011	Computer, Automated Teller, and Office Machine Repairers	$45,100	0.052%
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	$69,090	0.051%
49-9041	Industrial Machinery Mechanics	$78,010	0.036%
49-3053	Outdoor Power Equipment and Other Small Engine Mechanics	$45,750	0.034%
49-3023	Automotive Service Technicians and Mechanics	$58,630	0.031%
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	$68,840	0.027%
49-9052	Telecommunications Line Installers and Repairers	$64,390	0.024%
49-9062	Medical Equipment Repairers	$69,330	0.022%
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	$75,510	0.019%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
49-2094	Electrical and Electronics Repairers, Commercial and Industrial Equipment	$79,500	0.017%
49-9094	Locksmiths and Safe Repairers	$63,770	0.016%
49-9098	Helpers--Installation, Maintenance, and Repair Workers	$37,740	0.015%
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	$76,480	0.013%
49-9043	Maintenance Workers, Machinery	$63,090	0.011%
49-9051	Electrical Power-Line Installers and Repairers	$111,740	0.007%
49-9044	Millwrights	$82,700	0.007%
49-9012	Control and Valve Installers and Repairers, Except Mechanical Door	$63,770	0.006%
49-2097	Audiovisual Equipment Installers and Repairers	$59,500	0.005%
49-3041	Farm Equipment Mechanics and Service Technicians	$42,060	0.005%
49-2091	Avionics Technicians	$91,240	0.004%
49-9069	Precision Instrument and Equipment Repairers, All Other	$77,950	0.003%
49-3021	Automotive Body and Related Repairers	$57,580	0.003%
49-9091	Coin, Vending, and Amusement Machine Servicers and Repairers	$43,550	0.002%
49-2093	Electrical and Electronics Installers and Repairers, Transportation Equipment	$75,530	0.001%
49-2021	Radio, Cellular, and Tower Equipment Installers and Repairers	$85,700	0.001%
49-9031	Home Appliance Repairers	$53,820	0.001%
49-9096	Riggers	$73,610	0.001%
49-3093	Tire Repairers and Changers	$36,640	0.001%
49-9081	Wind Turbine Service Technicians	$62,910	0.001%
49-2092	Electric Motor, Power Tool, and Related Repairers	$55,250	0.001%
	Weighted Mean Annual Wage	$60,320	1.246%
51-0000	**Production Occupations**		
51-2090	Miscellaneous Assemblers and Fabricators	$43,160	0.454%
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	$49,860	0.261%
51-9199	Production Workers, All Other	$37,130	0.160%
51-9198	Helpers--Production Workers	$34,400	0.146%
51-9111	Packaging and Filling Machine Operators and Tenders	$34,740	0.096%
51-2028	Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers	$43,800	0.086%
51-1011	First-Line Supervisors of Production and Operating Workers	$76,700	0.084%
51-6011	Laundry and Dry-Cleaning Workers	$34,880	0.066%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
51-4041	Machinists	$59,690	0.059%
51-4121	Welders, Cutters, Solderers, and Brazers	$58,600	0.046%
51-5112	Printing Press Operators	$43,690	0.039%
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	$39,080	0.033%
51-6099	Textile, Apparel, and Furnishings Workers, All Other	$37,420	0.030%
51-4072	Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	$44,990	0.023%
51-3092	Food Batchmakers	$35,300	0.018%
51-9081	Dental Laboratory Technicians	$43,620	0.018%
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	$41,700	0.017%
51-9083	Ophthalmic Laboratory Technicians	$43,010	0.016%
51-4199	Metal Workers and Plastic Workers, All Other	$49,010	0.014%
51-9161	Computer Numerically Controlled Tool Operators	$50,790	0.012%
51-6031	Sewing Machine Operators	$32,880	0.010%
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	$35,910	0.009%
51-9124	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	$50,520	0.009%
51-5111	Prepress Technicians and Workers	$53,090	0.008%
51-3099	Food Processing Workers, All Other	$32,410	0.008%
51-8031	Water and Wastewater Treatment Plant and System Operators	$93,680	0.007%
51-9151	Photographic Process Workers and Processing Machine Operators	$51,650	0.007%
51-3011	Bakers	$36,960	0.006%
51-9082	Medical Appliance Technicians	$56,910	0.006%
51-4111	Tool and Die Makers	$72,410	0.006%
51-9195	Molders, Shapers, and Casters, Except Metal and Plastic	$44,460	0.005%
51-9041	Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders	$38,720	0.005%
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	$48,700	0.004%
51-8013	Power Plant Operators	$105,500	0.004%
51-2041	Structural Metal Fabricators and Fitters	$44,090	0.004%
51-8093	Petroleum Pump System Operators, Refinery Operators, and Gaugers	$90,580	0.004%
51-6092	Fabric and Apparel Patternmakers	$44,530	0.004%
51-7011	Cabinetmakers and Bench Carpenters	$46,910	0.004%
51-5113	Print Binding and Finishing Workers	$39,120	0.004%
51-8021	Stationary Engineers and Boiler Operators	$103,370	0.004%
51-9032	Cutting and Slicing Machine Setters, Operators, and Tenders	$44,320	0.003%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
51-9011	Chemical Equipment Operators and Tenders	$56,050	0.003%
51-4122	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	$45,170	0.003%
51-9162	Computer Numerically Controlled Tool Programmers	$81,250	0.003%
51-8099	Plant and System Operators, All Other	$79,160	0.002%
51-9071	Jewelers and Precious Stone and Metal Workers	$39,560	0.002%
51-7042	Woodworking Machine Setters, Operators, and Tenders, Except Sawing	$35,680	0.002%
51-7041	Sawing Machine Setters, Operators, and Tenders, Wood	$31,740	0.002%
51-6093	Upholsterers	$46,490	0.002%
51-4035	Milling and Planing Machine Setters, Operators, and Tenders, Metal and Plastic	$51,190	0.002%
51-3093	Food Cooking Machine Operators and Tenders	$29,560	0.002%
51-4023	Rolling Machine Setters, Operators, and Tenders, Metal and Plastic	$40,960	0.001%
51-9021	Crushing, Grinding, and Polishing Machine Setters, Operators, and Tenders	$37,690	0.001%
51-4022	Forging Machine Setters, Operators, and Tenders, Metal and Plastic	$46,780	0.001%
51-7021	Furniture Finishers	$35,980	0.001%
51-4032	Drilling and Boring Machine Tool Setters, Operators, and Tenders, Metal and Plastic	$48,700	0.001%
51-9123	Painting, Coating, and Decorating Workers	$49,290	0.001%
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	$57,140	0.001%
51-3091	Food and Tobacco Roasting, Baking, and Drying Machine Operators and Tenders	$39,920	0.001%
51-3021	Butchers and Meat Cutters	$39,080	0.001%
51-6063	Textile Knitting and Weaving Machine Setters, Operators, and Tenders	$27,820	0.001%
51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	$45,420	0.001%
51-6052	Tailors, Dressmakers, and Custom Sewers	$52,870	0.001%
51-4034	Lathe and Turning Machine Tool Setters, Operators, and Tenders, Metal and Plastic	$53,800	0.001%
51-8092	Gas Plant Operators	$98,340	0.001%
51-4071	Foundry Mold and Coremakers	$43,730	0.001%
51-6021	Pressers, Textile, Garment, and Related Materials	$30,100	0.001%
51-2051	Fiberglass Laminators and Fabricators	$45,970	0.001%
	Weighted Mean Annual Wage	$44,646	1.867%
53-0000	**Transportation and Material Moving Occupations**		
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	$39,930	1.364%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
53-3031	Driver/Sales Workers	$34,920	0.383%
53-7065	Stockers and Order Fillers	$36,170	0.279%
53-7064	Packers and Packagers, Hand	$32,950	0.277%
53-3032	Heavy and Tractor-Trailer Truck Drivers	$51,440	0.193%
53-7051	Industrial Truck and Tractor Operators	$43,940	0.168%
53-3033	Light Truck Drivers	$48,790	0.121%
53-7061	Cleaners of Vehicles and Equipment	$33,470	0.119%
53-1047	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	$66,690	0.080%
53-3058	Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	$40,610	0.056%
53-3099	Motor Vehicle Operators, All Other	$55,930	0.031%
53-6021	Parking Attendants	$34,320	0.022%
53-2012	Commercial Pilots	$113,260	0.014%
53-3052	Bus Drivers, Transit and Intercity	$58,860	0.006%
53-7063	Machine Feeders and Offbearers	$43,880	0.006%
53-7199	Material Moving Workers, All Other	$34,200	0.005%
53-2022	Airfield Operations Specialists	$56,410	0.005%
53-6051	Transportation Inspectors	$94,170	0.004%
53-6031	Automotive and Watercraft Service Attendants	$31,340	0.003%
53-6098	Aircraft Service Attendants and Transportation Workers, All Other	$52,040	0.003%
53-2011	Airline Pilots, Copilots, and Flight Engineers	$243,550	0.002%
53-6041	Traffic Technicians	$86,560	0.002%
53-2031	Flight Attendants	$51,230	0.001%
53-6061	Passenger Attendants	$34,080	0.001%
	Weighted Mean Annual Wage	$40,712	**3.162%**
	Total, Land Use	**$85,440.54**	**100.000%**

Notes:

(a) Occupational mix by industry was obtained from US Bureau of Labor Statistics, Occupational Employment Statistics, 2019.

(b) Wage data for the San Francisco Metropolitan Statistical Area was obtained from California Economic Development Department, OES Employment and Wages by Occupation, 2019.

(c) Distribution of workers is calculated based on the existing distribution of employment by industry in Marin County, provided by Quarterly Census of Employment and Wages (QCEW), 2019

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

FIGURE 36. OCCUPATIONAL MIX AND AVERAGE WAGES FOR RETAIL/RESTAURANT/SERVICES

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
11-0000	**Management Occupations**		
11-9051	Food Service Managers	$63,460	1.525%
11-1021	General and Operations Managers	$155,850	0.800%
11-2022	Sales Managers	$159,720	0.046%
11-3031	Financial Managers	$182,190	0.016%
11-3010	Administrative Services and Facilities Managers	$132,020	0.008%
11-2021	Marketing Managers	$181,720	0.007%
11-9198	Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	$168,900	0.005%
11-3121	Human Resources Managers	$163,810	0.004%
11-1011	Chief Executives	$236,060	0.003%
11-3071	Transportation, Storage, and Distribution Managers	$123,910	0.002%
11-3021	Computer and Information Systems Managers	$201,960	0.002%
11-3131	Training and Development Managers	$152,380	0.002%
11-9111	Medical and Health Services Managers	$142,760	0.001%
11-3061	Purchasing Managers	$154,870	0.001%
11-3051	Industrial Production Managers	$140,910	0.001%
	Weighted Mean Annual Wage	**$98,093**	**2.423%**
13-0000	**Business and Financial Operations Occupations**		
13-1151	Training and Development Specialists	$83,550	0.079%
13-1161	Market Research Analysts and Marketing Specialists	$91,350	0.041%
13-2011	Accountants and Auditors	$93,590	0.035%
13-1071	Human Resources Specialists	$89,820	0.029%
13-1121	Meeting, Convention, and Event Planners	$67,530	0.029%
13-1020	Buyers and Purchasing Agents	$79,040	0.019%
13-2072	Loan Officers	$84,940	0.012%
13-1198	Project Management Specialists and Business Operations Specialists, All Other	$93,010	0.009%
13-1051	Cost Estimators	$98,960	0.007%
13-2098	Financial and Investment Analysts, Financial Risk Specialists, and Financial Specialists, All Other	$119,100	0.003%
13-1111	Management Analysts	$113,750	0.001%
13-1081	Logisticians	$82,010	0.001%
13-2041	Credit Analysts	$109,330	0.001%
13-1041	Compliance Officers	$92,960	0.001%
	Weighted Mean Annual Wage	**$86,096**	**0.269%**

FIGURE 36. OCCUPATIONAL MIX AND WAGES FOR RETAIL/RESTAURANT/SERVICES, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
15-0000	**Computer and Mathematical Occupations**		
15-1232	Computer User Support Specialists	$75,640	0.004%
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	$145,250	0.003%
15-1244	Network and Computer Systems Administrators	$104,370	0.003%
15-1257	Web Developers and Digital Interface Designers	$110,790	0.003%
15-1299	Computer Occupations, All Other	$120,370	0.003%
15-1211	Computer Systems Analysts	$121,300	0.001%
15-1231	Computer Network Support Specialists	$85,990	0.001%
15-1251	Computer Programmers	$116,400	0.001%
	Weighted Mean Annual Wage	**$109,230**	**0.019%**
21-0000	**Community and Social Service Occupations**		
21-1019	Counselors, All Other	$66,150	0.001%
21-1022	Healthcare Social Workers	$86,560	0.0005%
	Weighted Mean Annual Wage	**$73,047**	**0.001%**
23-0000	**Legal Occupations**		
23-2093	Title Examiners, Abstractors, and Searchers	$59,890	0.002%
23-2099	Legal Support Workers, All Other	$61,510	0.0003%
23-1011	Lawyers	$188,910	0.0003%
	Weighted Mean Annual Wage	**$73,546**	**0.002%**
25-0000	**Educational Instruction and Library Occupations**		
25-3021	Self-Enrichment Teachers	$53,730	0.005%
25-3097	Tutors and Teachers and Instructors, All Other	$50,800	0.0001%
25-9031	Instructional Coordinators	$77,090	0.0001%
	Weighted Mean Annual Wage	**$54,313**	**0.005%**
27-0000	**Arts, Design, Entertainment, Sports, and Media Occupations**		
27-2012	Producers and Directors	$104,520	0.017%
27-3031	Public Relations Specialists	$84,520	0.011%
27-1026	Merchandise Displayers and Window Trimmers	$38,480	0.011%
27-4032	Film and Video Editors	$83,100	0.007%
27-4011	Audio and Video Technicians	$64,140	0.005%
27-1024	Graphic Designers	$77,110	0.005%
27-1025	Interior Designers	$72,240	0.004%
27-1014	Special Effects Artists and Animators	$97,570	0.004%
27-4031	Camera Operators, Television, Video, and Film	$59,160	0.003%

FIGURE 36. OCCUPATIONAL MIX AND WAGES FOR RETAIL/RESTAURANT/SERVICES, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
27-4098	Lighting Technicians and Media and Communication Equipment Workers, All Other	$60,610	0.003%
27-3099	Media and Communication Workers, All Other	$63,270	0.002%
27-4021	Photographers	$61,530	0.002%
27-1027	Set and Exhibit Designers	$60,530	0.002%
27-1011	Art Directors	$135,970	0.002%
27-1023	Floral Designers	$39,920	0.002%
27-3041	Editors	$86,530	0.002%
27-1022	Fashion Designers	$89,400	0.001%
27-4014	Sound Engineering Technicians	$70,470	0.001%
27-1019	Artists and Related Workers, All Other	$93,840	0.001%
27-3043	Writers and Authors	$93,060	0.001%
27-1013	Fine Artists, Including Painters, Sculptors, and Illustrators	$85,980	0.001%
27-4012	Broadcast Technicians	$57,390	0.001%
	Weighted Mean Annual Wage	**$66,961**	**0.102%**
29-0000	**Healthcare Practitioners and Technical Occupations**		
29-2052	Pharmacy Technicians	$51,090	0.143%
29-1051	Pharmacists	$148,390	0.089%
29-2081	Opticians, Dispensing	$50,840	0.014%
29-1041	Optometrists	$125,680	0.004%
29-1031	Dietitians and Nutritionists	$87,890	0.003%
29-2092	Hearing Aid Specialists	$66,050	0.003%
29-1141	Registered Nurses	$138,000	0.002%
29-2091	Orthotists and Prosthetists	$81,090	0.001%
29-2057	Ophthalmic Medical Technicians	$52,660	0.001%
29-1126	Respiratory Therapists	$97,950	0.001%
29-1181	Audiologists	$102,560	0.001%
29-1171	Nurse Practitioners	$157,150	0.001%
29-2098	Medical Dosimetrists, Medical Records Specialists, and Health Technologists and Technicians, All Other	$58,370	0.001%
29-1298	Acupuncturists and Healthcare Diagnosing or Treating Practitioners, All Other	$76,670	0.001%
	Weighted Mean Annual Wage	**$86,954**	**0.266%**
31-0000	**Healthcare Support Occupations**		
31-9011	Massage Therapists	$50,560	0.041%
31-9095	Pharmacy Aides	$46,430	0.017%
31-9099	Healthcare Support Workers, All Other	$50,950	0.002%

FIGURE 36. OCCUPATIONAL MIX AND WAGES FOR RETAIL/RESTAURANT/SERVICES, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
31-1120	Home Health and Personal Care Aides	$30,320	0.001%
31-9092	Medical Assistants	$48,920	0.001%
	Weighted Mean Annual Wage	**$48,986**	**0.063%**
33-0000	**Protective Service Occupations**		
33-9032	Security Guards	$38,580	0.106%
33-1090	Miscellaneous First-Line Supervisors, Protective Service Workers	$61,530	0.001%
33-9098	School Bus Monitors and Protective Service Workers, All Other	$49,650	0.001%
	Weighted Mean Annual Wage	**$38,981**	**0.108%**
35-0000	**Food Preparation and Serving Related Occupations**		
35-3023	Fast Food and Counter Workers	$31,610	28.085%
35-3031	Waiters and Waitresses	$37,810	18.684%
35-2014	Cooks, Restaurant	$38,430	10.548%
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	$44,560	6.745%
35-2011	Cooks, Fast Food	$27,060	4.527%
35-2021	Food Preparation Workers	$31,820	3.926%
35-9021	Dishwashers	$31,680	3.412%
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	$34,520	3.306%
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	$35,040	2.686%
35-3011	Bartenders	$37,310	2.682%
35-2015	Cooks, Short Order	$34,460	0.857%
35-1011	Chefs and Head Cooks	$63,740	0.599%
35-9099	Food Preparation and Serving Related Workers, All Other	$31,250	0.368%
35-3041	Food Servers, Nonrestaurant	$35,200	0.177%
35-2012	Cooks, Institution and Cafeteria	$40,710	0.082%
35-2019	Cooks, All Other	$40,740	0.002%
	Weighted Mean Annual Wage	**$35,217**	**86.687%**
37-0000	**Building and Grounds Cleaning and Maintenance Occupations**		
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	$38,870	0.287%
37-2012	Maids and Housekeeping Cleaners	$41,430	0.022%
37-3011	Landscaping and Groundskeeping Workers	$43,940	0.011%
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	$53,550	0.002%

FIGURE 36. OCCUPATIONAL MIX AND WAGES FOR RETAIL/RESTAURANT/SERVICES, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
	Weighted Mean Annual Wage	**$39,305**	**0.321%**
39-0000	**Personal Care and Service Occupations**		
39-5012	Hairdressers, Hairstylists, and Cosmetologists	$35,410	0.243%
39-5092	Manicurists and Pedicurists	$29,490	0.079%
39-2021	Animal Caretakers	$34,130	0.045%
39-5094	Skincare Specialists	$37,640	0.031%
39-1098	First-Line Supervisors of Personal Service and Entertainment and Recreation Workers, Except Gambling Services	$54,240	0.027%
39-3091	Amusement and Recreation Attendants	$29,650	0.025%
39-3031	Ushers, Lobby Attendants, and Ticket Takers	$33,520	0.020%
39-5011	Barbers	$52,940	0.014%
39-5093	Shampooers	-	0.009%
39-9098	Crematory Operators and Personal Care and Service Workers, All Other	$35,060	0.007%
39-3093	Locker Room, Coatroom, and Dressing Room Attendants	$41,030	0.005%
39-9031	Exercise Trainers and Group Fitness Instructors	$59,340	0.004%
39-2011	Animal Trainers	$42,320	0.003%
39-6012	Concierges	$44,060	0.002%
39-3021	Motion Picture Projectionists	$34,350	0.001%
39-5091	Makeup Artists, Theatrical and Performance	-	0.001%
39-4021	Funeral Attendants	$39,180	0.001%
39-4031	Morticians, Undertakers, and Funeral Arrangers	$60,050	0.001%
39-3092	Costume Attendants	$42,930	0.001%
39-6011	Baggage Porters and Bellhops	$33,390	0.001%
39-7010	Tour and Travel Guides	$42,380	0.001%
39-9011	Childcare Workers	$35,590	0.001%
	Weighted Mean Annual Wage	**$35,291**	**0.523%**
41-0000	**Sales and Related Occupations**		
41-2011	Cashiers	$32,150	3.652%
41-2031	Retail Salespersons	$34,810	1.668%
41-1011	First-Line Supervisors of Retail Sales Workers	$46,980	0.367%
41-2022	Parts Salespersons	$45,260	0.083%
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	$81,320	0.080%
41-2021	Counter and Rental Clerks	$40,320	0.072%
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	$81,830	0.035%

FIGURE 36. OCCUPATIONAL MIX AND WAGES FOR RETAIL/RESTAURANT/SERVICES, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
41-1012	First-Line Supervisors of Non-Retail Sales Workers	$77,590	0.013%
41-9099	Sales and Related Workers, All Other	-	0.010%
41-3031	Securities, Commodities, and Financial Services Sales Agents	$101,770	0.004%
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	$104,680	0.003%
41-9041	Telemarketers	$33,420	0.003%
41-9011	Demonstrators and Product Promoters	$36,560	0.002%
41-3011	Advertising Sales Agents	$92,720	0.001%
41-3021	Insurance Sales Agents	$109,960	0.001%
	Weighted Mean Annual Wage	**$35,176**	**5.992%**
43-0000	**Office and Administrative Support Occupations**		
43-9061	Office Clerks, General	$46,920	0.285%
43-4051	Customer Service Representatives	$49,200	0.214%
43-3031	Bookkeeping, Accounting, and Auditing Clerks	$54,980	0.202%
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	$51,170	0.094%
43-4171	Receptionists and Information Clerks	$39,990	0.093%
43-1011	First-Line Supervisors of Office and Administrative Support Workers	$71,190	0.068%
43-5071	Shipping, Receiving, and Inventory Clerks	$42,910	0.045%
43-4151	Order Clerks	$45,220	0.016%
43-3051	Payroll and Timekeeping Clerks	$63,280	0.015%
43-3021	Billing and Posting Clerks	$50,120	0.011%
43-6011	Executive Secretaries and Executive Administrative Assistants	$82,480	0.008%
43-5061	Production, Planning, and Expediting Clerks	$63,180	0.007%
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	$53,370	0.006%
43-2011	Switchboard Operators, Including Answering Service	$49,560	0.006%
43-9199	Office and Administrative Support Workers, All Other	$45,160	0.005%
43-3011	Bill and Account Collectors	$55,830	0.004%
43-5032	Dispatchers, Except Police, Fire, and Ambulance	$54,040	0.003%
43-4071	File Clerks	$41,240	0.003%
43-3061	Procurement Clerks	$50,680	0.003%
43-5021	Couriers and Messengers	$42,320	0.003%
43-9021	Data Entry Keyers	$41,790	0.002%
43-4199	Information and Record Clerks, All Other	$57,150	0.002%
43-4041	Credit Authorizers, Checkers, and Clerks	$47,330	0.002%

FIGURE 36. OCCUPATIONAL MIX AND WAGES FOR RETAIL/RESTAURANT/SERVICES, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
43-4131	Loan Interviewers and Clerks	$49,770	0.002%
43-6013	Medical Secretaries and Administrative Assistants	$49,140	0.001%
43-9041	Insurance Claims and Policy Processing Clerks	$53,480	0.001%
	Weighted Mean Annual Wage	**$50,617**	**1.104%**
45-0000	**Farming, Fishing, and Forestry Occupations**		
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	$37,430	0.002%
45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	$54,120	0.0001%
	Weighted Mean Annual Wage	**$38,161**	**0.002%**
47-0000	**Construction and Extraction Occupations**		
47-2031	Carpenters	$71,490	0.007%
47-2121	Glaziers	$72,550	0.005%
47-2041	Carpet Installers	$64,200	0.005%
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	$99,580	0.002%
47-2111	Electricians	$100,400	0.001%
47-2042	Floor Layers, Except Carpet, Wood, and Hard Tiles	$66,540	0.001%
47-2061	Construction Laborers	$55,970	0.001%
47-4031	Fence Erectors	$44,820	0.001%
47-2044	Tile and Stone Setters	$59,410	0.001%
	Weighted Mean Annual Wage	**$70,399**	**0.027%**
49-0000	**Installation, Maintenance, and Repair Occupations**		
49-3023	Automotive Service Technicians and Mechanics	$58,630	0.273%
49-9071	Maintenance and Repair Workers, General	$56,230	0.166%
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	$89,740	0.038%
49-3021	Automotive Body and Related Repairers	$57,580	0.028%
49-3093	Tire Repairers and Changers	$36,640	0.018%
49-9091	Coin, Vending, and Amusement Machine Servicers and Repairers	$43,550	0.010%
49-9099	Installation, Maintenance, and Repair Workers, All Other	$55,210	0.009%
49-2011	Computer, Automated Teller, and Office Machine Repairers	$45,100	0.008%
49-9098	Helpers--Installation, Maintenance, and Repair Workers	$37,740	0.007%
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	$68,840	0.006%

FIGURE 36. OCCUPATIONAL MIX AND WAGES FOR RETAIL/RESTAURANT/SERVICES, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
49-3091	Bicycle Repairers	$32,090	0.006%
49-9031	Home Appliance Repairers	$53,820	0.004%
49-9011	Mechanical Door Repairers	$52,210	0.003%
49-9063	Musical Instrument Repairers and Tuners	-	0.003%
49-2097	Audiovisual Equipment Installers and Repairers	$59,500	0.003%
49-3053	Outdoor Power Equipment and Other Small Engine Mechanics	$45,750	0.003%
49-9062	Medical Equipment Repairers	$69,330	0.002%
49-2096	Electronic Equipment Installers and Repairers, Motor Vehicles	$47,500	0.002%
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	$76,480	0.001%
49-3052	Motorcycle Mechanics	$57,800	0.001%
49-3051	Motorboat Mechanics and Service Technicians	$59,490	0.001%
49-3092	Recreational Vehicle Service Technicians	$42,360	0.001%
49-9096	Riggers	$73,610	0.001%
49-9095	Manufactured Building and Mobile Home Installers	-	0.001%
	Weighted Mean Annual Wage	**$57,919**	**0.594%**
51-0000	**Production Occupations**		
51-3011	Bakers	$36,960	0.349%
51-6011	Laundry and Dry-Cleaning Workers	$34,880	0.032%
51-3092	Food Batchmakers	$35,300	0.032%
51-3021	Butchers and Meat Cutters	$39,080	0.018%
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	$57,140	0.014%
51-1011	First-Line Supervisors of Production and Operating Workers	$76,700	0.013%
51-2090	Miscellaneous Assemblers and Fabricators	$43,160	0.010%
51-3091	Food and Tobacco Roasting, Baking, and Drying Machine Operators and Tenders	$39,920	0.009%
51-6021	Pressers, Textile, Garment, and Related Materials	$30,100	0.009%
51-6052	Tailors, Dressmakers, and Custom Sewers	$52,870	0.007%
51-9083	Ophthalmic Laboratory Technicians	$43,010	0.006%
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	$49,860	0.005%
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	$35,910	0.005%
51-3099	Food Processing Workers, All Other	$32,410	0.005%
51-6031	Sewing Machine Operators	$32,880	0.004%
51-9124	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	$50,520	0.003%
51-9198	Helpers--Production Workers	$34,400	0.003%

FIGURE 36. OCCUPATIONAL MIX AND WAGES FOR RETAIL/RESTAURANT/SERVICES, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
51-9151	Photographic Process Workers and Processing Machine Operators	$51,650	0.002%
51-9199	Production Workers, All Other	$37,130	0.001%
51-7011	Cabinetmakers and Bench Carpenters	$46,910	0.001%
51-9082	Medical Appliance Technicians	$56,910	0.001%
51-9194	Etchers and Engravers	-	0.001%
51-9195	Molders, Shapers, and Casters, Except Metal and Plastic	$44,460	0.001%
51-5112	Printing Press Operators	$43,690	0.001%
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	$48,700	0.001%
51-9071	Jewelers and Precious Stone and Metal Workers	$39,560	0.001%
51-4121	Welders, Cutters, Solderers, and Brazers	$58,600	0.001%
51-9111	Packaging and Filling Machine Operators and Tenders	$34,740	0.001%
51-7041	Sawing Machine Setters, Operators, and Tenders, Wood	$31,740	0.001%
	Weighted Mean Annual Wage	**$38,854**	**0.536%**
53-0000	**Transportation and Material Moving Occupations**		
53-3033	Light Truck Drivers	$48,790	0.377%
53-7065	Stockers and Order Fillers	$36,170	0.189%
53-7061	Cleaners of Vehicles and Equipment	$33,470	0.096%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	$39,930	0.093%
53-6021	Parking Attendants	$34,320	0.063%
53-6031	Automotive and Watercraft Service Attendants	$31,340	0.028%
53-1047	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	$66,690	0.026%
53-3058	Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	$40,610	0.023%
53-3032	Heavy and Tractor-Trailer Truck Drivers	$51,440	0.016%
53-7064	Packers and Packagers, Hand	$32,950	0.013%
53-3099	Motor Vehicle Operators, All Other	$55,930	0.011%
53-7051	Industrial Truck and Tractor Operators	$43,940	0.009%
53-7199	Material Moving Workers, All Other	$34,200	0.006%
53-3031	Driver/Sales Workers	$34,920	0.005%
53-6098	Aircraft Service Attendants and Transportation Workers, All Other	$52,040	0.001%
	Weighted Mean Annual Wage	**$42,424**	**0.958%**
	Total, Land Use	**$37,493**	**100.000%**

Notes:

(a) Occupational mix by industry was obtained from US Bureau of Labor Statistics, Occupational Employment Statistics, 2019.

(b) Wage data for the San Francisco Metropolitan Statistical Area was obtained from California Economic Development Department, OES Employment and Wages by Occupation, 2019.

(c) Distribution of workers is calculated based on the existing distribution of employment by industry in Marin County, provided by Quarterly Census of Employment and Wages (QCEW), 2019

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
11-0000	**Management Occupations**		
11-9081	Lodging Managers	$104,250	1.622%
11-1021	General and Operations Managers	$155,850	0.810%
11-9051	Food Service Managers	$63,460	0.422%
11-2022	Sales Managers	$159,720	0.308%
11-9198	Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	$168,900	0.214%
11-3031	Financial Managers	$182,190	0.206%
11-3010	Administrative Services and Facilities Managers	$132,020	0.192%
11-3121	Human Resources Managers	$163,810	0.100%
11-9071	Gambling Managers	$125,300	0.094%
11-2021	Marketing Managers	$181,720	0.080%
11-3021	Computer and Information Systems Managers	$201,960	0.035%
11-1011	Chief Executives	$236,060	0.021%
11-3061	Purchasing Managers	$154,870	0.021%
11-9141	Property, Real Estate, and Community Association Managers	$92,930	0.019%
11-2030	Public Relations and Fundraising Managers	$142,950	0.012%
11-9041	Architectural and Engineering Managers	$186,500	0.011%
11-2011	Advertising and Promotions Managers	$175,210	0.008%
11-9021	Construction Managers	$134,880	0.007%
11-3131	Training and Development Managers	$152,380	0.005%
11-3071	Transportation, Storage, and Distribution Managers	$123,910	0.005%
11-3111	Compensation and Benefits Managers	$170,770	0.003%
11-3051	Industrial Production Managers	$140,910	0.003%
	Weighted Mean Annual Wage	**$128,280**	**4.198%**
13-0000	**Business and Financial Operations Occupations**		
13-1121	Meeting, Convention, and Event Planners	$67,530	0.441%
13-2011	Accountants and Auditors	$93,590	0.438%
13-1071	Human Resources Specialists	$89,820	0.225%
13-1161	Market Research Analysts and Marketing Specialists	$91,350	0.182%
13-1198	Project Management Specialists and Business Operations Specialists, All Other	$93,010	0.145%
13-1020	Buyers and Purchasing Agents	$79,040	0.087%
13-1151	Training and Development Specialists	$83,550	0.040%
13-1041	Compliance Officers	$92,960	0.029%
13-2098	Financial and Investment Analysts, Financial Risk Specialists, and Financial Specialists, All Other	$119,100	0.028%
13-1111	Management Analysts	$113,750	0.020%

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL, CONTINUED

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
13-1141	Compensation, Benefits, and Job Analysis Specialists	$83,230	0.013%
13-1075	Labor Relations Specialists	$86,370	0.006%
13-2041	Credit Analysts	$109,330	0.003%
13-2031	Budget Analysts	$93,800	0.002%
	Weighted Mean Annual Wage	**$85,441**	**1.660%**
15-0000	**Computer and Mathematical Occupations**		
15-1232	Computer User Support Specialists	$75,640	0.071%
15-1244	Network and Computer Systems Administrators	$104,370	0.041%
15-1299	Computer Occupations, All Other	$120,370	0.022%
15-1211	Computer Systems Analysts	$121,300	0.015%
15-1231	Computer Network Support Specialists	$85,990	0.011%
15-1245	Database Administrators and Architects	$107,930	0.008%
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	$145,250	0.008%
15-1241	Computer Network Architects	$137,720	0.006%
15-1212	Information Security Analysts	$122,570	0.005%
15-1257	Web Developers and Digital Interface Designers	$110,790	0.005%
15-1251	Computer Programmers	$116,400	0.002%
	Weighted Mean Annual Wage	**$99,597**	**0.195%**
17-0000	**Architecture and Engineering Occupations**		
17-3023	Electrical and Electronic Engineering Technologists and Technicians	$67,200	0.012%
17-2141	Mechanical Engineers	$123,270	0.008%
17-2199	Engineers, All Other	$113,050	0.004%
17-2051	Civil Engineers	$120,110	0.003%
17-3027	Mechanical Engineering Technologists and Technicians	$61,100	0.003%
17-2071	Electrical Engineers	$120,990	0.000%
	Weighted Mean Annual Wage	**$93,450**	**0.031%**
19-0000	**Life, Physical, and Social Science Occupations**		
19-5011	Occupational Health and Safety Specialists	$108,230	0.005%
	Weighted Mean Annual Wage	**$108,230**	**0.005%**
23-0000	**Legal Occupations**		
23-1011	Lawyers	$188,910	0.005%
23-2011	Paralegals and Legal Assistants	$71,360	0.002%
	Weighted Mean Annual Wage	**$152,176**	**0.008%**

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL, CONTINUED

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
27-0000	**Arts, Design, Entertainment, Sports, and Media Occupations**		
27-4011	Audio and Video Technicians	$64,140	0.139%
27-2022	Coaches and Scouts	$48,900	0.065%
27-3031	Public Relations Specialists	$84,520	0.039%
27-3099	Media and Communication Workers, All Other	$63,270	0.027%
27-1024	Graphic Designers	$77,110	0.019%
27-4098	Lighting Technicians and Media and Communication Equipment Workers, All Other	$60,610	0.010%
27-1023	Floral Designers	$39,920	0.009%
27-2090	Miscellaneous Entertainers and Performers, Sports and Related Workers	*	0.006%
27-1026	Merchandise Displayers and Window Trimmers	$38,480	0.005%
27-2021	Athletes and Sports Competitors	-	0.003%
27-2042	Musicians and Singers	*	0.002%
27-2011	Actors	*	0.000%
	Weighted Mean Annual Wage	**$62,212**	**0.340%**
29-0000	**Healthcare Practitioners and Technical Occupations**		
29-2040	Emergency Medical Technicians and Paramedics	$54,180	0.013%
29-1141	Registered Nurses	$138,000	0.002%
	Weighted Mean Annual Wage	**$67,277**	**0.016%**
31-0000	**Healthcare Support Occupations**		
31-9011	Massage Therapists	$50,560	0.516%
	Weighted Mean Annual Wage	**$50,560**	**0.516%**
33-0000	**Protective Service Occupations**		
33-9032	Security Guards	$38,580	1.530%
33-9092	Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	$31,600	0.338%
33-1090	Miscellaneous First-Line Supervisors, Protective Service Workers	$61,530	0.190%
33-9031	Gambling Surveillance Officers and Gambling Investigators	$43,940	0.149%
33-9098	School Bus Monitors and Protective Service Workers, All Other	$49,650	0.015%
33-9021	Private Detectives and Investigators	$78,150	0.003%
	Weighted Mean Annual Wage	**$39,966**	**2.226%**
35-0000	**Food Preparation and Serving Related Occupations**		
35-3031	Waiters and Waitresses	$37,810	7.632%
35-2014	Cooks, Restaurant	$38,430	4.125%

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL, CONTINUED

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	$35,040	2.993%
35-3011	Bartenders	$37,310	2.144%
35-9021	Dishwashers	$31,680	1.520%
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	$44,560	1.508%
35-3041	Food Servers, Nonrestaurant	$35,200	1.378%
35-3023	Fast Food and Counter Workers	$31,610	1.153%
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	$34,520	0.949%
35-1011	Chefs and Head Cooks	$63,740	0.735%
35-2021	Food Preparation Workers	$31,820	0.702%
35-9099	Food Preparation and Serving Related Workers, All Other	$31,250	0.290%
35-2012	Cooks, Institution and Cafeteria	$40,710	0.213%
35-2015	Cooks, Short Order	$34,460	0.129%
35-2011	Cooks, Fast Food	$27,060	0.037%
35-2019	Cooks, All Other	$40,740	0.034%
	Weighted Mean Annual Wage	**$37,537**	**25.543%**
37-0000	**Building and Grounds Cleaning and Maintenance Occupations**		
37-2012	Maids and Housekeeping Cleaners	$41,430	22.801%
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	$38,870	2.336%
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	$53,550	1.759%
37-3011	Landscaping and Groundskeeping Workers	$43,940	0.575%
37-1012	First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	$68,600	0.085%
37-3019	Grounds Maintenance Workers, All Other	$54,060	0.021%
37-2019	Building Cleaning Workers, All Other	$32,430	0.020%
37-3012	Pesticide Handlers, Sprayers, and Applicators, Vegetation	$79,020	0.010%
	Weighted Mean Annual Wage	**$42,139**	**27.608%**
39-0000	**Personal Care and Service Occupations**		
39-3011	Gambling Dealers	$26,750	2.633%
39-6011	Baggage Porters and Bellhops	$33,390	1.139%
39-1013	First-Line Supervisors of Gambling Services Workers	$52,020	0.784%
39-3091	Amusement and Recreation Attendants	$29,650	0.757%
39-6012	Concierges	$44,060	0.635%
39-9032	Recreation Workers	$36,490	0.261%

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL, CONTINUED

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
39-1098	First-Line Supervisors of Personal Service and Entertainment and Recreation Workers, Except Gambling Services	$54,240	0.249%
39-9098	Crematory Operators and Personal Care and Service Workers, All Other	$35,060	0.238%
39-3019	Gambling Service Workers, All Other	$35,260	0.223%
39-3093	Locker Room, Coatroom, and Dressing Room Attendants	$41,030	0.171%
39-9031	Exercise Trainers and Group Fitness Instructors	$59,340	0.142%
39-5094	Skincare Specialists	$37,640	0.130%
39-3031	Ushers, Lobby Attendants, and Ticket Takers	$33,520	0.114%
39-3012	Gambling and Sports Book Writers and Runners	$32,190	0.072%
39-5092	Manicurists and Pedicurists	$29,490	0.070%
39-5012	Hairdressers, Hairstylists, and Cosmetologists	$35,410	0.068%
39-9011	Childcare Workers	$35,590	0.041%
39-7010	Tour and Travel Guides	$42,380	0.039%
39-3099	Entertainment Attendants and Related Workers, All Other	$37,000	0.037%
39-3092	Costume Attendants	$42,930	0.020%
39-2011	Animal Trainers	$42,320	0.000%
	Weighted Mean Annual Wage	**$35,162**	**7.833%**
41-0000	**Sales and Related Occupations**		
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	$81,320	1.184%
41-2011	Cashiers	$32,150	0.704%
41-2031	Retail Salespersons	$34,810	0.328%
41-2012	Gambling Change Persons and Booth Cashiers	$32,010	0.326%
41-1011	First-Line Supervisors of Retail Sales Workers	$46,980	0.144%
41-1012	First-Line Supervisors of Non-Retail Sales Workers	$77,590	0.088%
41-9099	Sales and Related Workers, All Other	-	0.041%
41-2021	Counter and Rental Clerks	$40,320	0.039%
41-9041	Telemarketers	$33,420	0.030%
41-3041	Travel Agents	$53,520	0.015%
41-3011	Advertising Sales Agents	$92,720	0.007%
41-9021	Real Estate Brokers	*	0.002%
	Weighted Mean Annual Wage	**$54,861**	**2.959%**
43-0000	**Office and Administrative Support Occupations**		
43-4081	Hotel, Motel, and Resort Desk Clerks	$39,440	12.021%
43-1011	First-Line Supervisors of Office and Administrative Support Workers	$71,190	1.755%

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL, CONTINUED

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
43-3031	Bookkeeping, Accounting, and Auditing Clerks	$54,980	1.037%
43-4051	Customer Service Representatives	$49,200	0.440%
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	$51,170	0.427%
43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	*	0.297%
43-3041	Gambling Cage Workers	$30,160	0.292%
43-4171	Receptionists and Information Clerks	$39,990	0.263%
43-2011	Switchboard Operators, Including Answering Service	$49,560	0.233%
43-5071	Shipping, Receiving, and Inventory Clerks	$42,910	0.109%
43-6011	Executive Secretaries and Executive Administrative Assistants	$82,480	0.100%
43-5032	Dispatchers, Except Police, Fire, and Ambulance	$54,040	0.071%
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	$53,370	0.056%
43-9199	Office and Administrative Support Workers, All Other	$45,160	0.053%
43-3051	Payroll and Timekeeping Clerks	$63,280	0.050%
43-5061	Production, Planning, and Expediting Clerks	$63,180	0.042%
43-3061	Procurement Clerks	$50,680	0.032%
43-3021	Billing and Posting Clerks	$50,120	0.024%
43-5021	Couriers and Messengers	$42,320	0.020%
43-2021	Telephone Operators	$48,480	0.016%
43-4151	Order Clerks	$45,220	0.015%
43-5111	Weighers, Measurers, Checkers, and Samplers, Recordkeeping	$41,640	0.011%
43-4199	Information and Record Clerks, All Other	$57,150	0.009%
43-3011	Bill and Account Collectors	$55,830	0.008%
43-9051	Mail Clerks and Mail Machine Operators, Except Postal Service	$39,020	0.007%
43-4041	Credit Authorizers, Checkers, and Clerks	$47,330	0.005%
43-4071	File Clerks	$41,240	0.004%
43-2099	Communications Equipment Operators, All Other	$65,500	0.003%
43-9021	Data Entry Keyers	$41,790	0.003%
43-3099	Financial Clerks, All Other	$47,510	0.002%
	Weighted Mean Annual Wage	**$44,074**	**17.792%**
45-0000	**Farming, Fishing, and Forestry Occupations**		
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	$35,610	0.007%
45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	$54,120	0.002%
	Weighted Mean Annual Wage	**$39,723**	**0.009%**

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL, CONTINUED

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
47-0000	**Construction and Extraction Occupations**		
47-2141	Painters, Construction and Maintenance	$67,770	0.093%
47-2031	Carpenters	$71,490	0.052%
47-2111	Electricians	$100,400	0.040%
47-2152	Plumbers, Pipefitters, and Steamfitters	$87,230	0.018%
47-2073	Operating Engineers and Other Construction Equipment Operators	$86,240	0.017%
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	$99,580	0.011%
47-2061	Construction Laborers	$55,970	0.006%
47-2011	Boilermakers	$86,630	0.003%
47-2041	Carpet Installers	$64,200	0.003%
47-4051	Highway Maintenance Workers	$63,210	0.002%
47-4090	Miscellaneous Construction and Related Workers	$63,360	0.002%
	Weighted Mean Annual Wage	**$77,765**	**0.248%**
49-0000	**Installation, Maintenance, and Repair Occupations**		
49-9071	Maintenance and Repair Workers, General	$56,230	4.443%
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	$89,740	0.406%
49-9091	Coin, Vending, and Amusement Machine Servicers and Repairers	$43,550	0.136%
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	$76,480	0.041%
49-9099	Installation, Maintenance, and Repair Workers, All Other	$55,210	0.041%
49-3053	Outdoor Power Equipment and Other Small Engine Mechanics	$45,750	0.021%
49-9098	Helpers--Installation, Maintenance, and Repair Workers	$37,740	0.016%
49-3023	Automotive Service Technicians and Mechanics	$58,630	0.014%
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	$75,510	0.011%
49-9043	Maintenance Workers, Machinery	$63,090	0.008%
49-9094	Locksmiths and Safe Repairers	$63,770	0.006%
49-9041	Industrial Machinery Mechanics	$78,010	0.004%
49-2092	Electric Motor, Power Tool, and Related Repairers	$55,250	0.003%
49-2094	Electrical and Electronics Repairers, Commercial and Industrial Equipment	$79,500	0.003%
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	$68,840	0.003%
49-2011	Computer, Automated Teller, and Office Machine Repairers	$45,100	0.001%
49-2093	Electrical and Electronics Installers and Repairers, Transportation Equipment	$75,530	0.001%
	Weighted Mean Annual Wage	**$58,694**	**5.162%**

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL, CONTINUED

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
51-0000	**Production Occupations**		
51-6011	Laundry and Dry-Cleaning Workers	$34,880	1.846%
51-3011	Bakers	$36,960	0.187%
51-1011	First-Line Supervisors of Production and Operating Workers	$76,700	0.051%
51-8021	Stationary Engineers and Boiler Operators	$103,370	0.030%
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	$49,860	0.020%
51-6052	Tailors, Dressmakers, and Custom Sewers	$52,870	0.018%
51-3021	Butchers and Meat Cutters	$39,080	0.010%
51-6031	Sewing Machine Operators	$32,880	0.010%
51-6021	Pressers, Textile, Garment, and Related Materials	$30,100	0.009%
51-6093	Upholsterers	$46,490	0.007%
51-9193	Cooling and Freezing Equipment Operators and Tenders	$39,590	0.006%
51-8031	Water and Wastewater Treatment Plant and System Operators	$93,680	0.005%
51-9199	Production Workers, All Other	$37,130	0.002%
51-3092	Food Batchmakers	$35,300	0.002%
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	$57,140	0.002%
51-9111	Packaging and Filling Machine Operators and Tenders	$34,740	0.002%
	Weighted Mean Annual Wage	**$37,439**	**2.208%**
53-0000	**Transportation and Material Moving Occupations**		
53-3058	Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	$40,610	0.437%
53-6021	Parking Attendants	$34,320	0.394%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	$39,930	0.221%
53-7065	Stockers and Order Fillers	$36,170	0.200%
53-3031	Driver/Sales Workers	$34,920	0.069%
53-1047	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	$66,690	0.039%
53-3033	Light Truck Drivers	$48,790	0.028%
53-3032	Heavy and Tractor-Trailer Truck Drivers	$51,440	0.011%
53-3099	Motor Vehicle Operators, All Other	$55,930	0.011%
53-6031	Automotive and Watercraft Service Attendants	$31,340	0.007%
53-6061	Passenger Attendants	$34,080	0.005%
53-3052	Bus Drivers, Transit and Intercity	$58,860	0.004%
53-5021	Captains, Mates, and Pilots of Water Vessels	$95,770	0.003%
53-7199	Material Moving Workers, All Other	$34,200	0.003%

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL, CONTINUED

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
53-4041	Subway and Streetcar Operators	$56,730	0.003%
53-5022	Motorboat Operators	-	0.002%
53-7051	Industrial Truck and Tractor Operators	$43,940	0.000%
	Weighted Mean Annual Wage	**$39,024**	**1.444%**
	Total, Land Use	**$46,473**	**100.000%**

Notes:

(a) Occupational mix by industry was obtained from US Bureau of Labor Statistics, Occupational Employment Statistics, 2019.

(b) Wage data for the San Francisco Metropolitan Statistical Area was obtained from California Economic Development Department, OES Employment and Wages by Occupation, 2019.

(c) Distribution of workers is calculated based on the existing distribution of employment by industry in Marin County, provided by Quarterly Census of Employment and Wages (QCEW), 2019

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

MEMORANDUM

To: Heidi Scoble, Town of San Anselmo

From: Strategic Economics and Vernazza Wolfe Associates

Date: February 10, 2023

Project: Marin Inclusionary Study

Subject: Inclusionary Program and In-Lieu Fee Study for San Anselmo

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Purpose and Background

The County of Marin, Town of San Anselmo, and five other jurisdictions within Marin County are collaborating on a regional effort to implement or update existing affordable housing policy tools, namely inclusionary zoning and commercial linkage fees. Some of the jurisdictions currently have inclusionary zoning and/or commercial linkage fee programs they intend to review and update as necessary, while others are establishing new programs. Together, the seven jurisdictions have retained Strategic Economics and Vernazza Wolfe Associates (the Consultant Team) to study and offer recommendations for both these policies.

This memo report provides an assessment of the existing inclusionary housing programs, summarizes best practices for setting inclusionary housing requirements, including on-site affordable units and fees in-lieu of providing affordable units on-site. The report provides an updated calculation of in-lieu fees for all the jurisdictions participating in this study. The maximum in-lieu fees were calculated for three different housing product types – single-family subdivisions, townhomes/condominiums, and rental apartments.

This report also includes an analysis of key policy considerations and recommendations to guide San Anselmo's decision-makers on potential changes to the inclusionary housing requirements and associated in-lieu fees.

The memo is organized into the following sections:

I. Analysis of Existing Inclusionary Policies
II. Best Practices for Inclusionary Policies
III. Affordability Gap/In-lieu Fee Calculation
IV. Policy Considerations and Recommendations

I. Analysis of Existing Inclusionary Policies

Some of the communities in Marin County have a relatively long history with inclusionary zoning. Of the seven jurisdictions participating in this study, five already have inclusionary policies, some of which have existed in some form since the 1980s. Sausalito adopted its policy in 2019, while the communities of San Anselmo and Fairfax have not yet adopted a policy. Concurrent to the preparation of this memo, San Rafael adopted a significantly modified inclusionary policy; both the current policy and the newly adopted versions are shown in Figures 1 and 2.

Inclusionary programs typically have a specific onsite requirement to designate a portion of the project for affordable units (see Figure 1 for a comparison of onsite requirements for the seven jurisdictions) as well as alternative means of compliance with the policy, such as the payment of in-lieu fees or land dedication (Figure 2). Below are some key observations of the policy elements across the jurisdictions:

- **All jurisdictions apply an inclusionary requirement to both rental and for-sale projects.** Fairfax and San Anselmo do not have existing inclusionary housing ordinances.
- **The policies for rental projects tend to target lower income households (very low- and low-income households) while the policies for for-sale projects tend to target a combination of low- and moderate-income households.** Exceptions to this include Corte Madera and San Rafael, which have identical affordability targets for both rental and for-sale projects, and Unincorporated Marin County, which has unusually low-income targets: 60 percent of area median income (AMI) for for-sale and 50 percent of AMI for rental developments.
- **The percentage affordable requirement ranges from ten percent to 25 percent**. Some jurisdictions require smaller percentages for smaller projects: Larkspur has a lower requirement for projects less than twenty units in size, while both San Rafael's current and newly adopted policies include a modified requirement for larger projects. Sausalito requires a higher percentage (with deeper affordability) for projects in commercial districts.
- **The inclusionary policies generally have a relatively low unit threshold**. The unit thresholds (minimum number of units in a project for the policy to be applicable) range from 1 or more units in Corte Madera to 5 or more units in Larkspur. The relatively low unit thresholds reflect the smaller multifamily and subdivision developments characteristic of Marin.
- **San Rafael recently modified its policy by relaxing the onsite inclusionary requirement, adding flexibility, and shifting the targeted income groups slightly higher**.
- **The jurisdictions take a mix of approaches to alternative means of compliance, but, overall, the alternatives are structured to encourage developers to build units onsite**. Jurisdictions either disallow the payment of in-lieu fees in all circumstances (Sausalito), or disallow them in some circumstances (Corte Madera, Larkspur, San Rafael), or allow the payment of in-lieu fees on fractional units (Larkspur, Unincorporated Marin County). Land dedication or the provision of offsite units is generally allowed under special circumstances.

FIGURE 1: ONSITE INCLUSIONARY REQUIREMENTS BY JURISDICTION

	Percentage Affordable by Project Size	Minimum Size Threshold	Affordability Target	
			Rental	For-Sale
Corte Madera	All projects: 25%	1 unit	5% Very Low-Income; 10% Low-Income; 10% Moderate-Income	
Sausalito				
Commercial Districts	1-5 units: 1 unit; 6+ units: 20%	1 unit	Low-income	Moderate-income
Other Areas	15%	4 units	Moderate-income	
Larkspur	5-19 units: 15% 20+ units: 20%	5 units	50% Very Low-Income; 50% Low-Income	50% Low-Income; 50% Moderate-Income
Unincorporated Marin County	2+ units or lots: 20%	2 units or lots	Very Low-Income (50% AMI)	Low-Income (60% AMI)
San Rafael				
Current Policy	2-10 units: 10% 11-20 units: 15% 21+ units: 20%	2 units	50% Very Low-Income; 50% Low-Income	50% Low-Income; 50% Moderate-Income
New Policy (Approved by City Council 2/21/2021)				
Primary Requirement	2-15 units: 10% 16+ units: 5%	2 units	Low-Income	
Secondary Requirement (in addition to the primary requirement for 16+ unit projects)	16+ units: Additional 5% or 10%	16 units	5% additional set-aside: Low-Income; 10% additional set-aside: Moderate-Income	
Fairfax			No Policy	
San Anselmo			No Policy	

Source: Staff from Jurisdictions, 2020; Strategic Economics, 2021.

FIGURE 2: INCLUSIONARY REQUIREMENT ALTERNATIVE MEANS OF COMPLIANCE BY JURISDICTION

	Alternative Means of Compliance
Corte Madera	1-9 unit projects can pay in lieu fee. 10+ unit projects must incorporate units on-site.
Sausalito	
Commercial Districts	Applicants can propose land dedication or off-site units if on-site units are not possible, though there is no in-lieu fee option.
Other Areas	Applicants can propose land dedication or off-site units if on-site units are not possible, though there is no in-lieu fee option.
Larkspur	Land donation, transfer of inclusionary credits, second dwelling units; In-lieu fee available for 5-14 unit projects and for fractional units (Rental: $213,267, For-Sale: $338,126).
Unincorporated Marin County	2+ unit projects and subdivisions: In-lieu fee available for fractional units ($329,485 per unit).
San Rafael	
Former Policy	In-lieu fee for fractional units ($343,969 per unit).
New Policy (Approved by City Council 2/21/2021)	
Primary Requirement	None (must be on-site)
Secondary Requirement	In-lieu fee, off-site units located within 1/2 mile of project, or land donation.
Fairfax	No Policy
San Anselmo	No Policy

EFFECTIVENESS OF INCLUSIONARY POLICIES

The Consultant Team surveyed the five participating jurisdictions that currently have policies, including questions about the units produced by their policy, the means of production, and fee revenues collected. The Team also held meetings with market-rate developers, affordable housing providers, and other stakeholders (see Appendix A) to gain their perspective regarding the policies.

To summarize the results of the inclusionary policies, the Consultant Team summarized the number of units produced and the revenues generated from 2016 to 2020, shown in Figure 3. To provide more context on housing product, a summary of allocated and permitted units in the 2015-2023 Regional Housing Needs Assessment (RHNA) cycle is shown in Figure 4. The effectiveness of the inclusionary policies as a tool for affordable housing production is discussed below.

The jurisdictions in this study produced 58 affordable units through their inclusionary programs over a five-year period. In the last five years, the five jurisdictions with inclusionary policies produced a total of 41 affordable rental units, 17 affordable for-sale units, and approximately $4 million for affordable housing development. San Rafael constituted most of the activity, with all 41 rental units produced there, 13 for-sale units produced, and $3.6 million generated from a single development, the 81-unit Village at Loch Lomond Marina project.[1]

Inclusionary programs accounted for about 14 percent of affordable housing production in the seven participating jurisdictions. According to the RHNA progress report shown in Figure 4, the participating jurisdictions permitted a total 414 affordable units and 700 market-rate units from 2015 to 2020. This indicates that the majority of below-market rate housing development has been implemented through 100 percent affordable projects. The jurisdictions are on track to meet their market-rate (over 120% AMI) and low-income (80% AMI) housing allocations. However, they are less likely to meet the target for producing very-low income (50% AMI) and moderate-income (120%) units.

The inclusionary programs have not resulted in significant production of new affordable units in part because of the complexity of residential development in the county. Residential developers participating in this study cited many factors contributing to the complexity of housing development in Marin, including long and unpredictable approvals processes, opposition from some community members, lack of available sites, especially those that are zoned for multi-family housing, high land and construction costs, and inadequate or expensive infrastructure.

Inclusionary requirements can be a secondary factor impacting the viability of new development in Marin, mainly in instances where the requirement is poorly matched to market conditions. Market rate developers participating this study believed that new development projects can support inclusionary requirements for lower income households. However, some noted that the percentage requirement had been increased over time in many cities, without consideration of the relative market strengths of different locations in the county. For example, some jurisdictions have targeted very low-income households for for-sale projects, which requires a deeper subsidy than low- and moderate-income households.

The conversion of off-site units as an alternative means of compliance with the inclusionary requirement can fall short of the communities' goals for affordable housing. Allowing developers to convert existing units to deed-restricted affordable units can be problematic. First, unlike the

[1] The $3.6 million generated from the Loch Lomond Marina project were not from in-lieu fees but rather a "buyout" of a portion of the BMR requirement.

construction of new units, the conversion of existing units fails to expand the overall supply of housing in the county, trading a market rate unit for one below market rate unit rather than expanding the overall supply. Second, converted units are often of lower quality than new units, and may come with hidden costs, such as additional maintenance costs.

In Marin County, the current inclusionary requirement appears to encourage developers to reduce the scale of projects to allow for the payment of in-lieu fees rather than providing on-site units. The County's policy targets very low-income households: 50 percent of Area Median Income for rental developments and 60 percent for for-sale. These income targets are lower than other jurisdictions in the Bay Area. Projects with two units or more must provide units onsite, with the payment of in-lieu fees allowed only on fractional units. According to County staff, some development projects have reduced the scale of their projects to enable the payment of in-lieu fees rather than providing units on-site.

The variation in inclusionary requirements from jurisdiction to jurisdiction can create confusion and unnecessary complexity for developers. Because each jurisdiction in Marin County has set its inclusionary requirements in an uncoordinated way, the finer details of the many different policies can be difficult for developers to navigate. A more standardized approach that is closely tied to market conditions, rather than jurisdictional boundaries, would help to rationalize the process for developers.

FIGURE 3: AFFORDABLE UNITS PRODUCED AND FEE REVENUES COLLECTED, BY JURISDICTION, 2016-2020.

Jurisdiction	Rental Units	For-sale Units	Fee Revenues
Corte Madera	0	3	$379,478
Fairfax [a]	n/a	n/a	n/a
Larkspur	0	0	0
Unincorporated Marin County	0	1 [d]	$213,603
San Anselmo [b]	n/a	n/a	n/a
San Rafael	41	13	$3,600,000 [e]
Sausalito [c]	0	0	0
Total	**41**	**17**	**$4,193,081**

[a] Fairfax does not currently have an inclusionary program.
[b] San Anselmo does not currently have an inclusionary program.
[c] Sausalito adopted an inclusionary program in 2019.
[d] Produced through a shared agreement with Mill Valley.
[e] Revenues collected from a buy-out of six Below Market Rate units.
Source: Reported by each jurisdiction, 2016-2020.

FIGURE 4. RHNA FIFTH CYCLE ALLOCATION AND PERMITTED UNITS BY AFFORDABILITY LEVEL ACROSS JURISDICTIONS, AS OF 2020

	Corte Madera	Fairfax	Larkspur	San Anselmo	San Rafael	Sausalito	Unincorporated Marin County	Total
Very Low Income (50% AMI)								
RHNA	22	16	40	33	240	26	55	432
Permitted Units	16	13	6	15	5	12	26	93
% Complete	73%	81%	15%	45%	2%	46%	47%	22%
Low Income (80% AMI)								
RHNA	13	11	20	17	148	14	32	255
Permitted Units	13	60	11	21	79	20	27	231
% Complete	100%	545%	55%	124%	53%	143%	84%	91%
Moderate Income (120% AMI)								
RHNA	13	11	21	19	181	16	37	298
Permitted Units	8	4	9	23	12	6	28	90
% Complete	62%	36%	43%	121%	7%	38%	76%	30%
Market-Rate (>120% AMI)								
RHNA	24	23	51	37	438	23	61	657
Permitted Units	179	10	90	39	201	7	174	700
% Complete	746%	43%	176%	105%	46%	30%	285%	107%
Permitted Units Summary								
Total Affordable Units (<120% AMI)	37	77	26	59	96	38	81	414
Total Market Rate Units (>120% AMI)	179	10	90	39	201	7	174	700
Affordable Units as Share of Total	17%	89%	22%	60%	32%	84%	32%	37%

Source: HCD, 2020; Strategic Economics, 2021.

II. Best Practices for Inclusionary Policies

This section provides a discussion of key policy issues for jurisdictions to consider as they introduce a new inclusionary program or modify an existing program, and provides recommendations based on best practices. To identify best practices, the Consultant Team reviewed reports from the UC Berkeley Terner Center for Housing Innovation, Grounded Solutions Network, and the Lincoln Institute of Land Policy. To guide the recommendations for best practices, the Consultant Team first designated market area zones. Following that, the policy elements discussed in this section include:

- Considering market factors when setting inclusionary requirements
- The income groups targeted in inclusionary requirements
- The minimum applicable development size
- Setting in-lieu fees as an alternative to on-site or off-site units, and
- Other alternative means of compliance.

MARKET CONDITIONS

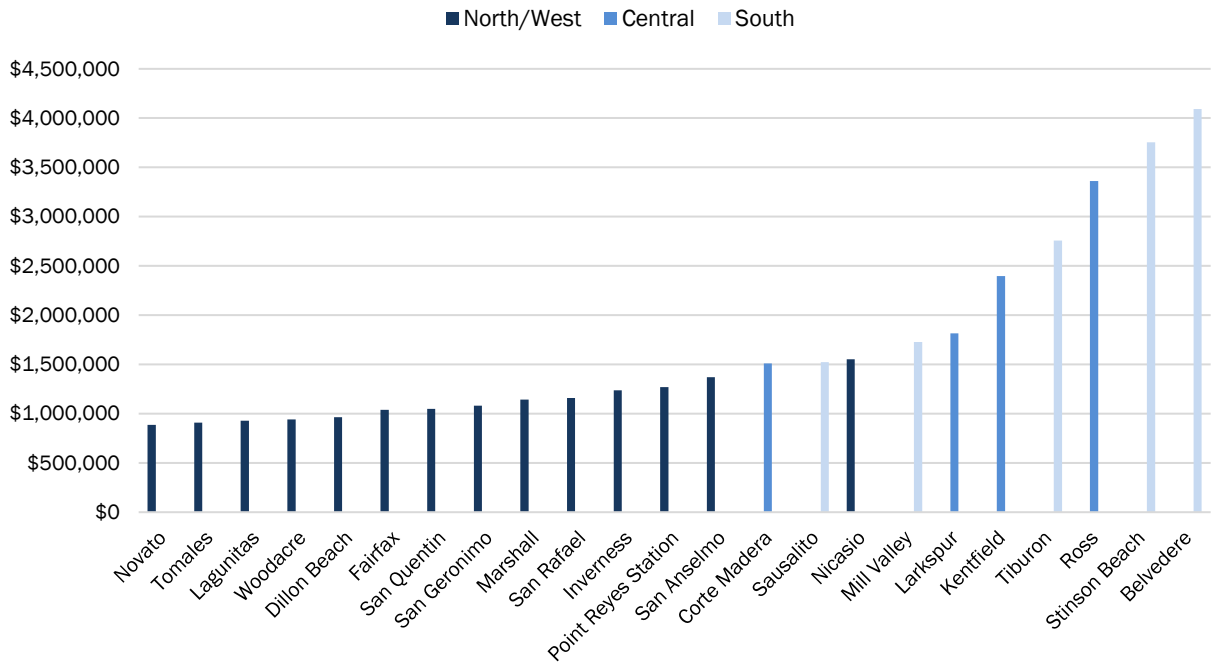
It is important to consider market conditions when setting an inclusionary housing requirement to ensure that the policy can be tailored to the unique context of each jurisdiction, and that the policy does not constrain the development of new housing. Jurisdictions that have stronger housing markets can establish higher inclusionary requirements than those with less established or weaker markets.

Based on Zillow home sale data and interviews with residential developers with experience working in Marin County (see Appendix A), the Consultant Team identified three market areas for for-sale housing across the participating jurisdictions in the County. Figures 5 and 6 show Zillow home value indices for both overall home sales and condominium sales.

As shown in Figure 5 , home values are highest in South Marin, which offer the best access to San Francisco via the Golden Gate Bridge and ferries. Home values are slightly lower in Central Marin, and drop in North/ West Marin areas, which are comparatively less accessible.

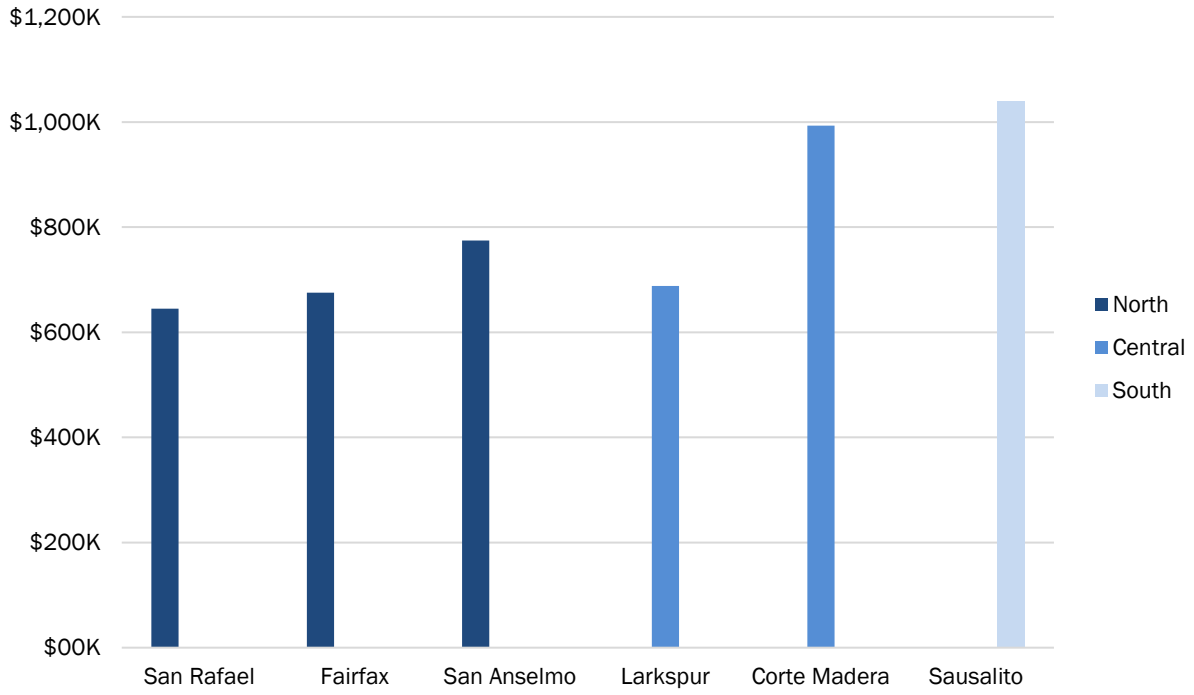
The market for rental housing is different from for-sale housing in Marin County. The rental housing market is strongest in the more urbanized areas that offer access to transportation infrastructure, jobs, and amenities. Most of the recent market-rate rental development activity has occurred in urban San Rafael. Tam Ridge is another significant rental project which was completed in Corte Madera in 2017.

FIGURE 5: ZILLOW HOME VALUE INDEX FOR MARIN COMMUNITIES



Source: Zillow, 2020; Strategic Economics, 2021.

FIGURE 6: ZILLOW HOME VALUE INDEX FOR CONDO/COOPS IN MARIN COMMUNITIES



Source: Zillow, 2020; Strategic Economics, 2021.

PERCENTAGE REQUIREMENTS

Figure 7 and Figure 8 illustrate the income targets and percentage requirements for the jurisdictions that currently have inclusionary programs. Figure 7 plots the current onsite requirements for rental units, with the percent set-aside on the x-axis and average Area Median Income[2] targeted by the policy on the y-axis. Figure 8 shows the same information for for-sale units. Policies that appear toward the lower right of the plots have a higher percentage requirement and deeper affordability, while those toward the upper left have a relatively lower percentage requirement and less affordability.

Five of the seven participating jurisdictions already have inclusionary policies in place requiring affordable units onsite. The percentage of units varies by jurisdiction, ranging from 10 percent (San Rafael) to 25 percent (Corte Madera). Most of the jurisdictions have similar percentage requirements for for-sale and rental development, but the income targeted is typically lower for rental than for for-sale housing.

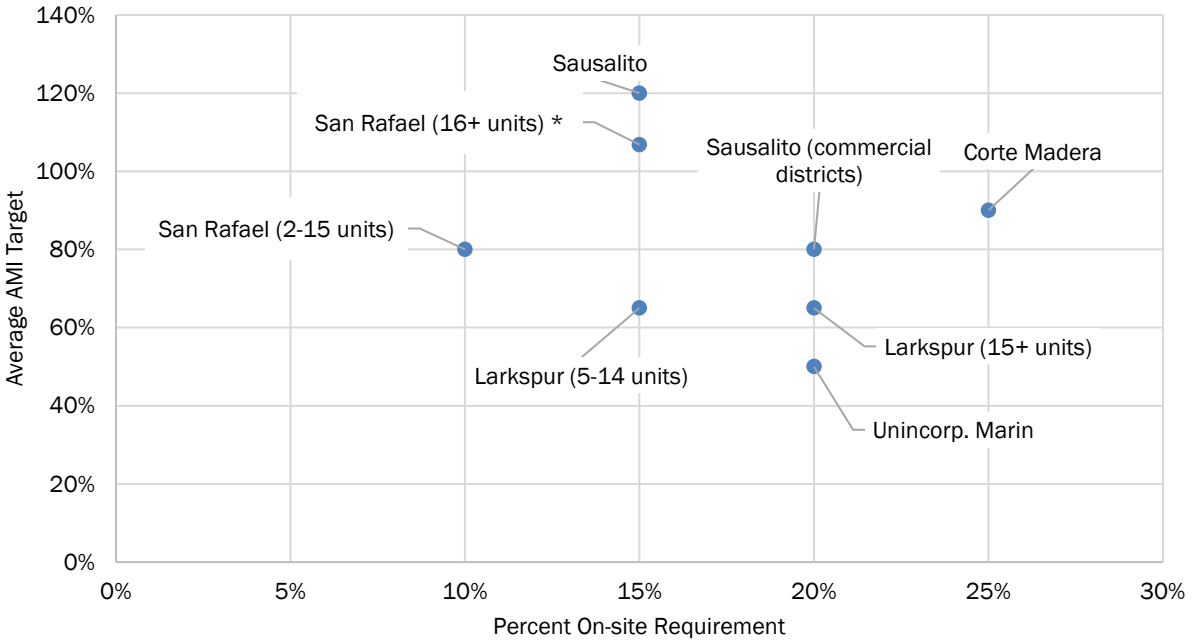
The percentage of affordable housing required in a project should be set at an economically feasible level so that the inclusionary requirement does not create an impediment to housing development.[3] According to market-rate housing developers, the market context for inclusionary requirements is particularly important in Marin. Development projects in the southern and central portions of the county, such as Corte Madera, Larkspur, Sausalito and parts of Unincorporated Marin, can more feasibly accommodate a higher percentage of inclusionary and/or a deeper level of affordability, compared to communities located in northern and western portions of the county.

Setting a high inclusionary requirement could be prohibitive for new rental projects in Marin County. San Rafael recently relaxed its inclusionary requirement to encourage new development, despite being the most active rental market in the county. Because rental developments tend to serve a lower income market segment than for-sale developments, the inclusionary requirement for rentals is sometimes slightly lower than that for for-sale developments. Local jurisdictions can make up that gap by providing zoning incentives to reduce development costs for rental projects.

[2] For example, San Rafael requires at least 50 percent of its BMR units to be targeted to very low-income households (maximum income: 50 percent of AMI) and the remainder to be targeted to low-income households (maximum income: 80 percent of AMI). Therefore, the average AMI target for San Rafael is .50*.50 + .50*.80 = 65 percent of AMI.

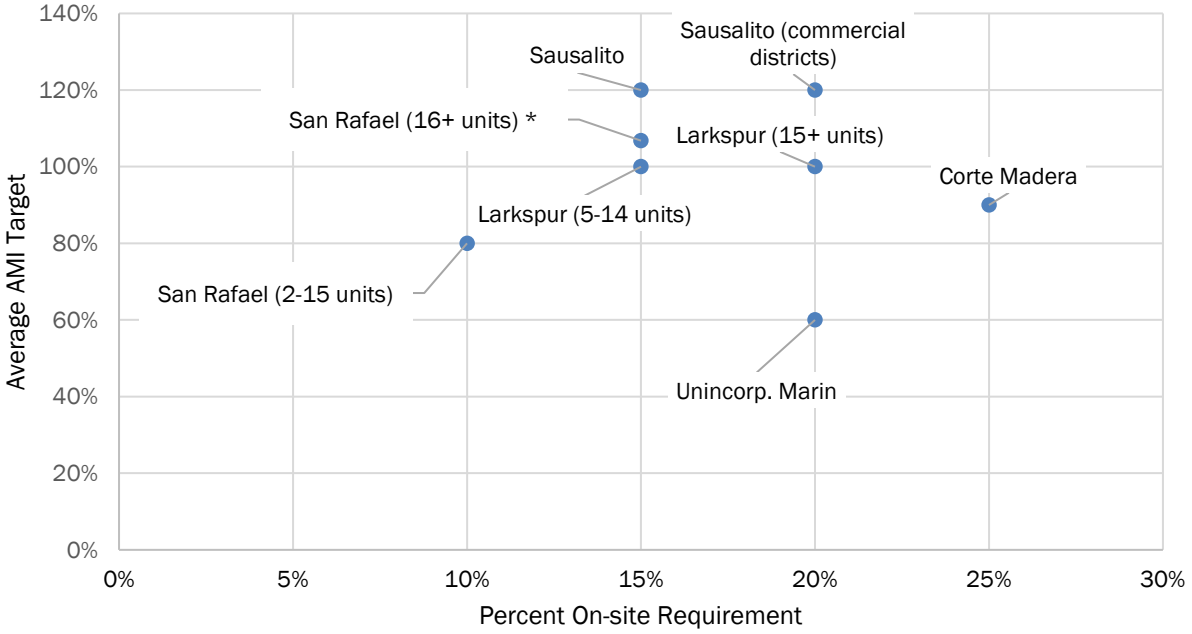
[3] AB1505, also known as the "Palmer Fix" permits California Department of Housing and Community Development (HCD) to review inclusionary zoning ordinances adopted or amended after September 15, 2017 if it requires more than 15% of the units to be affordable to lower income households and if the locality has failed to meet 75% of its share of the above moderate RHNA. HCD can request localities to provide an "economic feasibility study" to demonstrate that the higher inclusionary requirement will not impede development activity.

FIGURE 7: AVERAGE AMI TARGETS AND PERCENT ONSITE REQUIREMENT FOR RENTAL DEVELOPMENTS



* Assumes the developer selects the 10% / moderate-income option for the secondary requirement.
Source: Participating jurisdictions, 2020; Strategic Economics, 2021.

FIGURE 8: AVERAGE AMI TARGETS AND PERCENT SET-ASIDE FOR FOR-SALE DEVELOPMENTS



* Assumes the developer selects the 10% / moderate-income option for the secondary requirement.
Source: Participating jurisdictions, 2020; Strategic Economics, 2021.

INCOME TARGETS

There is a wide range in the income targets for inclusionary programs among the participating jurisdictions, as shown in Figures 7 and 8. It is common practice for jurisdictions to target lower-income households for renter housing than for ownership housing. This is because it is generally easier for low- and moderate-income households to meet typical lending requirements.

Larkspur, Sausalito, and Unincorporated Marin County target lower-income households for rental units compared to for-sale units. San Rafael and Corte Madera target moderate-income for both rental and for-sale housing.

RENTAL

The income targets for rental units among the jurisdictions vary widely (Figure 7). Unincorporated Marin targets very low-income households, while Larkspur targets a mix of very low- and low-income households. The other jurisdictions have higher income targets overall, including targeting to some moderate-income households.

Currently, the most active rental market in Marin is San Rafael, which, of the jurisdictions in this study, produced the only affordable rental units in the last five years (Figure 3). These units were produced under the city's previous policy, which targeted low- and very low-income households. San Rafael has relaxed this requirement with its new ordinance, which is designed to further promote new development. Among other changes, the new ordinance eliminates targeting for very low-income households.

FOR-SALE

In comparison to rentals, the income targets for for-sale development are overall more uniform across jurisdictions. The targeted income groups tend to consist of a mix of low- and moderate-income households.

The exception to this pattern is Unincorporated Marin County, which requires a significantly deeper level of affordability (60 percent of AMI) on for-sale projects. This policy can pose a challenge in two ways. First, it can make the County uncompetitive for development with its neighbors. Further, the lower-then-average income targets in Marin County's policy was identified by developers as being a financial burden on projects such that many do not pencil. As mentioned in Section I, County staff reports that developers tend to reduce the size of their projects in order to build fewer onsite BMR units than otherwise would have been required, preferring to pay the in-lieu fee on fractional units to the greatest extent possible.

UNIT THRESHOLDS

One important element of an inclusionary policy is the minimum size of development (the threshold number of dwelling units) for which the policy will apply. Because smaller scale projects are often more complex and less efficient than larger projects, many inclusionary programs around the country have exemptions or lower requirements on small projects. According to Grounded Solutions Network, California jurisdictions typically set the minimum threshold for an inclusionary requirement at between

two to five units.[4] This is consistent with the policies of the jurisdictions in this study, where the the minimum threshold ranges between one unit and five units.

Because a significant share of new development projects in Marin County's jurisdictions are quite small, it is it is important that all projects be required to provide affordable units. However, for smaller projects that have more challenging development feasibility, the percentage set-aside required could be lower, or the income group targeted could be set higher. In San Rafael projects with 5 to 15 units have a set-aside requirement of 10 percent, compared to 15 percent for larger projects. Similarly, Larkspur's ordinance requires 15 percent affordable units for projects with less than 15 units, compared to 20 percent for larger projects. San Francisco has a lower percentage requirement on projects between 10 to 24 units of 12 percent, compared to approximately 21 percent for larger projects.

SETTING IN-LIEU FEES

A jurisdiction's approach to setting in-lieu fees should consider a number of factors. The first consideration is to compare the in-lieu fee option with the provision of onsite units – which of these options does the jurisdiction wish to encourage? In many California communities, collecting in-lieu fees and leveraging funding from other sources can allow them to build 100 percent affordable housing projects for extremely-low, very-low, and low-income households. However, this approach requires administrative capacity on behalf of city and county staff, capacity from local affordable housing developers, and access to other funding sources. It can also take a significant amount of time to acquire sites and secure funding to build 100 percent affordable projects.

For many of the above reasons, most of the jurisdictions participating in this study would prefer to incentivize on-site production rather than off-site units. Inclusionary housing is an important tool to promote mixed-income housing and to help correct historical patterns of economic and racial segregation. Setting the in-lieu fee at the maximum level can encourage more developers to provide units onsite. When the in-lieu fee option is available, developers are more likely to pay the fee when constructing high value or luxury units, because the revenue sacrificed from building units onsite is higher. (The potential value of luxury units is high, which means the developer must forgo more revenue for each unit that is designated affordable.)

Another consideration for in-lieu fees is the basis of the fee. Is the fee charged on the basis of dwelling units or square feet of residential area? While communities in Marin generally charge on a per unit basis, charging on the fee on a per-square-foot basis can encourage the development of smaller units, like studios and one-bedrooms. As an example, San Francisco's affordable housing in-lieu fee is charged on a per-square-foot basis.

It is recommended that fees be implemented with a schedule for annual adjustments. As economic factors, such as construction costs, change over time, the affordability gap will also change. Fees should be adjusted based on a regularly published cost index.

Further considerations for setting in-lieu fees on the basis of the affordability gap analysis are examined in Section IV.

[4] Jacobus, Rick. "Inclusionary Housing: Creating and Maintaining Equitable Communities," Lincoln Institute of Land Policy, 2015.

ALTERNATIVE MEANS OF COMPLIANCE

Because circumstances surrounding each project are different, it is important for an inclusionary program to provide alternative ways of meeting the inclusionary requirement other than with the provision of onsite units. Marin County has successfully used alternative means to produce new affordable units and raise revenue for housing; these alternative means include the provision of offsite units, land dedication, and partnerships with affordable housing developers. The option to construct units offsite is typically met with a higher percentage than what would be required onsite.

Market rate developers stress that flexibility in the inclusionary policy is a key determinant of the production of new housing. For some projects, the dedication of land to a jurisdiction or an affordable developer can result in the construction of a greater number of units for lower income households than the provision of on-site inclusionary units.

As mentioned in Section I, some developers may propose to fulfill an inclusionary requirement, not through the construction of new units offsite, but through the conversion of offsite market rate units to deed-restricted affordable units. However, this approach has some disadvantages. First, it does not result in net new housing units. Second, the off-site unit does not create a mixed-income development project. Finally, the conversion of units can sometimes result in affordable housing units that are of lower quality than new construction. If the off-site provision of units is offered as a means of compliance, it is important for the jurisdiction to ensure that the offsite units are of equivalent quality and within close proximity to the market-rate development project. Other best practices are to require that the value of the off-site contribution is equivalent or greater than the value of the in-lieu fees.

BEST PRACTICES FOR SMALL LOT SUBDIVISIONS

Recent state legislation (AB 1315 [2019-2020]) sets forth rules for small lot subdivisions to encourage affordable housing in areas zoned for multifamily development. The law allows developers to subdivide parcels into smaller lots for the construction of small, individual units with limited parking. For the purposes of applying an inclusionary policy, it is advisable to treat a small lot subdivision as if it were a new construction project of the same number of units.

As there may be a significant period of time between the subdivision and when new construction occurs, jurisdictions should clarify for developers the point in time when the inclusionary policy is applied and, for example, any applicable in-lieu fees are paid. Ordinarily, it is the developer entitling the construction of the residential units, and not the developer performing the land division, who will be responsible for fulfilling whatever inclusionary policy is in effect at that time, and paying any applicable fees.

III. Calculation of In-Lieu Fee

Inclusionary zoning requires that new developments provide affordable housing along with market-rate housing units, either on-site or off-site, or comply with alternative measures such as payment of fees "in-lieu" of providing affordable units. The in-lieu fee is calculated based on the housing affordability gap – the difference between what households at various income levels can pay for housing and the cost of developing market rate housing. If this is for-sale housing, then the gap is based on the difference between annual mortgage costs and affordable monthly housing payments, and for rental housing, it is the difference between market rate rents and affordable rents. Once the total gap is calculated, the actual fee that is adopted depends on financial feasibility of the costs of the fee on prototypical residential developments.

For the purposes of this study, the in-lieu fees were calculated for Marin County and participating jurisdictions for three development types:

- For-sale single-family subdivisions
- For-sale condominium townhomes
- Rental apartments

While the study presents the total affordability gap, the actual fee that is adopted in each jurisdiction depends on policy considerations, which are outlined in Section IV of this report.

METHODOLOGY

The affordability gap is defined as the difference between what very low-, low- and moderate-income households can afford to pay for housing and the cost of developing new housing. Because it measures this shortfall that must be made up by a developer offering Below Market Rate units, the affordability gap is useful for setting in-lieu fees as an alternative to producing units directly through the inclusionary program.

The following steps illustrate the methodology used for calculating the affordability gap:

1. Estimate affordable rents and housing prices for households in target groups.
2. Estimate development costs of building new housing units, based on current cost and market data;
3. Calculate the difference between what renters and homeowners can afford to pay for housing, and the cost of developing those rental and for-sale units

Because California Department of Housing and Community Development (HCD) and the U.S. Department of Housing and Urban Development (HUD) define the ability to pay for housing at the county level, the affordability gap is calculated on the same income categories for the entire county. The calculated in-lieu fees are valid for all of the jurisdictions participating in this study.

RESIDENTIAL PROTOTYPES

The Consultant Team established three housing prototypes that represent the types of development likely to occur in Marin County. The prototypes are informed by recently built and proposed development projects in Marin as well as conversations with developers with experience in Marin County. Example projects that represent the types of development likely to occur in Marin County are

shown in Figures 9 and 10. All five projects are in either San Rafael or Corte Madera, which have attracted most of the recent development activity among the participating jurisdictions.

FIGURE 9. MARIN PROJECTS THAT INFORMED PROTOTYPES 1 AND 2 (FOR-SALE PROTOTYPES)

Project	The Strand	Enclave	350 Merrydale Rd.
Building Type	Detached single-family and townhomes	Townhomes	Townhomes, plus flats
Jurisdiction	San Rafael	Corte Madera	San Rafael
Status	Built in 2015	Built in 2019	Proposed
Units	34 detached, 42 townhomes	16 townhomes	41 townhomes, 4 flats
Site Size (acres)	8.5 (approximate)	1.3	2.28
Units Per Acre	9	12	20
Unit Size Sq. Ft. (Approximate)	Townhome: 1,650-1,900 Sq. Ft; Detached: 1,950-3,300 Sq. Ft.	2,020 Sq. Ft.	Townhome: 1,450-2,100 Sq. Ft.; Flat: 800 Sq. Ft.
Parking	2 car garage per unit plus visitor surface parking	2 car garage per unit plus visitor surface parking	2 car garage per townhome unit; 1 car garage per flat unit; Surface visitor parking.

Source: Costar, 2021; Various marketing materials for, and articles about projects; Interviews with developers; Strategic Economics, 2021.

FIGURE 10. MARIN PROJECTS THAT INFORMED PROTOTYPE 3 (RENTAL PROTOTYPE)

Project	Tam Ridge	703 Third St.
Building Type	Wood-frame apartment flats over podium, plus townhomes	Wood-frame apartment flats over podium, using density bonus, near SMART station
Jurisdiction	Corte Madera	San Rafael
Status	Built in 2017	Proposed
Units	154 flats, 25 townhomes	120 flats
Site Size (acres)	4.5	0.63
Unit Density	40	190
Unit Size Sq. Ft. Range (Approximate)	Flats: 750-1,100 Sq. Ft.; Townhome: 1,300 Sq. Ft.	450-900 Sq. Ft.
Parking	1.6 spaces per unit (tenant parking in podium garage plus visitor surface parking)	1 space per unit in podium (incorporates mechanical lifts)

Source: Costar, 2021; Various marketing materials for, and articles about projects; Interviews with developers; Strategic Economics, 2021.

The prototypes are generally based on developments built recently or proposed. Some communities in Marin typically see much smaller projects and are unlikely to see new projects of this scale. However, the per-unit cost of development is unlikely to be significantly different even for smaller and lower density projects, because the reductions in construction costs would be counterbalanced with the higher cost of land per unit.

The prototypes developed for the analysis are summarized below and further details are shown in Figure 11.

Prototype 1: Single-Family Subdivision

The single-family subdivision prototype has 14 detached for-sale units at a density of seven units per acre, making it typical for a “small-lot” subdivision. The units, which are two stories, are a mix of three and four-bedrooms and average 2,200 square feet.

Prototype 2: Condominium Townhome

The condominium townhome prototype includes 30 attached for-sale units at a density of 15 units per acre. Two-thirds of the units have three bedrooms while one-third have four bedrooms. The units are three stories with tuck-under garages on the ground level, and the average unit size is 1,800 square feet.

Prototype 3: Rental Apartments

The rental apartment prototype is a 100-unit apartment building. It has a density of 50 units per acre and is five stories. The building is a “Five-over-one” construction type, which means the first floor is a “Type I” concrete podium to accommodate parking, with four stories of “Type V” wood-frame construction for the residential area above. Typical of rental projects, the units in this prototype are a mix of studios, one-bedrooms, and two-bedrooms. The average unit size is 800 square feet.

FIGURE 11. SUMMARY OF PROTOTYPES

	Prototype 1: Single-Family Subdivision	Prototype 2: Condominium Townhome	Prototype 3: Rental Apartments
Tenure	For-Sale	For-Sale	Rental
Unit Mix	3, 4 bedrooms	3, 4 bedrooms	Studios, 1, 2 bedrooms
Construction Type	Wood-frame	Wood-frame	Type V over 1
Residential Stories	2	3	5
Number of Units	14	30	100
Parcel Size (Acres)	2	2	2
Parcel Size (Sq. Ft.)	87,120	87,120	87,120
Dwelling Units Per Acre	7	15	50
Unit Mix	7 3-Bedrooms; 7 4-Bedrooms	20 3-Bedrooms; 10 4-Bedrooms	10 Studios; 50 1-Bedrooms; 40 2-Bedrooms
Average Unit Size	2,200	1,800	800
Net Residential Sq. Ft.	30,800	54,000	80,000
Efficiency Ratio (a)	100%	100%	90%
Gross Residential Sq. Ft.	30,800	54,000	88,889
Parking Type	2-car garage plus surface	2-car garage plus surface	Podium
Parking Ratio (Per Unit) (b)	2.50	2.25	1.25
Total Parking Spaces	35	68	125
Garage Parking Sq. Ft. (c)	9,800	21,000	43,750
Floor-Area Ratio (Residential Only)	0.35	0.62	1.02
Floor-Area Ratio (Including Structured Parking)	0.47	0.86	1.52

Source: Strategic Economics, 2021.

Notes:
(a) Sq. Ft. associated with residential units divided by total interior square feet of building, (excludes space associated with parking).
(b) The urban design specifications of these three prototypes, such as their parking ratios, may vary from the building typologies suggested in Opticos' Objective Design and Development Standards study, currently in process. The parking ratios, as well as other metrics displayed here, are market-based, informed by conversation with residential developers familiar with Marin.
(c) Based on "350 sq. ft. per parking space" standard industry assumption, which incorporates circulation.

ESTIMATING AFFORDABLE RENTS AND HOUSING PRICES

Affordable rents and housing prices were identified based on resources from public agencies, such as HUD and HCD, which set income levels and maximum housing costs for federal and state-funded affordable housing programs. The Marin Housing Authority then provided the specific approach for calculating affordable sales prices, which currently vary across jurisdictions because of the different income levels that jurisdictions target as a part of their inclusionary programs.

The Consultant Team identified the affordability targets that would be tested in collaboration with the County of Marin, set at a level typical of existing inclusionary policies among participating jurisdictions. The affordable targets are shown below in Figure 12. Consistent with best practices from other inclusionary housing programs, the affordability gap for both rental and for-sale units was calculated for very low-, low-, and moderate-income households,.[5] In consultation with the client, the Consultant Team identified specific AMI levels to reflect the average incomes of households that these units would serve, with for-sale units typically targeting households with incomes that are slightly higher than rental units within the income categories. The income levels tested for the for-sale prototypes are generally higher than for the rental prototypes because for-sale affordable housing programs tend to serve households at the higher end of the income target ranges.

FIGURE 12. HOUSEHOLD INCOME TARGETS FOR AFFORDABLE UNITS BY TENURE

	For-sale Housing	Rental Housing
Very Low-income	50% AMI	50% AMI
Low-income	70% AMI	65% AMI
Moderate Income	110% AMI	90% AMI

Source: County of Marin; Strategic Economics, 2021.

Figure 13 below shows the maximum affordable monthly rents for rental housing. The household sizes shown are for one, two, and three persons per household, reflecting the typical occupancy of studio, one-bedroom, and two-bedroom units, respectively, in Prototype 3.

Based on HCD guidelines, the affordable rent is calculated as 30 percent of a household's gross monthly income, minus a deduction for utilities. The utility deduction includes costs that are usually passed onto the tenant, such as heating, water heating, cooking, and electricity. Natural gas is assumed for heating and water heating. (Water, sewer, and trash removal costs are typically covered by the property owner and excluded from the utility deduction.)

[5] Households that fall between 30-50% AMI are considered very low-income; households that fall within 50-80% AMI are considered Low-income; households that fall between 80-120% AMI are considered moderate income.

FIGURE 13. MAXIMUM AFFORDABLE RENT ASSUMPTIONS FOR VERY LOW, LOW, AND MODERATE INCOME HOUSEHOLDS

Very Low-income (50%)	Household Size		
	1	2	3
Maximum Annual Household Income	$50,075	$57,250	$64,400
Maximum Monthly Housing Cost (a)	$1,252	$1,431	$1,610
	Unit Type		
	Studio	1-BR	2-BR
Maximum Monthly Housing Cost (a)	$1,252	$1,431	$1,610
Utility Allowance (b)	$43	$52	$71
Maximum Rent	$1,209	$1,379	$1,539

Low-income (65%)	Household Size		
	1	2	3
Maximum Annual Household Income	$65,098	$74,425	$83,720
Maximum Monthly Housing Cost (a)	$1,627	$1,861	$2,093
	Unit Type		
	Studio	1-BR	2-BR
Maximum Monthly Housing Cost (b)	$1,627	$1,861	$2,093
Utility Allowance (c)	$43	$52	$71
Maximum Rent	$1,584	$1,809	$2,022

Moderate Income (90%)	Household Size		
	1	2	3
Maximum Annual Household Income	$90,135	$103,050	$115,920
Maximum Monthly Housing Cost (c)	$2,253	$2,576	$2,898
	Unit Type		
	Studio	1-BR	2-BR
Maximum Monthly Housing Cost (a)	$2,253	$2,576	$2,898
Utility Allowance (b)	$43	$52	$71
Maximum Rent	$2,210	$2,524	$2,827

Sources: Marin Housing Authority, 2020; U.S. Department of Housing and Urban Development, 2020; Strategic Economics, 2020.

Notes:

(a) 30 percent of maximum monthly household income.

(b) The maximum monthly cost for each unit type is associated with households that have one more person than bedroom. (Ex: Maximum costs for studios are associated with affordability for one-person households; One-bedroom costs are associated with 2-person households; Two-bedroom costs are associated with 3-person households).

(c) Utilities for rentals include an allowance for cooking (natural gas), heating (natural gas), water heating (natural gas), and "other electric" utility usage. Assumes water, sewer, and trash charges are included in the rent.

Figures 14 and 15 shows the calculations of affordable sales prices for for-sale housing. The calculations are based on the following assumptions:

- Based on the anticipated households that would occupy the 3- and 4-bedroom units in the two for-sale prototypes (prototypes 1 and 2), it is assumed that, on average, 6-person households

would occupy 4-bedroom units, while an even mix of 4- and 5-person households would occupy 3-bedroom units.

- Based on the Marin Housing Authority's approach for calculating affordable sales prices, homeowners were assumed to pay no more than 33 percent of their gross monthly income on housing costs.
- The maximum affordable sales price is determined by the total monthly mortgage payment that a homeowner could afford, which incorporates standard assumptions related to the mortgage terms and other monthly housing costs associated with homeownership.
    - The mortgage is assumed to be 30-year fixed rate, with an interest rate of 3.8 percent, which is a typical rate at the time of research (December 2020). The owner is assumed to put down a 5 percent down payment, which is standard for conventional and CalFHA loans.
    - Other monthly housing costs include homeowners' association dues, property taxes, homeowners' insurance, interior property insurance, and premiums for private mortgage insurance required on home purchases with a down payment of less than 20 percent. Note there is no utility deduction, in accordance with MHA's approach.
- Other monthly housing costs overall are assumed to be slightly greater for condominium housing types than for single-family detached housing types, which is driven by different assumptions on monthly homeowner's association costs. The homeowner's association costs are expected to be higher on a per-unit basis for condominium units than for detached single-family units, which decreases the household budget available for a mortgage. (On the other hand, detached single-family homeowners are responsible for more costs that are not included in Figure 14.)

FIGURE 14. MAXIMUM AFFORDABLE SALES PRICES FOR SINGLE-FAMILY DETACHED SUBDIVISION (PROTOTYPE 1)

Household Size (Persons per HH)	4.5	6
Very Low Income (50% AMI)		
Annual Household Income at 50% AMI	$74,413	$83,000
Maximum Monthly Housing Cost (a)	$2,046	$2,283
Monthly Deductions (b)	$1,074	$1,218
HOA Dues (c)	$500	$600
Property Taxes and Insurance (d)	$574	$618
Monthly Income Available for Mortgage Payment (e)	$973	$1,064
Maximum Mortgage Amount (f)	$208,728	$228,378
Maximum Affordable Sales Price (g)	$219,714	$240,398
Low Income (70%)		
Annual Household Income at 70% AMI	$104,178	$116,200
Maximum Monthly Housing Cost (a)	$2,865	$3,196
Monthly Deductions (b)	$1,342	$1,518
HOA Dues (c)	$500	$600
Property Taxes and Insurance (d)	$842	$918
Monthly Income Available for Mortgage Payment (e)	$1,523	$1,678
Maximum Mortgage Amount (f)	$326,872	$360,209
Maximum Affordable Sales Price (g)	$344,076	$379,167
Moderate Income (110%)		
Annual Household Income at 110% AMI	$163,708	$182,600
Maximum Monthly Housing Cost (a)	$4,502	$5,022
Monthly Deductions (b)	$1,892	$2,131
HOA Dues (c)	$500	$600
Property Taxes and Insurance (d)	$1,392	$1,531
Monthly Income Available for Mortgage Payment (e)	$2,610	$2,891
Maximum Mortgage Amount (f)	$560,102	$620,390
Maximum Affordable Sales Price (g)	$589,581	$653,042

Source: Strategic Economics, 2021.

Notes:

(a) 33 percent of maximum monthly household income.

(b) Unlike for rentals, monthly deductions for for-sale units do not include utility costs.

(c) Homeowners Association dues are assuming to average $0.25 per square foot.

(d) Assumes annual effective property tax rate of 1.50% percent of sales price, after exemptions; annual private mortgage insurance premium rate of 0.85 percent of mortgage amount.

(e) Maximum monthly housing cost minus deductions.

(f) Assumes 3.8 percent interest rate and 30-year loan term. Interest rate is based on correspondence with Marin Housing Authority.

(g) Assumes 5 percent down payment (95 percent loan-to-value ratio).

FIGURE 15. MAXIMUM AFFORDABLE SALES PRICES FOR CONDOMINIUM TOWNHOME (PROTOTYPE 2)

Household Size (Persons per HH)	4.5	6
Very Low Income (50% AMI)		
Annual Household Income at 50% AMI	$74,413	$83,000
Maximum Monthly Housing Cost (a)	$2,046	$2,283
Monthly Deductions (b)		
HOA Dues (c)	$613	$665
Property Taxes and Insurance (d)	$537	$597
Monthly Income Available for Mortgage Payment (e)	$897	$1,020
Maximum Mortgage Amount (f)	$192,493	$218,997
Maximum Affordable Sales Price (g)	$202,624	$230,523
Low Income (70%)		
Annual Household Income at 70% AMI	$104,178	$116,200
Maximum Monthly Housing Cost (a)	$2,865	$3,196
Monthly Deductions (b)	$1,418	$1,561
HOA Dues (c)	$613	$665
Property Taxes and Insurance (d)	$805	$896
Monthly Income Available for Mortgage Payment (e)	$1,447	$1,635
Maximum Mortgage Amount (f)	$310,637	$350,829
Maximum Affordable Sales Price (g)	$326,986	$369,293
Moderate Income (110%)		
Annual Household Income at 110% AMI	$163,708	$182,600
Maximum Monthly Housing Cost (a)	$4,502	$5,022
Monthly Deductions (b)	$1,967	$2,175
HOA Dues (c)	$613	$665
Property Taxes and Insurance (d)	$1,355	$1,510
Monthly Income Available for Mortgage Payment (e)	$2,535	$2,847
Maximum Mortgage Amount (f)	$543,953	$611,059
Maximum Affordable Sales Price (g)	$572,582	$643,220

Source: Strategic Economics, 2020.

Notes:

(a) 33 percent of maximum monthly household income.

(b) Unlike for rentals, monthly deductions for for-sale units do not include utility costs.

(c) Homeowners Association dues are assuming to average $0.35 per square foot.

(d) Assumes annual effective property tax rate of 1.50% percent of sales price, after exemptions; annual private mortgage insurance premium rate of 0.85 percent of mortgage amount.

(e) Maximum monthly housing cost minus deductions.

(f) Assumes 3.8 percent interest rate and 30-year loan term. Interest rate is based on correspondence with Marin Housing Authority.

(g) Assumes 5 percent down payment (95 percent loan-to-value ratio).

MAXIMUM AFFORDABLE RENTS AND SALES PRICES

Figures 16 and 17 provide summaries for the maximum affordable rents and sales prices respectively for the various prototypes that were tested.

FIGURE 16. SUMMARY OF MAXIMUM AFFORDABLE RENTS

Income Level	Studio	1-BR	2-BR
Very Low-income (50%)	$1,209	$1,379	$1,539
Low-income (65%)	$1,584	$1,809	$2,022
Moderate Income (90%)	$2,210	$2,524	$2,827

Source: Strategic Economics, 2021.

FIGURE 17. SUMMARY OF MAXIMUM AFFORDABLE SALES PRICES

	Single-Family Subdivision		Condominium Townhome	
	3-BR	4-BR	3-BR	4-BR
Very Low Income (50% AMI)	$219,714	$240,398	$202,624	$230,523
Low Income (70%)	$344,076	$379,167	$326,986	$369,293
Moderate Income (110%)	$589,581	$653,042	$572,582	$643,220

Source: Strategic Economics, 2021.

ESTIMATING DEVELOPMENT COSTS

The second step in the affordability gap analysis is to estimate development costs for the three prototypes. Development costs include land costs, direct or "hard" construction costs, indirect or "soft" costs, as well as financing costs, a developer fee, and a contingency for overruns.

Because multi-unit residential projects are relatively rare in Marin, the Consultant Team collected available data on the few recent comparable development projects and land sales and supplemented the data with feedback from local developers (see Appendix A), other available studies of costs in the Bay Area, and past experience with pro forma studies.

The development cost assumptions are shown below in Figure 18, and a chart that summarizes the breakdown of overall development costs for the prototypes is shown in Figure 19.

The development costs for for-sale housing are based on interviews with developers and homebuilders experienced with single-family and townhome development projects in Marin. This analysis estimated that total development costs for the single-family subdivision were $355 per net residential square foot while the costs for the condominium townhome were $373 per net residential square foot.

Because there are limited examples of recent multifamily development in Marin, the Consultant Team relied on a variety of sources to identify the multifamily cost assumptions. They are partly based on a pro forma for a proposed Type V development in Marin, as well as an interview with a multifamily developer. The team also relied on cost data and recently completed feasibility studies for similar rental apartment developments in the Bay Area. The analysis estimated that the total development cost for Prototype 3 was $705 per net square foot.

The remainder of this section explains the costs assumptions in more detail.

FIGURE 18. SUMMARY OF DEVELOPMENT COST ASSUMPTIONS

	Single Family Subdivision	Condominium Townhome	Rental Apartments
Land Cost (a)			
Per Land Sq. Ft.	$56	$69	$86
Per Unit	$350,000	$200,000	$75,000
Hard Costs			
Site Costs per Land Sq. Ft. (b)	$15	$35	$35
Construction Costs per Sq. Ft. of Residential Area	$110	$150	$350
Parking Cost per Space (c)	n/a	n/a	$32,500
Other Costs (Displayed as % of Hard Cost)			
Soft Costs (d)	12%	12%	12%
Contingency	5%	5%	5%
Developer Overhead	4%	4%	4%
Financing Costs			
Amount Financed (% of Hard and Soft Costs)	65%	65%	70%
Construction Loan Fee	1.5%	1.5%	1.5%
Term (Months)	18	18	24
Construction Interest Rate	4.5%	4.5%	5.0%

Source: Developer Interviews, 2021; Project Pro Formas, 2021; Strategic Economics, 2021.
Notes:
(a) Entitled land
(b) Assumes relatively flat site

(c) Parking costs for for-sale prototypes are incorporated into the construction cost. Cost for rental prototype refers to one level of podium
(d) Includes architectural, engineering, and consulting fees, as well as taxes, legal, insurance, accounting, and other costs.

FIGURE 19. TOTAL DEVELOPMENT COSTS BY PROTOTYPE

Cost Category	Single Family Subdivision	Condominium Townhome	Rental Apartments
Total Project			
Land Cost	$4,900,000	$6,000,000	$7,500,000
Hard Costs	$4,694,800	$11,149,200	$38,222,811
Soft Costs	$1,344,396	$3,001,696	$10,660,521
Development Costs	**$10,939,196**	**$20,150,896**	**$56,383,332**
Per Unit			
Land Cost	$350,000	$200,000	$75,000
Hard Costs	$335,343	$371,640	$382,228
Soft Costs	$96,028	$100,057	$106,605
Development Costs	**$781,371**	**$671,697**	**$563,833**
Per Net Residential Sq. Ft.			
Land Cost	$159	$111	$94
Hard Cost	$152	$206	$478
Soft Costs	$44	$56	$133
Development Costs	**$355**	**$373**	**$705**

Source: Strategic Economics, 2021.

The following subsections provide further details on how the cost assumptions were identified.

LAND COST

Land costs typically vary widely, depending on factors such as location, zoning, and the amount of site work required to prepare the land for development. Because the price of land is so strongly tied to what can be built upon it, land costs are characterized in this study as the cost per dwelling unit of development. Recent comparable sales that informed land cost for the three prototypes are shown below in Figures 20-22.

- There is only one relevant recent sale for an entitled single-family subdivision. The site is in Mill Valley, which tends to have high land costs compared to the Marin average.
- A range of $180,000 per unit to approximately $300,000 per unit was identified for the condominium townhome prototype based on two recent sales, which reflect the high end (Mill Valley) and the low end (Novato) of the Marin County market.
- For the rental apartment prototype, two sales for sites entitled for multifamily development had land costs of $75,000 per unit, a number that was corroborated by a developer with experienced in multifamily development in Marin.

Based on these comparable examples and feedback from developers, the land cost assumptions were set at $350,000 per unit for Prototype 1, $200,000 per unit for Prototype 2, and $75,000 per unit for Prototype 3.

FIGURE 20. RECENT LAND SALE FOR SITE ZONED FOR SINGLE-FAMILY SUBDIVISION

Site Address	548 Miller Ave., Mill Valley
Description	Single-family subdivision (13 fee simple lots, three of which include ADUs)
Site Acres	1.58
Site Sq. Ft.	68,825
Units Per Acre	10
Sale Date	September 2019
Sale Price	$8,500,000
Price Per Unit	$531,250

Source: Costar, 2021; Strategic Economics, 2021.

FIGURE 21. RECENT LAND SALES FOR CONDOMINIUM TOWNHOMES

Site Address	500 Miller Ave., Mill Valley	7533-7537 Redwood Blvd., Novato
Description	Nine condominium townhomes with underground parking and corner retail space	50 condominium townhomes (Atherton Place)
Site Acres	1.2	3.7
Site Sq. Ft.	52,272	161,172
Units Per Acre	7.5	13.5
Sale Date	June 2017	July 2018
Sale Price	$2,900,000	$9,000,000
Price Per Unit	$322,222	$180,000

Source: Costar, 2021; Strategic Economics, 2021.

FIGURE 22. RECENT LAND SALES FOR MULTIFAMILY HOUSING

Site Address	703 Third St., San Rafael (a)	1203-1211 Lincoln Ave., San Rafael (b)
Description	Proposed apartment project with 61 units and underground, automated parking and incorporating density bonus	36 condominium flats Type V over I construction
Site Acres	0.63	0.74
Site Sq. Ft.	27,395	32,234
Units Per Acre	97	49
Sale Date	August 2014	March 2017
Sale Price	$4,650,000	$2,700,000
Price Per Unit	$76,230	$75,000

Source: Costar, 2021; Developer Pro Formas, 2021; Strategic Economics, 2021.

Notes:

(a) Reflects the site's "base case scenario" which is more comparable to Prototype 3

(b) Site is now associated with pipeline assisted living proposal but at time of sale, it had been planned for condominiums

HARD COSTS

Hard costs refer to both horizontal site costs and vertical construction costs, including the residential area construction and parking construction.

According to developers active in Marin County, construction costs for the county are higher than other locations in the Bay Area because it is less accessible to construction workers. Subcontractors often charge a premium that is equivalent to prevailing wage. The construction cost estimates for residential buildings incorporate these cost factors specific to Marin County.

The construction costs also include horizontal/site costs that include demolition, grading, utility connection installation, paving, and landscaping. For the purposes of this analysis, it is assumed that

the hypothetical sites are relatively flat, with horizontal costs of $15 per land square foot for the single-family subdivision, and $35 per land square foot for the condominium townhomes and apartments.

The construction costs for the single-family subdivision and the condominium townhome, which are based on feedback from Marin developers and homebuilders, are $110 and $150 per gross residential square foot respectively. Note that the cost of garage parking is incorporated into the residential hard cost, while the cost of any surface parking is incorporated into the site cost for these prototypes.

For the rental prototype, the construction cost of the residential area is estimated to be $350 per gross residential square foot. Because there are very few examples of recent and under construction apartments over podium in Marin, the Consultant Team also reviewed pro formas for planned affordable and market-rate projects in San Rafael and other Bay Area cities to estimate costs.

Based on this broad review of costs, the Consultant Team estimated that residential construction costs for Prototype 3 were approximately $350 per gross residential square foot, which translates to per unit costs of $564,000. A review of financial data from affordable housing projects in the San Francisco Bay Area supported these cost estimates, which show that affordable housing per unit costs are in the range of $530,000 to $678,000.

Soft Costs

Soft costs refer to necessary costs of development that are not directly related to the physical construction of the building. They include architecture, engineering costs and other professional services fees, as well as other costs associated with doing business, such as insurance and taxes. Finally, soft costs include city permits and fees, and other miscellaneous costs. It is estimated that soft costs are 12 percent of hard costs for all three prototypes, a standard assumption that was confirmed by developer interviewees. The developer's contingency and overhead, also account for an additional five and four percent of hard costs, respectively.[6]

Financing Costs

Financing assumptions are consistent for both for-sale prototypes because the two hypothetical projects would have similar loan terms and construction timelines. Based on input from developers that specialize in owner-occupied single-family and townhome developments, 65 percent of the project cost would be financed with debt, with a typical interest rate of approximately 4.5 percent. The development period for the for-sale prototypes is assumed to be 18 months.

The rental apartment prototype incorporates a slightly higher interest rate at 5 percent, to account for a higher level of risk, with a 24-month development period. The amount financed is also tends to be slightly higher at 70 percent of project cost, according to a multifamily developer.

All three prototypes incorporate a 1.5 percent construction loan fee, which is a standard industry assumption.

[6] Developer profit is not included in the consideration of costs.

AFFORDABILITY GAP

The final step is to calculate the housing affordability gap, which is the difference between what very low-, low-, and moderate-income households can afford to pay and the cost of developing those units. The gap helps determine the in-lieu fee amount that would be required to cover the cost associated with developing affordable housing units.

FOR-SALE HOUSING

Figures 23 and 24 shows the affordability gap calculation for the for-sale housing prototypes. For each unit type, the gap is calculated as the difference between the per-unit cost of development and the affordable sales price for each income level. The average housing affordability gap is weighted based on the unit mix in the prototypes.

FIGURE 23. AFFORDABILITY GAP FOR SINGLE-FAMILY SUBDIVISION

Income Level and Unit Type	Unit Size (Sq. Ft.)	Affordable Sales Price (a)	Development Costs (b)	Affordability Gap (c)
Very Low Income (50%)				
3 Bedroom	2,000	$219,714	$710,337	$490,623
4 Bedroom	2,400	$240,398	$852,405	$612,007
Weighted Average		**$230,056**	**$781,371**	**$551,315**
Low Income (70%)				
3 Bedroom	2,000	$344,076	$710,337	$366,261
4 Bedroom	2,400	$379,167	$852,405	$473,237
Weighted Average		**$361,622**	**$781,371**	**$419,749**
Moderate Income (110%)				
3 Bedroom	2,000	$589,581	$710,337	$120,757
4 Bedroom	2,400	$653,042	$852,405	$199,363
Weighted Average		**$621,311**	**$781,371**	**$160,060**

Source: Strategic Economics, 2021.
Notes:
(a) See calculation in Figure 14, above.
(b) Assumes $349 per SF for development costs
(c) Calculated as the difference between affordable sales price and development cost
(d) Includes 50% three-bedrooms and 50% four-bedrooms.

FIGURE 24. AFFORDABILITY GAP FOR CONDOMINIUM TOWNHOME

Income Level and Unit Type	Unit Size (Sq. Ft.)	Affordable Sales Price (a)	Development Costs (b)	Affordability Gap (c)
Very Low Income (50%)				
3 Bedroom	1,750	$202,624	$653,038	$450,414
4 Bedroom	1,900	$230,523	$709,013	$478,490
Weighted Average		$211,924	$671,697	$459,773
Low Income (70%)				
3 Bedroom	1,750	$326,986	$653,038	$326,052
4 Bedroom	1,900	$369,293	$709,013	$339,720
Weighted Average		$341,089	$671,697	$330,608
Moderate Income (110%)				
3 Bedroom	1,750	$572,582	$653,038	$80,456
4 Bedroom	1,900	$643,220	$709,013	$65,793
Weighted Average		$596,128	$671,697	$75,568

Source: Strategic Economics, 2021.

Notes

(a) See calculation in Figure 15, above.

(b) Assumes $393 per square foot for development costs

(c) Calculated as the difference between affordable sales price and development cost
(d)Includes two-thirds three-bedrooms and one-third four-bedrooms.

RENTAL HOUSING

Figure 25 shows the affordability gap calculation for the rental prototype. For each rental unit type and income level, the gap is defined as the difference between the per-unit cost of development and the supportable debt per unit. The supportable debt is calculated based on the net operating income generated from the monthly rent from the affordable unit and incorporates assumptions about operating expenses (including property taxes, insurance, maintenance, etc.), reserves, and vacancy. It also incorporates financing assumptions related to the permanent loan on the property. Assumptions on operating costs are informed by data on Victory Village, which is a recent affordable housing development built in Marin. The average housing affordability gap is also weighted based on the unit mix of the prototype.

FIGURE 25. HOUSING AFFORDABILITY GAP FOR RENTAL APARTMENTS

Income Level and Unit Type	Unit Size (Sq. Ft.)	Maximum Monthly Rent (a)	Annual Income	Net Operating Income (b)	Available for Debt Service (c)	Supportable Debt (d)	Development Costs (e)	Affordability Gap (f)
Very Low-income (50%)								
Studio	650	$1,209	$14,507	$2,781	$2,418	$39,393	$458,250	$418,857
1 Bedroom	750	$1,379	$16,551	$4,723	$4,107	$66,904	$528,750	$461,846
2 Bedroom	900	$1,539	$18,468	$6,545	$5,691	$92,699	$634,500	$541,801
Weighted Average (g)						$74,471	$564,000	$489,529
Low-income (65%)								
Studio	650	$1,584	$19,013	$7,063	$6,141	$100,036	$458,250	$358,214
1 Bedroom	750	$1,809	$21,704	$9,618	$8,364	$136,236	$528,750	$392,514
2 Bedroom	900	$2,022	$24,264	$12,051	$10,479	$170,691	$634,500	$463,809
Weighted Average (g)						$146,398	$564,000	$417,602
Moderate Income (90%)								
Studio	650	$2,210	$26,525	$14,198	$12,346	$153,206	$458,250	$305,044
1 Bedroom	750	$2,524	$30,291	$17,776	$15,458	$191,816	$528,750	$336,934
2 Bedroom	900	$2,827	$33,924	$21,228	$18,459	$229,058	$634,500	$405,442
Weighted Average (g)						$202,852	$564,000	$361,148

Notes:

(a) Affordable rent levels based on 2020 income limits
(b) Amount available for debt. Assumes 5% vacancy and collection loss and $11,000 per unit for operating expenses and reserves, based on operating pro formas for recent affordable projects in Marin County.

(c) Assumes 1.15 Debt Coverage Ratio.

(d) Assumes 4.5% permanent financing interest rate and 30 year loan.

(e) Assumes development cost of $705 per net square foot on rental units.
(f) Calculated as the difference between development costs and supportable debt.
(g) Incorporates 10% studios, 50% one-bedrooms, and 40% two-bedrooms.

Summary of Maximum In-Lieu Fee By Housing Type

A summary of the affordability gaps by tenure and income level is displayed in Figure 26. The affordability gap is the basis for setting the maximum in-lieu fee. As shown, the maximum in-lieu fee per required affordable unit (rounded) is approximately $377,000 for single-family subdivisions, $289,000 for condominium townhomes, and $423,000 for rental apartments.

The maximum in-lieu fee is highest for rental apartments because the average targeted income is lower (68 percent of AMI, compared to 78 percent AMI for for-sale housing), resulting in a wider affordability gap.

The calculated in-lieu fee is lower for condominium townhomes than single-family subdivisions because the construction cost for townhomes is slightly lower, while the targeted income groups remain the same.

It is important to note that the County of Marin can choose to adopt lower fees than the maximum calculated in-lieu fees shown in Figure 26.

Figure 26. Summary of Maximum In-Lieu Fees

Income Level	For-sale Gap		Rental Gap
	Single-Family Subdivision	Condominium Townhome	
Very Low-income (50% AMI)	$551,315	$459,773	$489,529
Low-income (65% AMI Rental/ 70% Owner)	$419,749	$330,608	$417,602
Moderate Income (90% AMI Rental)/ 110% AMI Owner)	$160,060	$75,568	$361,148
Average Affordability Gap/ Maximum In-Lieu Fee	**$377,042**	**$ 288,650**	**$422,760**

Source: Strategic Economics, 2021.

IV. Policy Considerations and Recommendations

This section summarizes key policy issues for the County of Marin to consider when updating its inclusionary housing ordinance and in-lieu fee. The following questions are addressed:

- How do the calculated in-lieu fees compare with the County's existing fees?
- How do the calculated fees compare with in-lieu fees in other jurisdictions?
- How much do the calculated in-lieu fees raise development costs in Marin County and impact financial feasibility?
- How do the calculated fees compare with existing municipal fees, such as building permit and other impact fees?

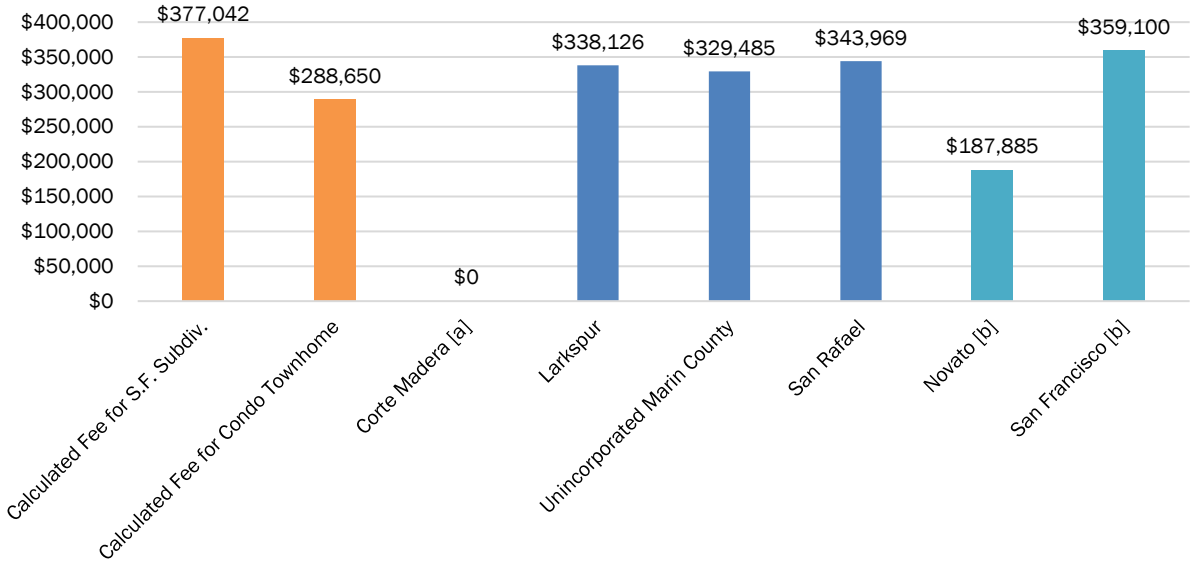
Each of these questions is addressed in the sections below, followed by a set of recommendations.

COMPARISON OF IN-LIEU FEES IN MARIN COUNTY AND NEIGHBORING JURISDICTIONS

The newly calculated in-lieu fees from the previous section are shown along with the existing in-lieu fees for for-sale housing for the participating jurisdictions and other nearby jurisdictions for comparison in Figure 27. As shown, the newly calculated maximum in-lieu fee for single-family subdivisions is higher than the existing fee in all the other jurisdictions. However, the calculated fee for for-sale townhomes is lower than the County's existing fee but higher than the current in-lieu fee for for-sale housing in Novato.

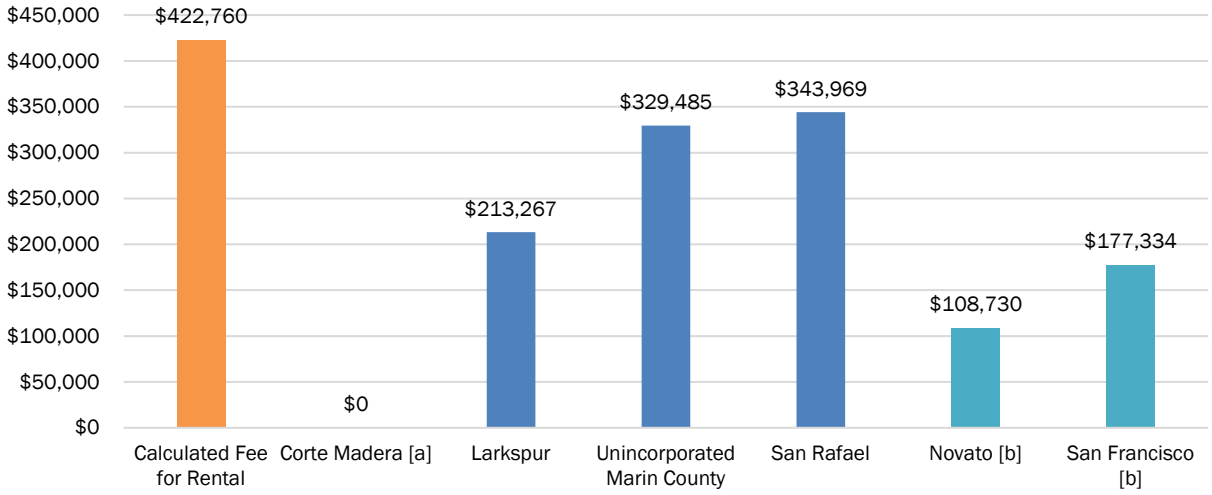
The same information is shown for rental housing in Figure 28. As shown, the calculated maximum in-lieu fee for rental projects is higher than the existing fees in Marin County and all the neighboring cities. Larkspur, Novato, and San Francisco charge lower in-lieu fees for rental projects, even though the affordability gap may be higher than for-sale housing.

FIGURE 27: COMPARISON OF CALCULATED IN-LIEU FEES WITH EXISTING IN-LIEU FEES, FOR-SALE DEVELOPMENTS



[a] Corte Madera has an in-lieu fee that is calculated based on construction costs and area median incomes. Because the assumptions in the calculation have not been updated for several years, the fee currently evaluates to zero.
[b] In-lieu fees for San Francisco and Novato vary by the number of units in the project. Both fee amounts assume the 30-unit condo townhome prototype.
Sources: Available documents from jurisdictions, 2020; Strategic Economics, 2021.

FIGURE 28: COMPARISON OF CALCULATED IN-LIEU FEES WITH EXISTING IN-LIEU FEES, RENTAL DEVELOPMENTS



[a] Corte Madera has an in-lieu fee that is calculated based on construction costs and area median incomes. Because the assumptions in the calculation have not been updated for several years, the fee currently evaluates to zero.
[b] In-lieu fees for San Francisco and Novato vary by the number of units in the project. Both fee amounts assume the 100-unit rental apartment prototype.
Sources: Available documents from jurisdictions, 2020; Strategic Economics, 2021.in-Lieu Fee in Relation to Development costs

Using the development cost estimates from the previous section, the Consultant Team calculated the increase in costs that would be experienced when charging the fee in-lieu of an onsite requirement at a level of 10 percent, 15 percent, 20 percent, and 25 percent. As shown in Figure 29, the cost of the fee for would range from five to 12 percent for the single-family subdivision

prototype, four to 11 percent for the condo townhome prototype, and seven to 19 percent for the apartment prototype.

FIGURE 29: IMPACT OF IN-LIEU FEE ON TOTAL DEVELOPMENT COSTS BY PROTOTYPE

	Single Family Subdivision	Condo Townhome	Rental Apartment
Total Development Costs per Unit	$781,371	$671,697	$563,833
In lieu Fees per Affordable Unit	$289,905	$203,088	$422,760
Increase in Total Development Costs			
@ 10% Onsite Requirement	5%	4%	7%
@ 15% Onsite Requirement	7%	6%	11%
@ 20% Onsite Requirement	10%	9%	15%
@ 25% Onsite Requirement	12%	11%	19%

Source: Strategic Economics, 2021.

The calculated in-lieu fee for the apartment prototype has the largest impact on development costs, due to the much higher affordability gap for apartments. Although rental apartments are the least expensive of the three prototypes to build per unit, the smaller households expected to occupy these units, which translates to lower tenant incomes, and the high operating costs of apartments mean that the affordability gap for rentals is higher in this case. This analysis suggests that for-sale developments will be able to accommodate a substantially higher percentage onsite requirement than will rental projects.

BURDEN OF IN-LIEU COMBINED WITH OTHER MUNICIPAL FEES

The Consultant Team reviewed the total burden of the calculated in-lieu fees in the context of other municipal fees charged by the cities, including fees such as building permits as well as any impact fees each jurisdiction might have in place.[7] A table of these costs for each jurisdiction is given in Figure 30 below, including the total fees that would be paid on each prototype in-lieu of hypothetical inclusionary requirements ranging from ten to 25 percent.

Because each jurisdiction has its own schedule of fees for new development, the cost of development in each community varies. For example, municipal fees for the prototypes in San Anselmo are currently estimated at two percent of development costs. Enacting maximum in-lieu fees with a 15 percent inclusionary requirement would raise municipal fees to between seven and 14 percent. The Town of Anselmo will need to take into account the impact to total development costs when setting an in-lieu fee and/or inclusionary percentage.

[7] Connection fees charged by a local sanitary sewer and water district were also estimated; they would be expected to represent an additional three to four percent of development costs above what is shown in the Figure 30.

FIGURE 30: IN-LIEU FEES AND OTHER MUNICIPAL FEES* BY JURISDICTION

Current level of onsite requirement for each jurisdiction in bold.

	Per Unit			As % of Development Costs		
	S.F. Subdiv.	Condo	Apt.	S.F. Subdiv.	Condo	Apt.
Corte Madera						
Municipal Fees	$35,776	$27,116	$23,339	5%	4%	4%
Tot. Fees @10% Rqmt.	$64,767	$47,424	$65,615	8%	7%	12%
Tot. Fees @15% Rqmt.	$79,262	$57,579	$86,753	10%	9%	15%
Tot. Fees @20% Rqmt.	$93,757	$67,733	$107,891	12%	10%	19%
Tot. Fees @25% Rqmt.	**$108,253**	**$77,888**	**$129,029**	**14%**	**12%**	**23%**
Fairfax						
Municipal Fees	$13,231	$11,258	$8,104	2%	2%	1%
Tot. Fees @10% Rqmt.	$42,221	$31,567	$50,380	5%	5%	9%
Tot. Fees @15% Rqmt.	$56,717	$41,722	$71,518	7%	6%	13%
Tot. Fees @20% Rqmt.	$71,212	$51,876	$92,656	9%	8%	16%
Tot. Fees @25% Rqmt.	$85,707	$62,030	$113,794	11%	9%	20%
Larkspur						
Municipal Fees	$39,839	$25,951	$19,449	5%	4%	3%
Tot. Fees @10% Rqmt.	$68,830	$46,260	$61,725	9%	7%	11%
Tot. Fees @15% Rqmt.	**$83,325**	**$56,414**	**$82,863**	**11%**	**8%**	**15%**
Tot. Fees @20% Rqmt.	**$97,820**	**$66,569**	**$104,001**	**13%**	**10%**	**18%**
Tot. Fees @25% Rqmt.	$112,316	$76,723	$125,139	14%	11%	22%
Unincorporated Marin County						
County Fees	$25,397	$23,656	$5,470	3%	4%	1%
Tot. Fees @10% Rqmt.	$63,101	$52,521	$47,746	8%	8%	8%
Tot. Fees @15% Rqmt.	$81,953	$66,954	$68,884	10%	10%	12%
Tot. Fees @20% Rqmt.	**$100,806**	**$81,386**	**$90,022**	**15%**	**12%**	**18%**
Tot. Fees @25% Rqmt.	$119,658	$95,819	$111,160	17%	15%	22%
San Anselmo						
Municipal Fees	$12,821	$13,837	$14,034	2%	2%	2%
Tot. Fees @10% Rqmt.	$41,811	$34,146	$56,310	5%	5%	10%
Tot. Fees @15% Rqmt.	$56,306	$44,300	$77,448	7%	7%	14%
Tot. Fees @20% Rqmt.	$70,802	$54,455	$98,586	9%	8%	17%
Tot. Fees @25% Rqmt.	$85,297	$64,609	$119,724	11%	10%	21%
San Rafael						
Municipal Fees	$27,044	$23,545	$15,113	3%	4%	3%
Tot. Fees @10% Rqmt.	**$56,034**	**$43,854**	**$57,389**	**7%**	**7%**	**10%**
Tot. Fees @15% Rqmt.	**$70,530**	**$54,009**	**$78,527**	**9%**	**8%**	**14%**
Tot. Fees @20% Rqmt.	$85,025	$64,163	$99,665	11%	10%	18%
Tot. Fees @25% Rqmt.	$99,520	$74,317	$120,803	13%	11%	21%

Continued next page

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Sausalito						
Municipal Fees	$7,448	$7,694	$9,987	1%	1%	2%
Tot. Fees @10% Rqmt.	$36,438	$28,003	$52,263	5%	4%	9%
Tot. Fees @15% Rqmt.	**$50,934**	**$38,157**	**$73,401**	**7%**	**6%**	**13%**
Tot. Fees @20% Rqmt.	**$65,429**	**$48,311**	**$94,539**	**8%**	**7%**	**17%**
Tot. Fees @25% Rqmt.	$79,924	$58,466	$115,677	10%	9%	21%

* Municipal fees include all applicable permits and impact fees charged by the jurisdiction. Water and sanitary sewer connection fees are not included. Based on estimates from Marin Municipal Water District and Ross Valley Sanitary District, water and sewer fees represent and additional four percent to development costs of the single family subdivision and three percent to condo townhomes and apartments.

Source: Strategic Economics, 2021.

CONVERSION TO PER SQUARE FOOT FEE

Jurisdictions can opt to implement the in-lieu fee as a per square foot fee, rather than a per unit fee, in order to incentivize development projects with smaller units. This may be useful for jurisdictions that primarily see developments with large, luxury units. The per square foot fees are calculated by dividing the per-unit in lieu fee by the weighted average unit square feet for each prototype. This calculation is shown below in Figure 31.

FIGURE 31. EQUIVALENT IN LIEU FEES PER UNIT SQUARE FOOT FOR PROTOTYPES

	Multifamily Rental	Condominium Townhome	Single Family Subdivision
Weighted Average Unit Sq. Ft.	800	1800	2,200
Affordability Gap per Unit			
Very Low Income (50% AMI Rental and Owner)	$489,529	$459,773	$551,315
Low Income (65% AMI Rental/ 70% AMI Owner)	$417,602	$330,608	$419,749
Moderate Income (90% AMI Rental)/ 110% AMI Owner)	$361,148	$75,568	$160,060
Affordability Gap per Sq. Ft.			
Very Low Income (50% AMI)	$612	$255	$251
Low Income (65% AMI Rental/ 70% AMI Owner)	$522	$184	$191
Moderate Income (90% AMI Rental)/ 110% AMI Owner)	$451	$42	$73

Source: Strategic Economics, 2021.

COMPARISON OF INCLUSIONARY REQUIREMENTS IN SELECTED BAY AREA CITIES

Figure 32 summarizes the inclusionary requirements for selected Bay Area cities outside of Marin County for the purposes of comparison. As shown, the cities all have inclusionary requirements on for-sale development projects ranging from a minimum of 5 percent in Oakland to 22 percent in San Francisco. The income targets for for-sale housing are typically low-income and moderate-income households.

For rental housing, the percentage requirement ranges from 5 percent in Oakland to 20 percent in San Francisco. Most of the jurisdictions require some proportion of very low-income units, along with low-income and moderate-income units.

San Francisco, San Jose, and Cupertino have lower requirements for small projects.

FIGURE 32. INCLUSIONARY POLICIES FOR SELECT BAY AREA JURISDICTIONS

Jurisdiction	For-Sale Housing	Rental Housing	Fee Option	Year Adopted/Updated
Berkeley	20% affordable at or below 80% AMI.	20% must be affordable (10% at 80% AMI and 10% at 50% AMI).	For sale: In-lieu fee option (62.5% of difference between affordable and market price). Rental: Affordable housing impact fee $39,716 per market-rate unit.	2020
Oakland	5% at 50% AMI or 10% at 80% AMI or 10% at 120% AMI.	5% at 50% AMI or 10% at 80% AMI or 10% at 120% AMI.	Fee permitted.	2016
San Francisco	Projects with 25+ units: 22% must be affordable to 80%-110% AMI. Projects with 10-24 units: 13% must be affordable.	Projects with 25+ units: 20% must be affordable to 55%-110% AMI. Projects with 10-24 units: 13% must be affordable to 55% AMI.	Fee permitted but with a higher percentage requirement than building on-site. Smaller projects pay a lower fee.	2017
San Jose	Projects with 20+ units must meet 15% affordable set-aside at or below 120% AMI. Smaller projects have lower percentage requirements.	5% at 100% AMI, 5% at 60% AMI, and 5% at 50% AMI, or 10% at 30% AMI. Smaller projects have lower percentage requirements.	Fee permitted.	2021
Santa Cruz	20% must be affordable to households at or 80% - 100% AMI.	20% must be affordable to households at or below 80% AMI.	On-site units encouraged.	2019
Palo Alto	15% must be affordable to households at 120% AMI or below.	No on-site requirement for rental.	For sale: Fee permitted but developer must demonstrate infeasibility of on-site units. Rental: Affordable housing impact fee charged.	2012
Cupertino	15% must be affordable to 120% or 100% AMI.	15% must be affordable to 120% or 80% AMI.	Projects with 1-6 units may provide a unit or pay a fee. For projects with 7 or more units, requires City Council approval.	2012

Source: Urban Displacement Project, 2021; City of Berkeley, 2021; Strategic Economics, 2021.

Recommendations

A number of considerations inform the decision to update the inclusionary requirements and the in-lieu fees, including market and feasibility factors, comparative policies in other jurisdictions, and the pros and cons of alternative means of compliance. Below is a summary of recommendations tailored for the Town of San Anselmo:

Establish inclusionary percentage requirement of 20 percent for for-sale and rental development projects. The Consultant Team recommends that the Town of San Anselmo establish an inclusionary requirement of 20 percent for for-sale and rental development projects, including single-family subdivisions, townhomes, and rental apartments. This percentage requirement is consistent with many other jurisdictions in the Bay Area. Once the policy has been in effect and the market has responded, the Town may wish to review the policy to determine whether a higher inclusionary requirement can be supported.

Establish income targets that are consistent with other Marin County jurisdictions. The Consultant Team recommends that the inclusionary policy include a mix of very low-, low- and moderate-income households for both for-sale and rental projects.

Establish flexible requirements for housing projects containing six or fewer units. According to the site analysis conducted by Opticos for the Objective Development Design Standards project, a large share of potential housing sites countywide are infill lots that could only accommodate small projects. These types of projects are more challenging to build than larger projects. To ensure they are financially feasible, the Consultant Team recommends that the Town of San Anselmo establish more flexible requirements for these types of projects, which could include:

- Allowing for a higher average income target, with a higher proportion of moderate-income units.
- Providing more flexibility on providing a combination of on-site units and payment of in-lieu fees.
- Allowing for the provision of an accessory dwelling unit (ADU), with provisions to ensure that it is made available to renter households.

For ownership housing, designate a separate fee for single-family versus townhome condominium developments, and set the fee amount at the maximum level for each. This study establishes a maximum in-lieu fee of $377,042 for single-family subdivisions and a fee of $288,650 for condominium townhomes. Establishing a lower fee on townhome condominiums relative to single-family subdivisions recognizes that higher density ownership housing can be relatively more challenging to build.

For rental housing, establish an in-lieu fee amount below the maximum level to avoid inhibiting development. The maximum calculated fees of $422,760 are considerably higher than the fees in Marin County's jurisdictions. A high fee would be a significant cost burden on rental projects, which do not command the same values as for-sale housing in San Anselmo. For this reason, the Consultant Team recommends that San Anselmo consider implementing a lower fee than the maximum calculated in-lieu fee on rental development.

Allow for land dedication and off-site converted units as an alternative means of compliance. Many jurisdictions allow for developers to comply with the inclusionary policy by dedicating land for off-site units or acquiring and converting existing housing units to deed-restricted housing. However,

conversion can result in the provision of units that are not comparable in quality or location to the market-rate development projects. Furthermore, it does not add to the overall supply of housing and burdens the jurisdiction with the cost of monitoring and compliance. The Consultant Team recommends that the Town of San Anselmo develop a policy that prioritizes on-site units, allowing for the payment of in-lieu fees or land dedication as the preferred alternatives. It is recommended that the off-site conversion option is permitted only if the converted units are of a similar quality and located within close proximity to the principal project.

Require for-sale development projects with on-site units to submit a plan for the ongoing maintenance of below-market rate units. According to Marin Housing, some for-sale condominium and townhome projects have not been able to adequately fund the maintenance and repair of below-market rate units. The Consultant Team recommends that the Town of San Anselmo require developers to provide a realistic plan for collecting sufficient reserves for the repair and maintenance of below-market rate units without compromising the affordability of those units.

Explore options for a countywide administration program for inclusionary units. Establishing and administering an inclusionary program requires staff to manage negotiations with developers to provide affordable units (on-site or off-site) in accordance with local requirements, monitor the resales/leasing of below-market rate units to qualified households, and ongoing administration. Because there is often limited staffing capacity in-house, the Consultant Team recommends that the participating jurisdictions investigate the potential to partner with a non-profit to provide these services. Some cities charge property owners a small administrative fee to help offset the costs of monitoring and compliance.

Appendix A

The Consultant Team spoke with a range of stakeholders for this report, including market-rate housing developers, affordable housing developers, affordable housing advocates, Marin housing authority staff, and local community land trusts. Stakeholders that participated in either one-on-one interviews with the Consultant Team, or in developer forums, both of which helped inform this report, are listed below in Figure 33.

FIGURE 33. LIST OF STAKEHOLDERS INTERVIEWED FOR STUDY

Name	Organization/ Affiliation
Judith Bloomberg	Marin Organizing Committee
Arianne Dar	Bolinas Community Land Trust
Todd David	Housing Action Committee
Justin Derby	Meritage Homes
Bruce Dorfman	Thompson Dorfman
Aaron Eckhouse	California YIMBY
Michael Hooper	Campus Property Group
Larry Kennings	Marin Environmental Housing Collaborative
Stacey Laumann	Community Land Trust of West Marin
Marianne Lim	EAH Housing
Stephanie Lovette	Marin Housing Authority
Linda Mandolini	Eden Housing
Tom Monahan	Monahan Parker Development
Wick Polite	Seagate Properties
Kiki La Porta	Coalition for a Livable Marin
Phil Richardson	Individual developer
Suzanne Sadowsky	San Geronimo Valley Affordable Housing Association
Carmen Soruco	Marin Housing Authority
Mary Kay Sweeney	Homeward Bound
Joanne Webster	Housing Crisis Action Group, San Rafael Chamber of Commerce

Source: Strategic Economics, 2021.

MEMORANDUM

To: Heidi Scoble, Town of San Anselmo

From: Strategic Economics and Vernazza Wolfe Associates

Date: February 18, 2023

Project: Marin Inclusionary Study

Subject: Commercial Linkage Fee Study

I. INTRODUCTION AND METHODOLOGY

Purpose and Background

The County of Marin, along with six of the jurisdictions within the County, are collaborating on a regional effort to implement or update existing affordable housing policy tools, namely inclusionary zoning and commercial linkage fees. Some of the jurisdictions currently have inclusionary zoning and/or commercial linkage fee programs they intend to review and update as necessary, while others are establishing new programs. Together, the seven jurisdictions have retained Strategic Economics and Vernazza Wolfe Associates (the Consultant Team) to study and offer recommendations for both these policies.

This memo fulfills Task 4 of the study, which includes an analysis of commercial linkage fees in the seven participating jurisdictions. Currently, three of the seven jurisdictions charge commercial linkage fees, while the remaining four may enact fees based on the results of this study. A commercial linkage fee is a type of impact fee that charges new commercial development for its role in creating new demand for affordable housing. It is based on the finding of a "rational nexus" between the new employment created by commercial development, and the accompanying need for affordable housing for new worker households. There are two main parts to the analysis:

1. The nexus analysis establishes the linkage between new jobs and the needed affordable housing.
2. The affordability gap analysis quantifies the shortfall between what employee households can afford and what new housing costs to build. The affordability gap analysis was performed as part of the In-lieu Fee Study (Task 3) and is summarized in Section IV of this report.

The results of the nexus findings and the affordability gap analysis establish the maximum fees that can be charged on new development projects.

It is important to note that the analysis relies on occupational wage data from the California Employment Development Department collected in December 2019. It does not capture the effects of the COVID-19 pandemic on local employment and wages since then.

The Nexus Concept

Many commercial developments are associated with jobs that pay wages that are insufficient to afford local housing costs. A nexus study determines the justifiable commercial linkage fee that might be charged on development based on the need for affordable housing that new development projects create. To establish this relationship, a nexus analysis quantifies any increase in demand for affordable housing that accompanies new commercial development, and the additional funding required to address the uptick in demand. The increase in demand is a result of the net gain in employment directly attributable to the new commercial space that is built.

The magnitude of the nexus, and hence the maximum justifiable fee, depends on the number and types of jobs created and the prevailing cost of providing housing for the new worker households. The ability of the new workers to pay for housing costs is linked to their occupations (and hence salaries). Some of the new workers will have household incomes below the market prices for new homes and would qualify for income-restricted affordable housing. This study quantifies the demand for housing created at several household income levels and estimates the "affordability gap" between what worker households can afford to pay (to rent or to buy) and the actual costs of building new housing.

Methodology and Report Organization

To perform the nexus analysis, the Consultant Team used an established methodology described below to calculate the relationship between new commercial development and household incomes of employees, which then determines the employees' need for affordable housing. These steps provide the rationale for calculating the maximum justified commercial linkage fee that could be levied on commercial development. An overview of the methodology and contents of the report is provided below. There are ten steps to calculate the maximum nexus fees, which are covered in Section II, Section III, and Section IV of this report. However, most jurisdictions do not implement the maximum fee levels. There are multiple policy considerations that are taken into account, including market factors, the commercial linkage fees enacted in other similar communities, and the potential impact on development. These policy issues are discussed in Section V followed by recommendations for setting or updating the fee levels. Finally, Section VI outlines the fee proposal to be taken up by the jurisdictions based upon this study and follow-up collaboration with planning staff in the jurisdictions. To satisfy the requirements of recently passed state legislation (AB 602), this section provides further justification on the specific fee proposal under consideration.

STEPS 1-6: COMMERCIAL LINKAGE FEE NEXUS ANALYSIS (SEE SECTION II)

Step 1. Define commercial "land use prototypes" that represent broad categories of new commercial development in Marin County.

The purpose of defining prototypes is to estimate future employment linked to various categories of commercial space. The land use prototypes are used to estimate the amount of employment generated from commercial development in the county. Three land use prototypes were selected for the nexus analysis, based on common categories of commercial development in Marin County: 1) Office, R&D, and medical office uses; 2) Retail, restaurants, and services; and 3) Hotel.

Each land use prototype is assumed to be 100,000 square feet in floor area. This number was chosen not because it is necessarily typical of new commercial development, but rather as a round number to

simplify the calculations in the steps below. (In Section IV, more typical prototypes are designated to evaluate feasibility.)

Step 2. Estimate the number of workers that will work in the new commercial space.

The Consultant Team estimated the employment density for each prototype based on national survey data on employment density for commercial land uses and other sources. The employment density is expressed as the number of square feet of building area per worker.[1] For example, a building prototype of 100,000 sf and employing 100 workers would have an employment density of 100,000 / 100 = 1,000 square feet per worker.

Step 3. Estimate the number of new households represented by these new workers.

Since there are multiple wage earners in a household, the number of new workers must be translated into a number of households. This adjustment is based on the average number of wage-earners per worker household for Marin County (1.60), estimated from the U.S. Census Bureau American Community Survey 5-Year Estimates, 2015-2019.

Step 4. Estimate wages of new workers.

The first step in calculating employee wages is to identify industries that are typically associated with each prototype. Using industry data from the U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW), industries were identified that are associated with each land use category. The next step is to identify all the occupations that are associated with each industry based on data provided by the U.S. Bureau of Labor Statistics (BLS). The national BLS occupational matrix is then calibrated to match the county's employment mix by weighting the national employment distribution to reflect the distribution of employment by industry within Marin County. Finally, the average wage by worker is calculated using data on average annual wages by occupation in the San Francisco-Oakland-Berkeley Metropolitan Statistical Area from the Bureau of Labor Statistics.

Step 5. Estimate household income of worker households.

Worker wage estimates from the previous step are then converted to household incomes. This step assumes that the income of the second wage-earner is similar to the wage of the first wage-earner. According to the U.S. Census Bureau American Community Survey 5-Year Estimates, 2015-2019, there are 1.60 wage-earners per worker household in Marin County. Individual worker wages are therefore multiplied by 1.60 to represent household incomes.

Step 6. Calculate the number of households that would be eligible for affordable housing divided into relevant income categories.

The average household size in Marin is 2.4 persons, based on the US Census, American Community Survey 5-Year Estimates, 2015-2019. Because household income tables are organized by whole numbers, the average household size was rounded down to 2 persons. Thus, the income groups are defined for a household size of two persons and based on standard household income categories used

[1] The analysis takes into account the effects of physical distancing and remote work on employment density by estimating slightly higher assumptions of square feet per employee in office/R&D buildings than were typical before the COVID-19 pandemic.

in California. The income categories analyzed include very low-, low-, and moderate-income households.[2]

STEPS 7-9: CALCULATION OF THE HOUSING AFFORDABILITY GAP (SEE SECTION III)

The affordability gap represents the difference between what households can afford to pay for housing and the development cost of new housing. As part of the In-lieu Fee Study Calculation memo already submitted to participating jurisdictions, the Consultant Team analyzed the affordability gap of new rental and for-sale housing units. The In-lieu Fee Study identified the affordability gap for one rental prototype (rental stacked flats) and two for-sale housing prototypes (condo townhomes and single-family subdivision units) for very low-, low-, and moderate-income households. The affordability gap findings of this previous analysis were applicable here because the household incomes of new worker households identified in Step 5 align with the household income categories that were considered in that analysis. The steps below describe how the affordability gap analysis from the In-lieu Fee Study was adapted for this analysis.

Step 7. Estimate affordable rents and housing prices for households in the targeted income groups.

As part of the In-lieu Fee Study, the affordable rent levels and for-sale housing prices were estimated for each of the worker household income categories described above. Households with incomes in the very low-income range are assumed to occupy rental housing. Households in the low- and moderate-income ranges are assumed to require a combination of rental and for-sale housing. The respective rents and sales prices that are affordable to these households were based on the income limits used by the Marin Housing Authority and the California Department of Housing and Community Development.

Step 8. Estimate the development cost of new housing.

As part of the In-lieu Fee Study, the Consultant Team estimated the typical development costs of new units in rental apartment, townhome condo, and single family subdivision developments.

Step 9. Calculate the affordability gap.

The affordability gap is calculated for each of the three income categories. Very low-income households are assumed to be renters, so the affordability gap is the difference between the cost of developing new rental housing and what those households can afford to pay, based on the gap for the rental prototype analyzed in the In-lieu Fee Study. Since low-income and moderate-income households are expected to include a mix of renters and homeowners, the overall gap per household for these income categories is calculated as the average of the three affordability gaps for all three housing types that were considered in the In-lieu Fee Study.

To estimate the total affordability gap for each commercial land use prototype, the total number of very low-, low-, and moderate-income new worker households for each prototype is multiplied by the corresponding affordable housing gap figure.

[2] The occupation and wage analysis found no extremely low-income households. These households are defined as earning less than 30 percent of area median income and do not typically earn wages from permanent employment.

STEP 10: CALCULATION OF MAXIMUM LINKAGE FEES (SEE SECTION IV)

Step 10. Calculate maximum justifiable commercial linkage fees for each prototype.

For each category of land use, the maximum fee per square foot is the total affordability gap calculated in Step 9 divided by the floor area of the land use prototype (100,000 square feet for each).

MARKET FACTORS, FEASIBILITY, AND OTHER POLICY CONSIDERATIONS (SECTION V)

This section of this report contains a discussion and analysis of policy considerations jurisdictions should review before enacting a commercial linkage fee. Typically, a commercial linkage fee is set at a level significantly below the maximum justifiable fee determined in the nexus study. Thus, considerations for setting appropriate fee levels include the impact of fees on the total development costs of typical commercial projects. Jurisdictions will also want to be cognizant of similar linkage fees charged in nearby or comparable cities as well as the amount the commercial linkage fee will raise their existing municipal fees. To facilitate an analysis of these considerations, the Consultant Team created a set of illustrative "fee scenarios" to highlight the fees' impact on development costs and the existing set of municipal fees for each jurisdiction. These fee scenarios were tested on three development prototypes representative of the three commercial land uses that were evaluated in the nexus study. These "feasibility prototypes" were created based on recent and proposed commercial development projects in Marin County, and in consultation with local developers. Following this analysis is a section with recommendations for setting the fees, as well as a brief analysis of the potential revenues that could be generated by implementing the fee recommendations.

UNIFIED FEE PROPOSAL AND FULFILLING STATE REQUIREMENTS FOR ADOPTION (SECTION VI)

The final section of the report considers the commercial linkage fee program to be formally proposed by the seven jurisdictions based on the recommendations in Section V. To establish more consistency and uniformity across jurisdictions, each of the jurisdictions plans to propose the same schedule of fees in their respective communities. The section first includes an overview of the fees in comparison to the linkage fees currently in place in some of the jurisdictions. Based on the unified fee proposal, Strategic Economics estimated the potential affordable housing revenues that could be raised over a five year period. Strategic Economics also performed further analysis on the unified fee proposal to fulfill the requirements of recently passed state legislation (AB 602) relating to impact fees imposed on new development. As required by AB 602, Strategic Economics summarized the revenues collected from each of the three existing fee programs and provided a justification for the new level of service advanced by the new fee program. Finally, the section concludes with a discussion of the purpose of these fees and the role of new commercial development to contribute to funding affordable housing in Marin County.

II. COMMERCIAL LINKAGE FEE NEXUS ANALYSIS

This section describes each step of the nexus analysis in detail, including Steps 1 through 6 outlined in the previous section.

Step 1: Commercial Prototypes

This study examined the jobs-housing linkage for three commercial land use prototypes, which are described below. These prototypes were selected because they are the most common categories of commercial development in Marin County, based on a review of recently built, planned, and proposed projects.[3]

1. **Office/ R&D/ Medical Office**: Includes professional and business services offices, medical/dental office, and research and development.
2. **Retail/Restaurants/Services:** Includes retail stores, eating and drinking places (cafes, restaurants, bars, etc.), and personal and financial services such as salons, drycleaners, retail banks.
3. **Hotel**: Includes full-service hotels, limited-service hotels, motels, and other lodging.

The nexus analysis is calculated based on a 100,000 square foot building, but the actual development projects that are likely to occur in Marin will be smaller. [4] Since the fee is calculated on a per-square-foot basis, the fee would be proportional to the size of the development project.

Step 2: Number of Workers

For each building prototype, an average employment density was applied based on a combination of national survey data for existing commercial buildings and a review of other recently completed linkage fee nexus studies. Figure 1 summarizes the available research on employment density by building type that formed the basis for establishing average employment density assumptions for the nexus model.

Figure 2 shows the assumptions on worker density for each commercial land use prototype, measured by the average number of square feet per worker. A lower number of square feet per worker implies a higher worker density, which leads to a higher estimate of worker households. For each prototype, the Consultant Team selected an employee density number in the middle of the range; this is a more conservative approach to avoid overestimating the maximum linkage fee amount. The density factors represent the average density for the prototypes; individual projects and buildings may have a greater or lower worker density than the average.

The employee density factor is multiplied by the prototype's floor area (100,000 square feet) to calculate the total number of workers in each commercial prototype. The density assumption is used to generate the total number of direct workers occupying the commercial space in each prototype.

[3] Some commercial developments will lie outside the three major categories of land use analyzed in this study. Examples of such land uses include industrial projects, assisted living facilities, and child care centers. Jurisdictions may still charge a commercial linkage fee on these land uses provided the applicant for development supplies estimates of jobs and wages that accompany the new development.

[4] Section V contains financial feasibility testing on a more detailed set of prototypes that would be typical of new development in Marin County. These feasibility prototypes vary in size and contain additional details such as parking, number of floors, and land area.

- **Office/Medical Office/R&D**. The average density assumption for office is 375 square feet per worker. This is a blended average that represents a combination of business office spaces (estimated to be approximately 300 square feet per worker in the Bay Area), nonprofit offices, medical office, (typically estimated at approximately 500 square feet per worker) and R&D, (approximately 350 square feet per worker).[5] Note that there are limited sources on R&D employee density, so the R&D density assumption is based on qualitative research from previous work in the Bay Area conducted by the Consultant Team.
- **Retail/Restaurants/Services**. Worker density varies widely for this category depending on the specific use (food service, grocery stores, dry goods retail, and services all have different average densities). Worker densities are typically higher for independent retailers and tenants in smaller-scale neighborhood centers and urban locations than in large-scale big box retail (around 600 square feet per worker). For this reason, Strategic Economics used a slightly higher density number of 450 square feet per worker.
- **Hotel**. The average employment density assumption for visitor accommodations is 0.70 workers per room (or approximately 880 square feet per worker).[6] This density is consistent with the Vallen and Vallen estimate for select service mid-scale hotels, which are in between full-service "luxury" properties and economy properties. Select service hotels are typical of new development in Marin.

[5] In the last decade, there has been a trend towards an increasing density of workers (225-250 square feet per worker) occupying open format office spaces. Since the onset of the COVID-19 pandemic, there is anecdotal evidence suggesting that the trend may be reversing as firms implement measures to create more physical distancing and allow employees to work from home. For this reason, the Consultant Team used a density number for business office that represents a return to conventional office spaces rather than open layouts.

[6] The assumption of 880 square feet per worker for visitor accommodations assumes an average 0.70 workers per hotel room and an average room size of 615 square feet of gross building area per room.

FIGURE 1. EMPLOYMENT DENSITY DATA AND SOURCES

Employee Density Figure	Source
Visitor Accommodations	
1.5 workers per full-service (luxury) hotel room	Vallen and Vallen, "Chapter 1: The Traditional Hotel Industry," Check-In, Check-Out, 2012
0.5 to 1.0 workers per room for "in-between" hotels	Vallen and Vallen, "Chapter 1: The Traditional Hotel Industry," Check-In, Check-Out, 2012
As few as 0.25 workers per room for "budget" hotels	Vallen and Vallen, "Chapter 1: The Traditional Hotel Industry," Check-In, Check-Out, 2012
Retail	
605 square feet per worker	A.C. Nelson, "Reshaping Metropolitan America" (based on calculations from EIA survey)
368 square feet per worker	"San Francisco Jobs Housing Nexus Analysis", Keyser Marston Associates, 2019
400 square feet per worker	Study Session: City of Emeryville Impact Fees, Helen Bean, Director, Economic Development and Housing Department, 2014.
Office	
306 square feet per worker	Building Owners and Managers Association Survey, 2012
434 square feet per worker	Energy Information Administration, 2003 Commercial Buildings Energy Consumption Survey, Rev. 2006
300 square feet per worker	A.C. Nelson, "Reshaping Metropolitan America," 2013
250-350 square feet per worker	San Mateo County Housing Needs Study, Economic & Planning Systems, 2006
300 square feet per worker	Jobs Housing Impact Fee Draft Nexus Study: City of Napa, CA, Vernazza Wolfe Associates Inc., 2011
312.5 square feet per worker	Housing Impact Fee Nexus Study: Mountain View, CA, KMA, 2012
Medical Office	
484 square feet per worker for outpatient care	Energy Information Administration, 2003 Commercial Buildings Energy Consumption Survey: Building Characteristics Tables, Revised June 2006;
513 square feet per worker for inpatient care	Energy Information Administration, 2003 Commercial Buildings Energy Consumption Survey: Building Characteristics Tables, Revised June 2006;

Note: Many studies of worker density are older. Because information on worker densities is not collected by any public agency, estimates must rely on other studies, which are not routinely done.

FIGURE 2. EMPLOYMENT DENSITY BY PROTOTYPE

Commercial Prototype	Prototype Size	Average Worker Density	Number of Workers in Prototype
Office/Medical Office/R&D	100,000 sq. ft.	375 sq. ft. per worker	267 workers
Retail/Restaurant/Services	100,000 sq. ft.	450 sq. ft. per worker	222 workers
Hotel	100,000 sq. ft.; 163 rooms*	880 sq. ft. per worker; 0.70 workers per room	114 workers

* Assumes the gross building area is 615 square feet per room.
Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

Step 3: Number of Worker Households

Based on the total number of workers directly employed in the prototypes, the Consultant Team estimated the total number of worker households. The number of worker households is calculated by dividing the number of workers by the average number of wage-earners per household in Marin County. Based on data from the U.S. Census American Community Survey 5-Year Estimates, 2015-2019, there is an average of 1.60 workers per household in Marin. The calculation of total new worker households is shown in Figure 3 below, ranging from 71 for hotel to 167 for office.

FIGURE 3. NUMBER OF WORKER HOUSEHOLDS BY PROTOTYPE

Commercial Prototype	Number of New Workers	Workers per Household	Number of New Worker Households
Office/ Medical Office/ R&D	267	1.60	167
Retail/Restaurant/Services	222	1.60	139
Hotel	114	1.60	71

Sources: US Census, American Community Survey 3-Year Estimates, 2015-2019; Strategic Economics and Vernazza Wolfe Associates, 2021.

Step 4: Worker Wages

The first step in calculating employee wages is to establish a list of the industries associated with each prototype (as defined by the North American Industry Classification System, or "NAICS"). Using industry data from Quarterly Census of Employment and Wages (QCEW), industries were associated with each land use prototype. Figures 4 through 6 below list the industries associated with each prototype.

FIGURE 4. DEFINITION OF INDUSTRIES FOR OFFICE/MEDICAL OFFICE/R&D PROTOTYPE

NAICS Code	Description	Percent Total Workers in Prototype
5617	Services to buildings and dwellings	9.2%
5511	Management of companies and enterprises	8.8%
5415	Computer systems design and related services	6.5%
6214	Outpatient care centers	6.4%
5416	Management and technical consulting services	5.8%
6211	Offices of physicians	4.9%
6212	Offices of dentists	3.9%
5112	Software publishers	3.9%
5412	Accounting and bookkeeping services	3.9%
5313	Activities related to real estate	3.0%
5239	Other financial investment activities	3.0%
5413	Architectural and engineering services	2.9%
5611	Office administrative services	2.9%
5411	Legal services	2.7%
5221	Depository credit intermediation	2.3%
5311	Lessors of real estate	2.1%
5613	Employment services	2.1%
8133	Social advocacy organizations	2.0%
5419	Other professional and technical services	1.8%
8134	Civic and social organizations	1.7%
6213	Offices of other health practitioners	1.7%
5616	Investigation and security services	1.6%
5418	Advertising, pr, and related services	1.5%
5242	Insurance agencies and brokerages	1.4%
5619	Other support services	1.2%
5312	Offices of real estate agents and brokers	1.2%
5417	Scientific research and development services	1.1%
5111	Newspaper, book, and directory publishers	1.0%
5414	Specialized design services	1.0%
5231	Securities and commodity contracts brokerage	0.9%
5222	Nondepository credit intermediation	0.9%
6117	Educational support services	0.8%
8139	Professional and similar organizations	0.8%
3345	Electronic instrument manufacturing	0.7%
8132	Grantmaking and giving services	0.7%
5223	Activities related to credit intermediation	0.7%

FIGURE 4. DEFINITION OF INDUSTRIES FOR OFFICE/ MEDICAL OFFICE/ R&D PROTOTYPE, CONTINUED

NAICS Code	Description	Percent Total Workers in Prototype
5615	Travel arrangement and reservation services	0.7%
6114	Business, computer and management training	0.4%
5241	Insurance carriers	0.4%
5182	Data processing, hosting and related services	0.4%
5191	Other information services	0.3%
5173	Wired and wireless telecommunications carriers	0.3%
7114	Agents and managers for public figures	0.2%
7113	Promoters of performing arts and sports	0.1%
5122	Sound recording industries	0.1%
3391	Medical equipment and supplies manufacturing	0.1%
3344	Semiconductor and electronic component mfg.	0.02%
Total		100%

Source: United States Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW), 2019; Strategic Economics and Vernazza Wolfe Associates, 2021.

FIGURE 5. DEFINITION OF INDUSTRIES FOR RETAIL/RESTAURANTS/SERVICES PROTOTYPE

NAICS Code	Description	Percent Total Workers in Prototype
7225	Restaurants and other eating places	38.6%
4451	Grocery stores	13.3%
4411	Automobile dealers	4.5%
4533	Used merchandise stores	3.7%
4441	Building material and supplies dealers	3.2%
8121	Personal care services	3.2%
4481	Clothing stores	3.1%
4422	Home furnishings stores	2.9%
4522	Department stores	2.9%
4461	Health and personal care stores	2.9%
4523	General merchandise stores, including warehouse clubs and supercenters	2.6%
4511	Sporting goods and musical instrument stores	2.3%
5121	Motion picture and video industries	1.6%
7223	Special food services	1.6%
8129	Other personal services	1.6%
4431	Electronics and appliance stores	1.5%
4471	Gasoline stations	1.3%
4539	Other miscellaneous store retailers	1.2%
8123	Drycleaning and laundry services	1.1%
4541	Electronic shopping and mail-order houses	0.8%
4413	Auto parts, accessories, and tire stores	0.8%
4452	Specialty food stores	0.7%
4532	Office supplies, stationery, and gift stores	0.6%
4512	Book stores and news dealers	0.5%
4421	Furniture stores	0.5%
7224	Drinking places, alcoholic beverages	0.5%
5321	Automotive equipment rental and leasing	0.5%
4442	Lawn and garden equipment and supplies stores	0.3%
4453	Beer, wine, and liquor stores	0.3%
4482	Shoe stores	0.3%
5322	Consumer goods rental	0.3%
4483	Jewelry, luggage, and leather goods stores	0.2%
4412	Other motor vehicle dealers	0.2%
8122	Death care services	0.2%
4531	Florists	0.1%
4542	Vending machine operators	0.02%
4543	Direct selling establishments	0.02%
Total		100%

Source: United States Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW), 2019; Strategic Economics and Vernazza Wolfe Associates, 2021.

FIGURE 6. DEFINITION OF INDUSTRIES FOR HOTEL PROTOTYPE

NAICS Code	Description	Percent Total Workers in Prototype
7211	Traveler accommodation	100%

* Note: Unlike other prototypes, the visitor accommodations prototype only includes one NAICS industry category.
Source: United States Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW), 2019; Strategic Economics, 2020.

The next step is to identify all the occupations that are associated with each industry based on data provided by the U.S. Bureau of Labor Statistics (BLS). The best available data is at the national level; state level industry-occupation data exist but do not include all relevant industries. The national BLS occupational matrix is calibrated to match the county's employment mix by weighting the national employment distribution to reflect the distribution of employment by industry within Marin County. Finally, the average wage by worker is calculated using data on average annual wages by occupation in the San Francisco-Oakland-Berkeley Metropolitan Statistical Area (the smallest geographic level at which wage data are available) from the Bureau of Labor Statistics.

Figure 7 below summarizes the results of these calculations, computing the average weighted wages[7] for each prototype. As shown, office/medical office/R&D employees have the highest average wage of the three prototypes, reflecting a greater mix of higher salary occupations in that use. The lowest average annual wages are in the retail/restaurants/services category. Due to the level of detail associated with the data on occupational wages, the full occupation mix in each land use prototype are shown in Figures 35 through 37 at the end of this report.

FIGURE 7. AVERAGE ANNUAL WAGE BY PROTOTYPE

Commercial Prototype	Weighted Average Annual Wage (a)
Office/Medical Office/R&D	$85,441
Retail/Restaurant/Services	$37,493
Hotel	$46,473

(a) Average wages are weighted to account for the proportion of jobs in each occupational wage category.

Source: United States Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW), 2019; United States Bureau of Labor Statistics, Occupational Employment and Wage Estimates, 2019; Strategic Economics and Vernazza Wolfe Associates, 2021.

[7] The weighted average wage accounts for the proportion of jobs in each occupational category.

Step 5: Household Incomes

Based on the employee wage calculations discussed above, household incomes are estimated for each land use prototype. As a standard assumption for nexus studies, the average worker wage is multiplied by the number of wage-earners per household to calculate the annual household income. According to the U.S. Census Bureau American Community Survey 5-Year Estimates, 2015-2019, the average number of wage-earners per household in Marin County is 1.6. The average annual wage per employee within each occupation was multiplied by 1.6 to determine annual average household income.

Step 6: Household Income Categories

Employee households are then categorized as extremely low-, very low-, low-, moderate-, or above moderate-income based on standard income definitions based on percentage of Area Median Income (AMI).

According to the U.S. Census Bureau American Community Survey 5-Year Estimates, 2015-2019, the average household size in Marin County is 2.4. To reference the available income tables, this has been rounded to 2, the nearest whole number. The income categories for very low-, low-, and moderate-income households, are therefore based on the household size of two persons, using the income thresholds shown in Figure 8.[8] Note that this analysis uses 2020 income thresholds to match up with the affordability gap calculations which were also based on 2020 income figures.

FIGURE 8. AMI LEVELS FOR 2-PERSON HOUSEHOLDS IN MARIN COUNTY, 2020

Income Category	Maximum Income
Area Median Income (100% AMI)	$114,500
Extremely Low-income (<30% AMI)	$34,350
Very Low-income (31-50% AMI)	$57,250
Low-income (51-80% AMI)	$91,600
Moderate-income (81-120% AMI)	$137,400

Source: Marin Housing Authority, 2020. Strategic Economics and Vernazza Wolfe Associates, 2021.

Using the income categories described above, the new worker households were sorted into income groups. As shown in Figure 9 below, the distribution of workers within each income group varies markedly between the prototypes. The majority of employment in retail/restaurants/services is in the very low-income group, while the majority of hotel workers are in the low-income group. Employment in office/medical office/R&D tends to be distributed more in the higher income groups. According to the results of this analysis, the primary affordable housing need associated with these prototypes is at the very low-income, low-income, and moderate-income levels. While the results of this analysis did not demonstrate demand from extremely low-income worker

[8] Rounding to two persons per household is a conservative estimate. Using a larger household size assumption would result in a higher maximum commercial linkage fee calculation.

households associated with new commercial development, it is understood that there are worker households in Marin County that require extremely low-income housing.

FIGURE 9. NUMBER OF WORKER HOUSEHOLDS BY INCOME CATEGORY

Land Use	Number of Worker Households	Percent of Workers In Prototype
Office/Medical Office/R&D		
Extremely Low (<=30% AMI) (a)	0	0%
Very Low-income (31-50% AMI)	4	2%
Low-income (51-80% AMI)	67	40%
Moderate-income (81-120% AMI)	26	16%
Above 120% AMI (b)	69	42%
Total Households Requiring Affordable Housing	**97**	**100%**
Total Households	**166**	
Retail/Restaurants/ Services		
Extremely Low (<=30% AMI) (a)	0	0%
Very Low-income (31-50% AMI)	74	53%
Low-income (51-80% AMI)	59	42%
Moderate-income (81-120% AMI)	4	3%
Above 120% AMI (b)	2	1%
Total Households Requiring Affordable Housing	**137**	**100%**
Total	**139**	
Hotel		
Extremely Low (<=30% AMI) (a)	0	0%
Very Low-income (31-50% AMI)	14	19%
Low-income (51-80% AMI)	49	69%
Moderate-income (81-120% AMI)	4	6%
Above 120% AMI (b)	4	6%
Total Households Requiring Affordable Housing	**67**	**100%**
Total	**71**	

Notes:

(a) The methodology used to estimate worker household incomes relies on identifying the weighted averages of a large number of occupations present in each land use prototype. According to the results of this analysis, the primary affordable housing need associated with these prototypes is at the very low-income, low-income, and moderate-income levels. While this methodology does not estimate demand from extremely low-income worker households associated with new commercial development, it is understood that there are worker households in Marin County that require extremely low-income housing.

(b) Worker households earning above 120% AMI are expected to be able to afford market-rate rental or ownership housing, and therefore they are not incorporated in the affordability gap calculation.

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

III. HOUSING AFFORDABILITY GAP

This section summarizes the approach to calculating the housing affordability gap and the results of the analysis (steps 7, 8 and 9). The steps outlined here draw upon a previous estimation of affordability gaps in the In-lieu Fee Study. A more detailed explanation of the methodology and assumptions for the affordability gap calculation can be found in that study ("Inclusionary Program Study and In-lieu Fee Calculation").

Methodology

The housing affordability gap is defined as the difference between what very low-, low-, and moderate-income households can afford to pay for housing and the development cost of building new housing units.[9] From the nexus methodology section at the beginning of this report, calculating the housing affordability gap involves the following steps 7 through 9:

7. Estimating affordable rents and housing prices for households in the targeted income groups.

8. Estimating development costs of building new housing units, based on current cost and market data.

9. Calculating the difference between what renters and owners can afford to pay for housing and the cost of development of rental and ownership units to arrive at the "affordability gap."

Step 7: Estimating Affordable Rents and Sales Prices

The first step in calculating the housing affordability gap is to determine the amount that households at the targeted income levels can afford to pay for housing. As introduced in Step 6, for eligibility purposes, most affordable housing programs define very low-income households as those earning 31 to 50 percent of area median income (AMI), low-income households as those earning between 51 and 80 percent of AMI, and moderate-income households as those earning between 81 and 120 percent of AMI.[10]

Households with incomes in the very low range are assumed to live in rental housing. Households in the low and moderate ranges are assumed to live in a mix of rental and ownership housing. While the nexus analysis identified some new worker households that would fall above the moderate-income range (above 120 percent of AMI), the Consultant Team did not calculate an affordability gap for this group because it is expected they would find housing at market rates.

[9] As shown in the previous section, there are no households created by commercial development in the extremely low-income range (zero to 30 percent of AMI).

[10] Drawing on the In-lieu Fee Study, very low-income households were assumed to be at 50% AMI; Low-income households were assumed to be at 70% AMI for ownership housing and 65% AMI for rental housing. Moderate-income households were assumed to be at 110% AMI for ownership housing and 90% AMI for rental housing.

Figure 10 shows the maximum monthly rents and supportable debt for rental housing, as determined by the In-lieu Fee study. Renters are assumed to pay a maximum of 30 percent of their gross monthly income on total housing costs for the housing to be considered "affordable". The maximum rent is then identified after deducting utility costs from monthly income. It is assumed that one-to-three person households occupy these units. In order to calculate the affordability gap, the affordable rents were converted to supportable debt. The supportable debt represents the one-time value of the rental revenue stream, incorporating assumptions about operating expenses, reserves, vacancy and collection loss, and mortgage terms.

FIGURE 10. AFFORDABLE RENTS AND SUPPORTABLE DEBT BY UNIT TYPE

	Studio	1-BR	2-BR	Weighted Average (a)
Maximum Affordable Rents				
Very Low-income (50%)	$1,209	$1,379	$1,539	**$1,426**
Low-income (65%)	$1,584	$1,809	$2,022	**$1,872**
Moderate-income (90%)	$2,210	$2,524	$2,827	**$2,614**
Supportable Debt				
Very Low-income (50%)	$39,393	$66,904	$92,699	**$74,471**
Low-income (65%)	$100,036	$136,236	$170,691	**$146,398**
Moderate-income (90%)	$153,206	$191,816	$229,058	**$202,852**

Notes:

(a) The weighted average incorporates a unit mix assumption of 50% 1-bedrooms, 40% 2-bedrooms, and 10% studio units.

Source: Marin Housing Authority, 2020; Strategic Economics and Vernazza Wolfe Associates, 2021.

Figure 11 shows the maximum sales prices for homeowners, as determined by the In-lieu Fee Study. Homeowners are assumed to pay a maximum of 33 percent of gross monthly income on total housing costs. The maximum affordable price for for-sale housing is then calculated based on the total monthly mortgage payment that a homeowner could afford, using typical mortgage loan assumptions for income-restricted ownership housing, as well as other housing cost assumptions such as homeowner's association (HOA) fees.[11] It is assumed that four-to-six person households occupy these units. Due to varying HOA costs, the maximum sales price varies slightly between the two ownership prototypes, condominium townhomes and single-family subdivision units.

[11] The housing cost assumptions for homeowners are based on correspondence with the Marin Housing Authority. It is assumed the homeowner pays a 5% downpayment, and their mortgage is 30-year fixed rate, with an interest rate of 3.8%. Other annual housing costs include: 1) Homeowner's insurance costing 0.28% of the sales price; 2) Property tax rate of 1.5% the sales price; 3) Private mortgage insurance premium rate of 0.85% the amount financed; 4) Interior property insurance of $1,200; and 5) homeowner's association fees of $0.35 per square foot for condominium units and $0.25 for single-family units.

FIGURE 11. AFFORDABLE SALES PRICES BY UNIT TYPE

	Condo Townhome			Single-Family Subdivision		
	3-BR	4-BR	Weighted Average (a)	3-BR	4-BR	Weighted Average (a)
Low-income (70%)	$326,986	$369,293	$341,089	$344,076	$379,167	$361,622
Moderate-income (110%)	$572,582	$643,220	$596,128	$589,581	$653,042	$621,311

Notes:

(a) The weighted average for the condo townhome assumes a unit mix of 66% three-bedrooms units and 33% four-bedroom units. For the single-family subdivision, it is assumed half of the units have three bedrooms and half have four bedrooms.

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

Step 8: Estimating Housing Development Costs

The next step in calculating the housing affordability gap is to estimate the cost of developing new housing units to address the housing need. As part of the In-lieu Fee Study, the Consultant Team estimated development costs for three prototypes: a single-family subdivision, a development of condominium townhomes, and a rental apartment development. The estimated development costs of those prototypes are shown below in Figure 12.

FIGURE 12. TOTAL DEVELOPMENT COSTS BY PROTOTYPE

Cost Category	Single Family Subdivision	Condominium Townhome	Rental Apartments
Per Unit			
Land Cost	$350,000	$200,000	$75,000
Hard Costs	$335,343	$371,640	$382,228
Soft Costs	$96,028	$100,057	$106,605
Development Costs	**$781,371**	**$671,697**	**$563,833**
Per Net Residential Sq. Ft.			
Land Cost	$159	$111	$94
Hard Cost	$152	$206	$478
Soft Costs	$44	$56	$133
Development Costs	**$355**	**$373**	**$705**

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

Step 9: Calculating the Housing Affordability Gap

The final step is to calculate the housing affordability gap, or the difference between what renters and owners can afford to pay and the total cost of developing new units. The purpose of the housing affordability gap calculation is to help determine the fee amount that would be necessary to cover the cost of developing housing for very low-, low-, and moderate-income households. The calculation does not assume the availability of any other source of housing subsidy because not all housing is built with public subsidies, and tax credits and tax-exempt bond financing are highly competitive programs that will not always be available to developers of modest housing units.

Figures 13 and 14 shows the housing affordability gap calculation for the rental prototype and the two ownership prototypes respectively.

- For the rental prototype, the gap is defined as the difference between the per-unit cost of development and the supportable debt per unit. The supportable debt is calculated based on the net operating income generated by an affordable monthly rent, incorporating assumptions about operating expenses (including property taxes, insurance, etc.), reserves, vacancy and collection loss, and mortgage terms.

- For the ownership housing prototypes, the gap is calculated as the difference between the per-unit cost of development and the affordable sales price for each income level. To calculate the maximum affordable sales price, Strategic Economics relied on the approach used by Marin Housing Authority for local affordable housing homeownership programs. The mortgage is assumed to be 30-year fixed rate, with an interest rate of 3.8 percent, which is a typical rate at the time of research (December 2020). The owner is assumed to put down a five percent down payment, which is standard for conventional and CalFHA loans. Other monthly housing costs include homeowners' association dues, property taxes, homeowners' insurance, interior property insurance, and premiums for private mortgage insurance.

Note that for each prototype, the gaps shown for each income level are the weighted average of the specific gaps for each unit type in the prototype.

The average affordability gap for each income group was then calculated by averaging the affordability gaps for each prototype, shown in Figure 15. Since it is assumed that all households in the very low-income group are renters, the average affordability gap is simply the rental gap.

For more explanation, see the In-lieu Fee Study.

FIGURE 13. AFFORDABILITY GAP CALCULATION FOR RENTAL HOUSING BY INCOME GROUP

	Supportable Debt (a)	Development Costs (b)	Affordability Gap (c)
Very Low-income (50%)	$74,471	$564,000	$489,529
Low-income (65%)	$146,398	$564,000	$417,602
Moderate-income (90%)	$202,852	$564,000	$361,148

Notes:

(a) Calculated as net operating income generated by an affordable monthly rent, incorporating assumptions about operating expenses, reserves, vacancy and collection loss, and mortgage terms.

(b) Assumes development cost of $705 per net square foot on rental units.

(c) Calculated as the difference between development costs and supportable debt.

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

FIGURE 14. AFFORDABILITY GAP CALCULATION FOR OWNERSHIP HOUSING BY INCOME GROUP

	Affordable Sales Price (a)	Development Cost (b)	Affordability Gap (c)
Condo Townhome			
Low-income (70%)	$341,089	$671,697	$330,608
Moderate-income (110%)	$596,128	$671,697	$75,568
Single-family Subdivision			
Low-income (70%)	$361,622	$781,371	$419,749
Moderate-income (110%)	$621,311	$781,371	$160,060

Notes:

(a) Based on affordable sales prices identified in Figure 14, this is the weighted average affordable sales price, incorporating the prototypes' overall unit mix.

(b) Assumes a development cost of $373 per square foot for the condo townhome, and $355 per square foot for the single-family subdivision.

(c) Calculated as the difference between the affordable sales price and development cost.

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

FIGURE 15: AVERAGE AFFORDABILITY GAP FOR VERY LOW-, LOW-, AND MODERATE-INCOME HOUSEHOLDS

Income Level	Rental Gap	Ownership Gap Townhome	Ownership Gap SF Subdivision	Average Affordability Gap
Very Low-income (50% AMI)	$489,529	N/A	N/A	**$489,529**
Low-income (65% AMI Rental / 70% Owner)	$417,602	$330,608	$419,749	**$389,320**
Moderate-income (90% AMI Rental / 110% AMI Owner)	$361,148	$75,568	$160,060	**$198,925**

Note: The affordability gap for Above Moderate-income Households (more than 120 percent of AMI) is assumed to be zero.

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

IV. MAXIMUM LINKAGE FEES

This section builds on the findings of the previous analytical steps to calculate the maximum justified linkage fees for each commercial prototype.

Step 10: Maximum Fee Calculation

To derive the maximum nexus-based fee for each land use prototype, the housing affordability gap amounts (see previous section) are applied to the number of worker households in each respective income category (Figure 9). The number of very low-, low-, and moderate-income households associated with each land use prototype is used to calculate the total affordability gap (Figure 16). The above moderate-income households are included in the number of worker households shown in Figure 16, but there is no affordability gap for this group and it does not contribute to the total affordability gap. Finally, the total gap for each land use prototype is divided by 100,000 square feet to calculate a maximum fee per square foot.

As shown in Figure 16, the maximum fee results (rounded to the nearest dollar) are $331 per square foot for office/medical office/R&D, $601 per square foot for retail/restaurants/services, and $267 per square foot for hotel.

The calculated linkage fees are relatively high because of the high cost of housing development in Marin, leading to large affordability gaps particularly for very low- and low-income households. The maximum fee calculation is highest for retail/restaurants/services because of the relatively low worker wage levels in these industries, combined with a moderate employee density. Hotel uses also employ a large share of lower wage workers, but have a much lower employee density, resulting in the lowest maximum fee of all of the uses. Finally, office/medical/R&D uses have a lower number of lower wage workers, but have the highest employment density, resulting in a maximum fee that is lower than retail/restaurants/services but higher than hotel.

The maximum fees shown in Figure 16 are not the recommended fees for adoption. They are the preliminary nexus-justified fees that represent the maximum that Marin jurisdictions could charge to mitigate affordable housing demand related to commercial development.

FIGURE 16. MAXIMUM COMMERCIAL LINKAGE FEES

Land Use	Number of Worker Households*	Average Gap (per Household)	Total Affordability Gap	Size of Prototype (SF)	Max Fee per SF
Office/Medical Office/R&D	166	$199,226	$33,116,879	100,000	$331
Retail/Restaurants/ Services	139	$432,496	$60,068,911	100,000	$601
Hotel	71	$374,089	$26,673,031	100,000	$267

* The number of worker households includes above moderate-income households. However, these households are assumed to have an affordability gap of zero and, therefore, do not affect the calculations of the total affordability gap and the maximum fee.

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

V. MARKET FACTORS, FEASIBILITY, AND OTHER POLICY CONSIDERATIONS

The previous section presented the maximum commercial linkage fees for each land use based on the nexus study. These fees are the maximum justifiable fee that jurisdictions can charge to mitigate the affordable housing need. However, for most jurisdictions, other factors are considered when enacting the commercial linkage fees, and, as a result, the fees are almost always set at a level significantly below the maximum amount that is justified by the nexus study.

This section considers market factors and their impact on the feasibility of a range of commercial linkage fee scenarios, as well as other policy factors each jurisdiction will want to consider when setting commercial linkage fees. The first subsection includes a brief market overview of commercial development in Marin County. That is followed by a review of commercial linkage fees in comparable cities, which inform a set of "fee scenarios" that are intended to illustrate a range of reasonable fee levels that could be adopted. Following that is a discussion highlighting the following policy considerations:

- An evaluation of the potential impact of the fee scenarios on the financial feasibility of commercial development; and
- An estimate of the amount the fee scenarios would raise existing municipal fees.

To inform this analysis, the Consultant Team reviewed recent development trends, spoke with local professionals in the development and building trades, and reviewed commercial linkage fee levels in comparable Bay Area jurisdictions.

Finally, this section makes a set of recommendations for setting the commercial linkage fees, including ranges for the fees, possible affordable housing revenues generated, and an approach for updating the fees.

Market Overview

Marin County is considered a secondary market for most commercial development in relation to San Francisco and the more urban areas of the East Bay. Consequently, Marin County's commands lower rents and attracts less development activity than the primary commercial real estate markets. In the last year, the COVID-19 pandemic has depressed the market for commercial development, with rising vacancy rates and decreasing revenues for office, retail, and hotel uses. This dynamic presents many challenges for the feasibility of new development projects.

Market conditions for each of the land use categories addressed in this study are discussed separately below in more detail.

OFFICE/MEDICAL OFFICE/R&D

Office employment in Marin is concentrated in downtown San Rafael, with a few areas of lower density office employment in North San Rafael, eastern Larkspur, and Sausalito (see Figure 17). Recent office development has included the San Rafael Corporate Center, a Class A office development in downtown San Rafael; Biomarin Pharmaceuticals, R&D lab space also in downtown San Rafael; and smaller office developments in San Anselmo and Corte Madera.

According to developers interviewed for this study, because of uncertainties about the timing of the COVID-19 economic recovery, many investors are delaying decisions about building new

commercial projects. It is unclear whether the Biomarin laboratories will attract additional demand for life sciences R&D space.

Historically, San Rafael has been the center of office development in Marin County. Once the demand for office returns, it is likely that new, larger-scale office and R&D developments will continue to be concentrated in downtown San Rafael. As the primary location for office uses, San Rafael is considered the strongest tier for office uses in Marin County. The other six jurisdictions have not captured significant office development in the last decade, and therefore comprise a weaker office market tier.

RETAIL/RESTAURANTS/SERVICES

Demand for brick-and-mortar retail development nationwide has slowed as an increasing share of retail sales move online. The shelter-in-place restrictions from COVID-19 have accelerated this trend, and it is unclear when significant demand for new retail space will return. Marin County has seen only a small amount of retail development in recent years, limited to single tenant stores such as the RH showroom in Corte Madera. Redevelopment plans for the Northgate Mall in San Rafael will reduce the overall retail area on the site while adding over 1,300 new housing units.

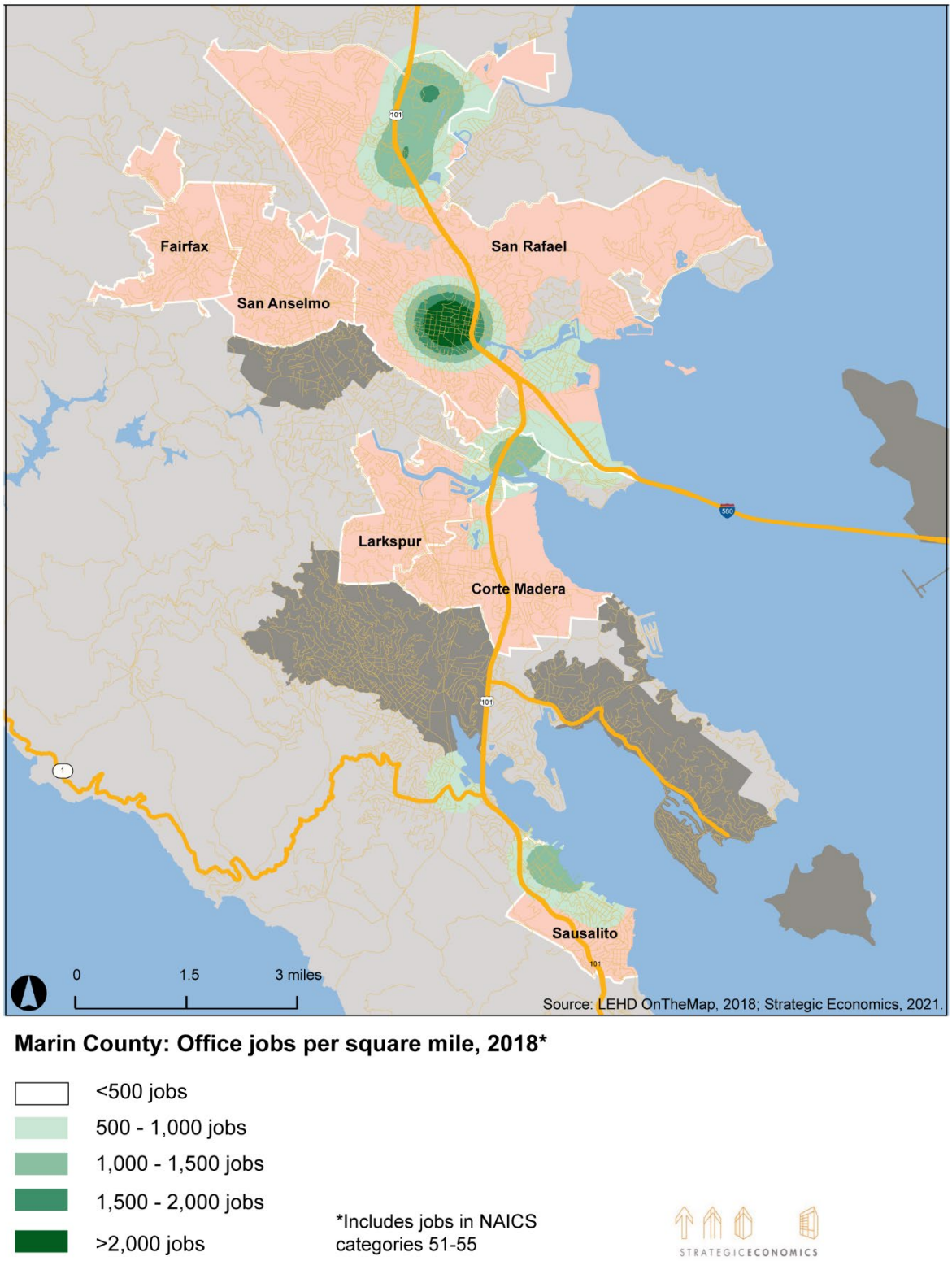
It is unlikely that the county will see significant new retail development in the coming years. When the market does recover, new retail is expected to be relatively small scale, serving a local trade area and/or any new residential development. Rather than concentrating in any one area of the county, retail is likely to be dispersed, favoring sites close to US-101, major highways with good visibility, or serving larger residential developments. For this reason, to the Consultant Team recommends that the jurisdictions adopt a relatively uniform commercial linkage fee. Jurisdictions may also wish to enact lower fees for small and independently-owned businesses. Many jurisdictions exempt retail spaces of under 5,000 square feet from these fees.

HOTEL

Located geographically in between San Francisco and Northern California's wine country, Marin County is a secondary market for hotel development. Business travel is an important component of demand in San Rafael, serving the downtown employment center, while the market in the remainder of the county is mostly composed of leisure travelers. Although the county has seen no new hotels in over twenty years, currently several hotels and motels have been proposed, planned, or are under construction. These new projects include two in downtown San Rafael (the select service AC Marriot and Hampton Inn and Suites), and three additional proposals in Corte Madera and Larkspur. All of these developments were planned and proposed before the start of the COVID-19 pandemic, with the AC Marriot already under construction.

The pandemic has taken a serious toll on hotel demand, causing developers that have yet to break ground to reconsider moving forward with their projects. Developers and industry leaders do not expect the market to recover for several years.

FIGURE 17: OFFICE EMPLOYMENT DENSITY IN MARIN COUNTY, 2018



Source: U.S. Census Longitudinal Employer-Household Dynamics, 2018; Strategic Economics and Vernazza Wolfe Associates, 2021.

Comparable Cities

Figures 18 through 20 show existing commercial linkage fees for the jurisdictions participating in this study alongside other comparable jurisdictions in Sonoma County, Napa County, San Mateo County, and San Francisco.

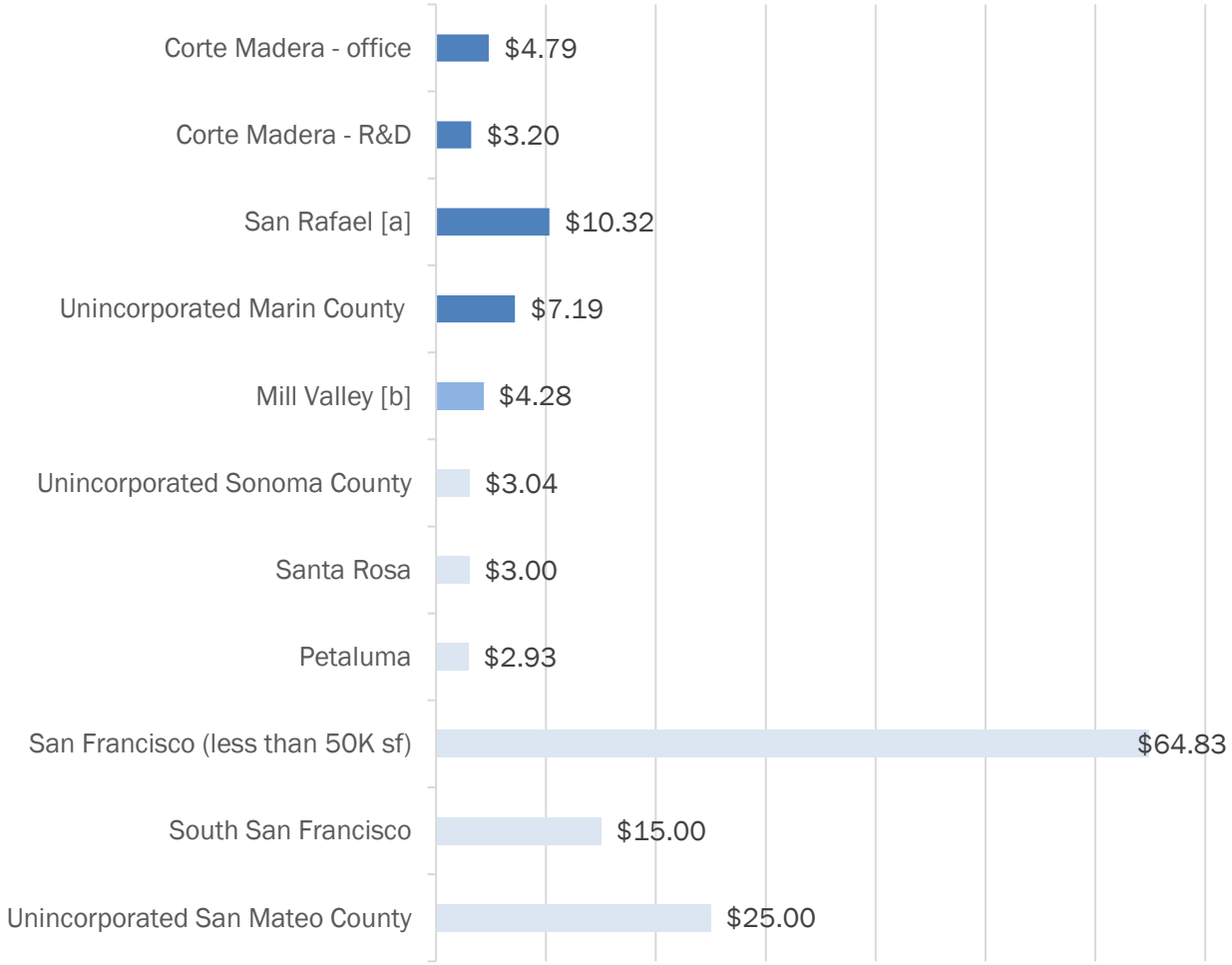
As shown in Figure 18, linkage fees for office/medical office/R&D land uses in Marin County range from $3.20 to $10.32 per square foot. The fee in San Rafael is at the high end of this range, reflecting its relative strength as an office center within the county. The selected jurisdictions from Sonoma County, (Petaluma, Santa Rosa, and Unincorporated Sonoma County) all charge approximately $3.00 per square foot. San Francisco, San Mateo County, and South San Francisco have stronger office markets than Marin and all charge much higher fees ranging from $15 to $65 per square foot.[12]

Figure 19 gives a comparison of linkage fees for retail/restaurants/services. These fees tend to be lower than what is charged for office, except in places where retail markets have been particularly strong. In Marin County the linkage fees on these uses range from $3.28 to $8.38, with Corte Madera at the top of the range. The selected jurisdictions in Sonoma County range from $3.00 to $5.25.

Figure 20 shows linkage fees for hotel uses in the comparable jurisdictions. Fees charged for hotel uses in Marin tend to be lower than for other uses, ranging from $1.20 to $4.63 per square foot. The selected communities in Sonoma County all charge approximately $3.00 per square foot, and the fee in the City of Napa is as high as $6.00 per square foot. The fee in San Francisco is more than $23 per square foot.

[12] South San Francisco is shown because it provides a reference point for life sciences industry clusters that have a high concentration of R&D space.

FIGURE 18: COMMERCIAL LINKAGE FEES FOR OFFICE/MEDICAL OFFICE/R&D ADOPTED IN MARIN AND COMPARABLE JURISDICTIONS

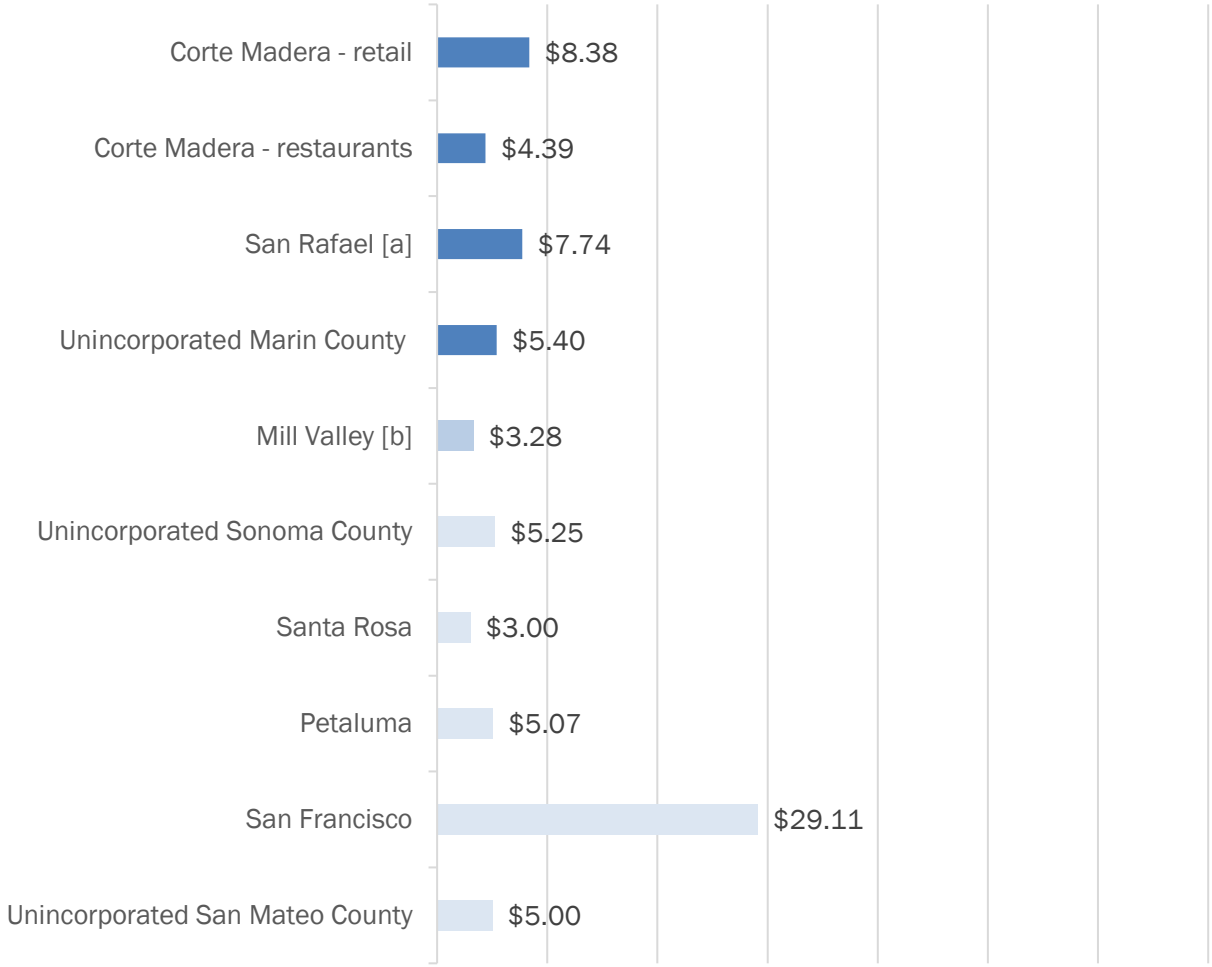


[a] San Rafael's fee is defined as a percentage of the inclusionary in-lieu fee.

[b] Mill Valley's fee is defined as one percent of the valuation of the proposed project. The Consultant Team assumed the valuation of the office prototype used for feasibility testing (see next section).

Sources: Published schedules of city fees; Strategic Economics and Vernazza Wolfe Associates, 2021.

FIGURE 19: COMMERCIAL LINKAGE FEES FOR RETAIL/RESTAURANT/SERVICES ADOPTED IN MARIN AND COMPARABLE JURISDICTIONS

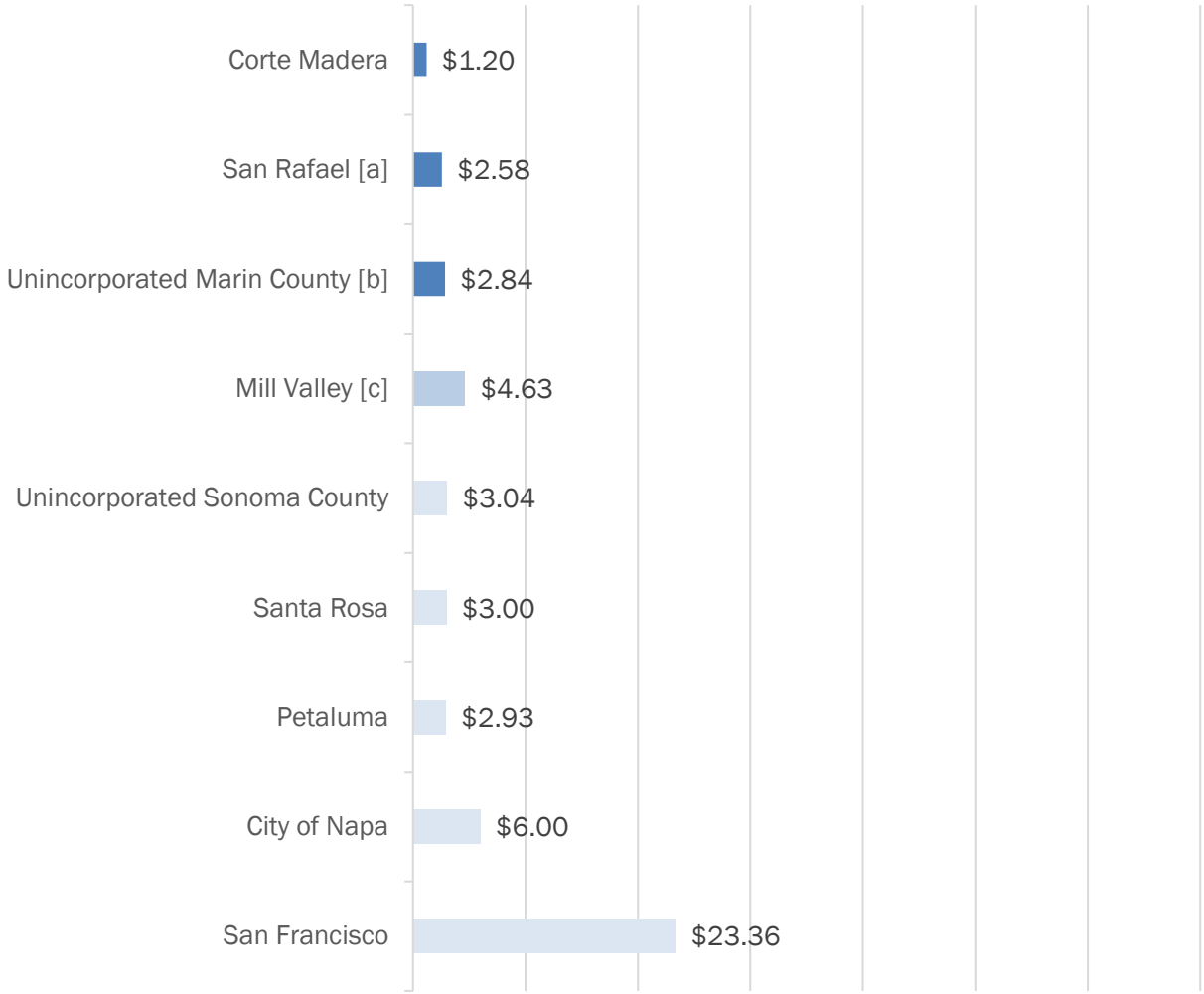


[a] San Rafael's fee is defined as a percentage of the inclusionary in-lieu fee.

[b] Mill Valley's fee is defined as one percent of the valuation of the proposed project. The Consultant Team assumed the valuation of the retail prototype used for feasibility testing (see next section).

Sources: Published schedules of city fees; Strategic Economics and Vernazza Wolfe Associates, 2021.

FIGURE 20: COMMERCIAL LINKAGE FEES FOR HOTEL ADOPTED IN MARIN AND COMPARABLE JURISDICTIONS



[a] San Rafael's fee is defined as a percentage of the inclusionary in-lieu fee.

[b] Marin County's fee $1,745 per room. This figure was converted to a value per square foot assuming a hotel development will average 615 square feet of gross building area per room.

[c] Mill Valley's fee is defined as one percent of the valuation of the proposed project. The Consultant Team assumed the valuation of the hotel prototype used for feasibility testing (see next section).

Sources: Published schedules of city fees; Strategic Economics and Vernazza Wolfe Associates, 2021.

Fee Scenarios

The Consultant Team developed a set of fee scenarios to analyze the impact of a commercial linkage fee adopted for the three categories of land use. The determination of the fee scenarios was based on the range of fee levels that have been adopted in comparable cities and counties in the Bay Area.

The four fee scenarios range from $3.00 per square foot to $15.00 per square foot (Figure 21). The fee scenarios, which are all only a fraction of the nexus-justified maximum fee, are intended as a guide to illustrate a range of commercial linkage fee amounts that might be implemented for

each land use category. Jurisdictions may choose to set linkage fees at different scenarios for different land uses, at an amount different from the values shown, or may choose to implement a commercial linkage fee for only certain land uses.

FIGURE 21: COMMERCIAL LINKAGE FEE SCENARIOS PER BUILDING GROSS SQUARE FOOT

	Office/Medical Office/R&D	Retail/Restaurant/Services	Hotel
Maximum Fee	$331	$601	$267
Scenario 1	$3.00	$3.00	$3.00
Scenario 2	$5.00	$5.00	$5.00
Scenario 3	$10.00	$10.00	$10.00
Scenario 4	$15.00	$15.00	$15.00

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

Feasibility Analysis

One of the important policy considerations when enacting a new fee is the impact of the fee on the financial feasibility of new commercial development. The Consultant Team analyzed the financial feasibility of potential new linkage fees by assessing their impact on overall development costs. While there are no established rules-of-thumb for setting commercial linkage fees in relation to development costs, generally where real estate markets are strong, new development is able to accommodate higher fees if they represent a relatively low share of overall development costs.[13]

DEVELOPMENT PROTOTYPES FOR ANALYZING FEASIBILITY

The Consultant Team designated a set of development prototypes to analyze feasibility. These prototypes are different from the commercial prototypes used for the nexus study and introduced in Section II. While the nexus prototypes represent broad categories of use, the development prototypes for feasibility represent more specific developments within each category and include additional details such as land area and parking to facilitate the estimation of costs. The three "feasibility prototypes" are defined as: 1) Class B Office; 2) Small Neighborhood Center; and 3) Select-Service Hotel. These development prototypes, which are designed to represent a typical development within each land use category, are informed by recent and proposed commercial developments in Marin, as well as from interviews with local developers and builders. The prototypes are described below and summarized further in Figure 22.

- **Class B Office:** A smaller, Class B office format was used because Marin is a secondary office market within the Bay Area, and the economics of smaller developments are likely to be more impacted by municipal fees than larger developments. This prototype is 17,000 square feet in two stories on a one acre site. Surface parking is assumed with a ratio of 4.0 (one stall per 250 square feet of gross building area).

[13] Over time, fee increases are expected to be capitalized into lower land costs.

- **Small Neighborhood Center:** This is a 7,600 square-foot neighborhood shopping center on one-half acre. This prototype assumes surface parking with a parking ratio of 4.0 (one stall per 250 square feet of gross building area). Similar to the office prototype above, a smaller center is likely to be more impacted by new fees. In additional, the parcel size is very small because there is very limited retail development occurring in Marin, and developer interviews also suggested that Marin's limited site availability meant larger retail developments were unlikely to occur.
- **Select-Service Hotel:** Most recent and pipeline hotel projects in Marin are select-service hotels. This prototype is a 70,000 square foot select service hotel with 115 guest rooms on a 2.5 acre site. It assumes surface parking with a parking ratio of 1.1 spaces per room. The hotel will include a limited number of high-quality amenities such as a small restaurant/bar, a fitness room, and a business center.

FIGURE 22. DEVELOPMENT PROTOTYPES

	Class B Office	Small Neighborhood Center	Select Service Hotel
Land Area			
Parcel Size (Sq. Ft.)	43,560	21,780	108,900
Parcel Size (acres)	1.00	0.50	2.50
Building Height and FAR			
Total Stories	2 stories	Single story	3 stories
FAR	0.40	0.35	0.65
Building Area			
Gross area (gsf)	17,424	7,623	70,785
Net area (nsf)	15,682	6,861	n/a
Number of rooms	n/a	n/a	115
Average Room Size (nsf)	n/a	n/a	400
Average Room Size (gsf)	n/a	n/a	615
Parking			
Total Spaces (surface)	70	30	127
Parking Ratio (per room)	n/a	n/a	1.10
Parking Ratio (per 1,000 SF)	4.0	4.0	1.8

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

DEVELOPMENT COSTS

The Consultant Team estimated development costs based on interviews with developers and general contractors experienced with commercial development in Marin, as well as a review of recent land transactions. Key development cost assumptions are described below, and a summary of the assumptions is provided in Figure 23.

Land and Site Cost Assumptions

One of the critical cost factors for a commercial development project is land cost. To determine the land value of sites zoned for commercial uses, the Consultant Team combined feedback from developer interviews with an analysis of recent sales transactions of vacant parcels for development in the relevant areas of Marin County. Land costs can range greatly based on the site's location and characteristics. The Consultant Team reviewed comparable land sales and generally based land cost assumptions on the middle of the range of comparable land prices.

Site costs include the horizontal costs associated with preparation of the site for development and demolition of any existing buildings. As these costs vary widely from site to site, the Consultant Team estimated average site costs based on developer interviews and experience with previous feasibility studies.

Building Area Hard Costs

The hard costs for the building area include the cost of vertical construction of the building. This ranges from $300 per gross square foot for the Small Neighborhood Center to $450 per gross square foot for the Class B Office. These costs are informed by developer interviews as well as recent construction cost market reports.

Tenant Improvements and FF&E Costs

This cost category includes a separate allowance for tenant improvements for the office and retail prototypes as well as "fixtures, furniture, and equipment" (FF&E) for the hotel prototype. The tenant improvement allowance of $75 per square foot for office and retail is based on recent feasibility studies for these development types in the Bay Area. The FF&E cost of $25,000 per room is based on feedback from developer interviews.

Surface Parking Costs

The direct cost of parking is assumed to be an average of $10,000 per stall for a surface lot, which applies to all development prototypes.

Soft Cost Assumptions

Soft costs include all costs for architecture, engineering, consulting, legal, and accounting fees, as well as taxes, insurance, financing costs, contingency, and any other incidental costs not included in the cost categories listed in this section. Soft costs were estimated as 12 percent of hard costs for all prototypes. Note that existing municipal fees, including utility hook-ups, are not incorporated into this assumption, and are addressed separately, because they vary across the jurisdictions.

FIGURE 23: DEVELOPMENT COST ASSUMPTIONS

	Class B Office	Small Neighborhood Center	Select Service Hotel
Land and Sites Costs (per sf)	$75	$75	$40
Building Area Hard Costs (per gsf)	$400	$300	$450
Tenant Improvements (per nsf, office and retail only)	$75	$75	n/a
FF&E (per room, hotel only)	n/a	n/a	$25,000
Surface parking (per space)	$10,000	$10,000	$10,000
Soft Costs (as % of hard costs)	12%	12%	12%

Sources: Developer Interviews, 2021; Costar, 2021; Rider, Levett, Bucknall Quarterly Construction Cost Report, Q4 2020; Strategic Economics and Vernazza Wolfe Associates, 2021.

Total Development Costs

Based on the assumptions summarized in Figure 23, The Consultant Team estimated the total development costs for the prototypes, summarized in Figure 24. The costs are summarized for the whole project, by square foot of gross building area, and by guest room for hotel. On a per-square foot basis, the Class B Office is the most expensive, and the Select Service Hotel is the least expensive.

Figure 24: Total Development Cost by Prototype

	Class B Office	Small Neighborhood Center	Select Service Hotel
Overall Project			
Land and Site Costs	$3,267,000	$1,633,500	$4,356,000
Building Area Hard Costs	$6,969,600	$2,286,900	$31,853,250
Tenant Improvements / FF&E	$1,176,120	$514,553	$2,875,641
Surface parking	$700,000	$300,000	$1,270,000
Soft Costs	$920,352	$310,428	$3,974,790
Total Development Cost	**$13,033,072**	**$5,045,381**	**$44,329,681**
Per GSF			
Land and Site Costs	$188	$214	$62
Building Area Hard Costs	$400	$300	$450
Tenant Improvements / FF&E	$68	$68	$41
Surface parking	$40	$39	$18
Soft Costs	$53	$41	$56
Total Development Cost	**$748**	**$662**	**$626**
Per Guest Room			
Land and Site Costs			$37,870
Building Area Hard Costs			$276,923
Tenant Improvements / FF&E			$25,000
Surface parking			$11,041
Soft Costs			$34,556
Total Development Cost			**$385,390**

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

INCREASES IN DEVELOPMENT COSTS

The fee scenarios were applied to the development costs for each prototype and are summarized below and in Figure 25. A fee level of $3.00 per square foot (Scenario 1) increases development costs by 0.4 to 0.5 percent, depending on the prototype; a fee level of $5.00 (Scenario 2) increases development costs by 0.7 to 0.8 percent; at $10.00 per square foot (Scenario 3), the increase in costs ranges from 1.3 to 1.6 percent; and, finally, at $15.00 per square foot (Scenario 4), the increase in costs ranges from 2.0 to 2.4 percent. In percentage terms, hotel development experiences the largest increase from a new fee because hotel is the least expensive prototype to build per square foot.

FIGURE 25: FEE SCENARIOS AND PERCENTAGE OF DEVELOPMENT COSTS FOR EACH PROTOTYPE

	Class B Office	Small Neighborhood Center	Select Service Hotel
Total Development Costs before Linkage Fee ($/sf)	**$748**	**$662**	**$626**
Linkage Fee Scenarios ($/sf)			
Maximum Fee	$331	$601	$267
Scenario 1	$3.00	$3.00	$3.00
Scenario 2	$5.00	$5.00	$5.00
Scenario 3	$10.00	$10.00	$10.00
Scenario 4	$15.00	$15.00	$15.00
Linkage Fee Scenarios (as % to Total Dev. Costs)			
Maximum Fee	44%	91%	43%
Scenario 1	0.4%	0.5%	0.5%
Scenario 2	0.7%	0.8%	0.8%
Scenario 3	1.3%	1.5%	1.6%
Scenario 4	2.0%	2.3%	2.4%

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

FEE SCENARIOS COMBINED WITH OTHER MUNICIPAL FEES

The Consultant Team reviewed the total burden of the fee scenarios in the context of other fees charged by the cities and Marin County, including fees such as building permits as well as any impact fees each jurisdiction might have in place.[14] A table of these costs for each jurisdiction is given in Figure 26 below, including the total fees that would be paid on each prototype for the commercial linkage fee scenarios.

Because each jurisdiction has its own schedule of fees for new development, the cost of development in each community varies. For example, municipal fees for the prototypes in Corte Madera range from 0.6 percent to 0.9 percent of development costs, while fees in San Rafael are higher, ranging from 2.2

[14] Connection fees charged by a local sanitary sewer and water district were also estimated; they would be expected to represent an additional 1.0 to 2.6 percent of development costs above what is shown in the Figure 26.

to 4.4 percent of development costs. Jurisdictions will need to take into account these baseline costs when setting a commercial linkage fee amount.

FIGURE 26. COMMERCIAL LINKAGE FEE SCENARIOS AND OTHER MUNICIPAL AND COUNTY FEES* BY JURISDICTION

	Per GSF			As % of Development Costs		
	Class B Office	Small Neighborhood Center	Select Service Hotel	Class B Office	Small Neighborhood Center	Select Service Hotel
Corte Madera						
Municipal Fees	$4.71	$4.75	$5.90	0.6%	0.7%	0.9%
Total Fees with Scenario 1	$7.71	$7.75	$8.90	1.0%	1.2%	1.4%
Total Fees with Scenario 2	$9.71	$9.75	$10.90	1.3%	1.5%	1.7%
Total Fees with Scenario 3	$14.71	$14.75	$15.90	2.0%	2.2%	2.5%
Total Fees with Scenario 4	$19.71	$19.75	$20.90	2.6%	3.0%	3.3%
Fairfax						
Municipal Fees	$8.53	$8.83	$9.42	1.1%	1.3%	1.5%
Total Fees with Scenario 1	$11.53	$11.83	$12.42	1.5%	1.8%	2.0%
Total Fees with Scenario 2	$13.53	$13.83	$14.42	1.8%	2.1%	2.3%
Total Fees with Scenario 3	$18.53	$18.83	$19.42	2.5%	2.8%	3.1%
Total Fees with Scenario 4	$23.53	$23.83	$24.42	3.1%	3.6%	3.9%
Larkspur						
Municipal Fees	$16.02	$19.04	$13.05	2.1%	2.9%	2.1%
Total Fees with Scenario 1	$19.02	$22.04	$16.05	2.5%	3.3%	2.6%
Total Fees with Scenario 2	$21.02	$24.04	$18.05	2.8%	3.6%	2.9%
Total Fees with Scenario 3	$26.02	$29.04	$23.05	3.5%	4.4%	3.7%
Total Fees with Scenario 4	$31.02	$34.04	$28.05	4.1%	5.1%	4.5%
Unincorporated Marin County						
County Fees	$4.88	$5.38	$5.14	0.7%	0.8%	0.8%
Total Fees with Scenario 1	$7.88	$8.38	$8.14	1.1%	1.3%	1.3%
Total Fees with Scenario 2	$9.88	$10.38	$10.14	1.3%	1.6%	1.6%
Total Fees with Scenario 3	$14.88	$15.38	$15.14	2.0%	2.3%	2.4%
Total Fees with Scenario 4	$19.88	$20.38	$20.14	2.7%	3.1%	3.2%
San Anselmo						
Municipal Fees	$10.12	$11.03	$12.86	1.4%	1.7%	2.1%
Total Fees with Scenario 1	$13.12	$14.03	$15.86	1.8%	2.1%	2.5%
Total Fees with Scenario 2	$15.12	$16.03	$17.86	2.0%	2.4%	2.9%
Total Fees with Scenario 3	$20.12	$21.03	$22.86	2.7%	3.2%	3.6%
Total Fees with Scenario 4	$25.12	$26.03	$27.86	3.4%	3.9%	4.4%

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San Rafael						
Municipal Fees	$16.59	$29.24	$14.62	2.2%	4.4%	2.3%
Total Fees with Scenario 1	$19.59	$32.24	$17.62	2.6%	4.9%	2.8%
Total Fees with Scenario 2	$21.59	$34.24	$19.62	2.9%	5.2%	3.1%
Total Fees with Scenario 3	$26.59	$39.24	$24.62	3.6%	5.9%	3.9%
Total Fees with Scenario 4	$31.59	$44.24	$29.62	4.2%	6.7%	4.7%
Sausalito						
Municipal Fees	$7.18	$7.81	$9.08	1.0%	1.2%	1.4%
Total Fees with Scenario 1	$10.18	$10.81	$12.08	1.4%	1.6%	1.9%
Total Fees with Scenario 2	$12.18	$12.81	$14.08	1.6%	1.9%	2.2%
Total Fees with Scenario 3	$17.18	$17.81	$19.08	2.3%	2.7%	3.0%
Total Fees with Scenario 4	$22.18	$22.81	$24.08	3.0%	3.4%	3.8%

* Municipal and County fees include all applicable permits and impact fees charged by the jurisdiction. Water and sanitary sewer connection fees are not included. Based on estimates from Marin Municipal Water District and Ross Valley Sanitary District, water and sewer fees represent may add an additional 1.0 percent to development costs of Class B office, 1.9 percent to small neighborhood retail, and 2.6 percent to select service hotel.

Sources: Participating Jurisdictions, 2021; Strategic Economics and Vernazza Wolfe Associates, 2021.

Fee Recommendations

The Consultant Team evaluated the four fee scenarios based on the analyses summarized above: market factors, fees in comparable cities, fees as a percentage of development costs, and fees in relation to the municipal/county fees that are currently charged in the seven jurisdictions. Recommendations for setting a commercial linkage fee are outlined below.

In the wake of the commercial real estate market slowdown due to COVID-19, the Consultant Team recommends that jurisdictions enact commercial linkage fees that are generally comparable across the different jurisdictions within the county, without significantly raising fees in the places that already have them. Several jurisdictions in this study have commercial linkage fees currently in place, and the recommendations below do not represent a significant departure from these fee levels. Jurisdictions without commercial linkage fees should consider adopting fees comparable with their neighbors. However, there is one exception to this guidance with regard to office/R&D/medical office, where San Rafael can reasonably impose a higher fee than other jurisdictions.

For office/R&D/medical office uses, the Consultant Team recommends the commercial linkage fee for office be set between $10 and $15 per square foot in San Rafael and between $5 and $10 per square foot in the other six jurisdictions. Because the market for office is stronger in San Rafael, new office development is more likely to be able to support the higher fee levels. In San Rafael, the recommended fee level represents an increase in development costs of 0.7 to 1.3 percent for the Class B prototype (Figure 26). Class A office and R&D, which are more expensive product types and more likely to occur in downtown San Rafael, would experience a lower percentage increase. For the other communities, the recommended fees would result in an increase in development costs of 0.4 to 0.7 percent.

The Consultant Team recommends the commercial linkage fee for retail be set between $5 and $10 per square foot for all jurisdictions. The existing fee levels for retail are in this range, which amounts

to 0.8 to 1.5 percent in development costs for a small neighborhood center (Figure 26). Because the future of retail is very uncertain, it is difficult to generalize where demand will be strong once retail markets recover, and it is recommended the fees be relatively consistent across jurisdictions. Post-pandemic demand for retail could materialize in small scale developments dispersed throughout the county, depending on site-specific conditions related to transportation access and nearby amenities and development.

The Consultant Team recommends that jurisdictions consider reducing the commercial linkage fee requirement for small and independent businesses. It is expected that the viability of small-scale retail in particular will be challenging, so jurisdictions may choose to exempt smaller retail projects from paying the fee or reduce the overall fee. For instance, San Rafael does not apply a commercial linkage fee to developments 5,000 square feet and below, while Sonoma County exempts the first 2,000 square feet from its fee. Because many large "big-box" tenants occupy far more than 5,000 square feet, this incentive would not apply to those types of businesses. Because the definition for "small scale retail" may vary by jurisdiction, the Consultant Team recommends that each jurisdiction develop its own appropriate threshold.

For hotel uses, the Consultant Team recommends that all jurisdictions adopt a commercial linkage fee of $3 to $5 per square foot. This fee level would represent between 0.5 and 0.8 percent of development costs for a select service hotel (Figure 26). Fees of $3 to $5 would increase in the cost of development slightly in Corte Madera, San Rafael, and Unincorporated Marin County while keeping them comparable with Mill Valley and the communities in Sonoma County that were reviewed for this study. It is important to note that while jurisdictions may charge on the basis of number of rooms rather that square feet, charging the fee by square foot advantages more efficient hotels with smaller room sizes.

It is advised that the jurisdictions reexamine the potential for raising the fees once the commercial real estate market recovers and development activity picks up. This study provides the economic analysis for higher fees, so that a new study would not be needed if this were to occur in the next five years.

Other Policy Considerations

This section briefly addresses other considerations for adopting or updating a commercial linkage fee, including establishing equivalencies for payment of the fee, and an approach to updating the fees.

EQUIVALENCIES TO PAYMENT OF FEES

It is recommended that jurisdictions establish a process for developers to make an in-kind contribution to affordable housing in lieu of paying a commercial linkage fee. Some examples of alternative mitigation include land dedication, providing on-site affordable units, or providing off-site affordable units. Typically, developers would need to demonstrate that the value of these contributions would be in excess or equal to the value of the commercial linkage fee requirement. In such instances, jurisdictions will want to have an established process in place for financially evaluating these proposals as a substitute for paying the fee to create predictability and consistency for development projects.

UPDATING THE FEES

Similar to any impact fee, it will be necessary to adjust the commercial linkage impact fee on an annual basis. Adjustments are also needed due to possible changes in the affordability gaps. A simple

approach to annual adjustments is to use an index. The Consultant Team recommends using either the construction cost index (localized to the San Francisco Bay Area region), such as the one published by the Engineering News-Record, or the shelter component of the Consumer Price Index (CPI), whichever is higher.

VI. UNIFIED FEE PROPOPAL AND FULFILLING STATE REQUIREMENTS FOR ADOPTION

Strategic Economics collaborated with staff from the seven jurisdictions to develop a unified fee proposal that will be considered for adoption by each of the jurisdictions. Based on these conversations and the guideline recommendations in the previous section, this section outlines the commercial linkage fee schedule that has been proposed by the jurisdictions. It also provides further analysis on the fee proposal in order to meet state requirements for implementation. For four of the seven jurisdictions, this will be a new fee program. For the other three jurisdictions, the fees will represent an update to an existing commercial linkage fee program in that jurisdiction.

In 2021, the California legislature imposed new requirements (Assembly Bill 602 [2021-2022]) on impact fee nexus studies adopted by local governments after July 1, 2022. The legislation applies to this study in relation to any new commercial linkage fees to be implemented in the seven jurisdictions. Among other provisions, AB 602 requires the adopted nexus study to provide a justification for new impact fees for affordable housing should they seek a higher "level of service" for the community. The legislation also asks for a review of any current fee programs.

Considering the proposal put forth by the jurisdictions, this report section first includes an overview of the fees in comparison to the linkage fees currently in place in some of the jurisdictions. Based on the unified fee proposal, Strategic Economics estimated the potential affordable housing revenues that could be raised over a five year period. (Although the fee proposal is designed to apply the same fee levels across all seven jurisdictions, the adopted fees in any specific jurisdiction may ultimately deviate from the unified schedule, which would affect the generated revenues.) As required by AB 602, Strategic Economics also summarized the revenues collected from each of the three existing fee programs and provided a justification for the new level of service advanced by the new fee program. Finally, the section concludes with a discussion of the purpose of these fees and the role of new commercial development to contribute to funding affordable housing in Marin County.

Current and Proposed Commercial Linkage Fees

AB 602 includes the provision: "[i]f a nexus study supports the increase of an existing fee, the local agency shall review the assumptions of the nexus study supporting the original fee and evaluate the amount of fees collected under the original fee." (Government Code § 66016.5). Below is a summary of the fee programs in place (in the jurisdictions that have them) and a discussion of the changes that would occur if the unified fee proposal were adopted.

The current and proposed commercial linkage fee programs are summarized in Figure 27. Three of the jurisdictions (Corte Madera, San Rafael, and the Unincorporated County) currently charge linkage fees on various types of nonresidential development. The fee programs each were proposed and adopted independently in the early 2000's and tend to have disparate definitions for grouping

nonresidential development into categories for the application of a fee. Currently Marin County charges a hotel impact fee based on the number of rooms, rather than on a square foot basis;[15] in Figure 27, Strategic Economics converted this number to a typical fee per square foot using a gross average room size assumption.

Strategic Economics and the jurisdictions made every best effort to collect data on fee revenues since each program's inception. In Marin County and Corte Madera, where the full history of fee revenues was not available, revenues collections are reported for those jurisdictions from the earliest dates data could be obtained. As shown in Figures 27 and 28:

- Corte Madera has collected $381,516 since April 2018 (an average of $84,781 annually);
- San Rafael has collected $2,556,106 since 2005 ($144,006 annually); and
- Unincorporated County has collected $38,680 since 2019 ($10,315 annually)

The higher rates of revenue generation in San Rafael and Corte Madera reflect their higher levels of commercial development as retail and office job centers, as compared with Unincorporated Marin County, which is largely suburban and rural.

The unified fee proposal is also shown in Figure 27. The proposed fee levels are $10.00 per square foot for office, medical office, and R&D uses; $8.00 or $10.000 per square foot retail development, depending on the size of the development; and $5.00 per square foot for hotel development. The jurisdictions are proposing a smaller fee level on retail developments up to 2,500 square feet to help lessen the burden of the fee on smaller, locally owned businesses.

In the other three jurisdictions that currently have fee programs, the proposed fees generally represent an increase from current levels. (For example, the fee for office development in Corte Madera would increase from $4.79 per square foot to $10.00 per square foot; while the fee for R&D development would increase from $3.20 per square foot to $10.00 per square foot.) The single exception to the fee increases is office and R&D development in San Rafael, which would experience a slight decrease from $10.32 per square foot to $10.00 per square foot.

[15] A provision in AB 602 discourages jurisdictions from assessing impact fees on any basis other than square feet of floor area. All fees proposed in the unified fee schedule are based on this standard.

FIGURE 27: SUMMARY OF CURRENT COMMERCIAL LINKAGE FEES AND THE UNIFIED PROPOSED FEE LEVELS FOR ALL SEVEN JURISDICTIONS

Jurisdiction	Program Effective Since	Current Fee Levels (per equivalent square foot)[a]	Revenues Collected	Unified Fee Proposal (per square foot)
Corte Madera	2001	Office: $4.79 R&D: $3.20 Retail: $8.38 Restaurant: $4.39 Hotel: $1.20	$381,516 since April 2018	Office/Medical Office/ R&D: $10.00 Retail/Restaurants/ Services: - $8.00 (up to 2,500 square feet) - $10.00 (more than 2,500 square feet) Hotel: $5.00
Fairfax	no current policy			
Larkspur	no current policy			
San Anselmo	no current policy			
San Rafael	2005	Office/R&D: $10.32 Retail/Restaurant/ Services: $7.74 Hotel: $2.58 *See Note [b], below.*	$2,556,106 since inception	
Sausalito	no current policy			
Unincorporated Marin County	2003	Office/R&D: $7.19 Retail/Restaurant/ Services: $5.40 Hotel: $2.84 [c]	$38,680 since 2019	

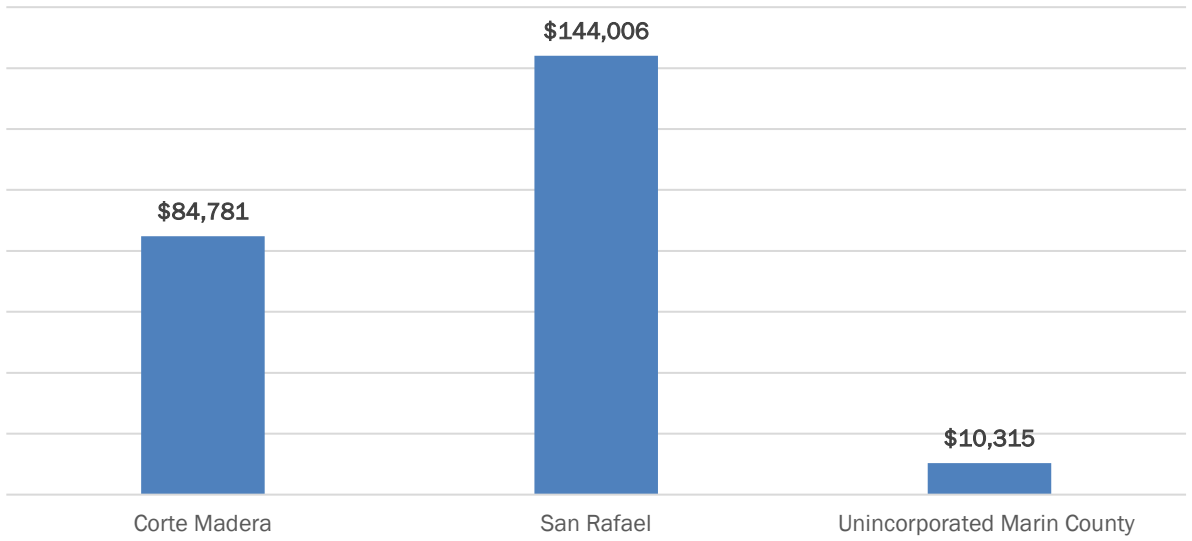
[a] In some jurisdictions, linkage fees may exist for other land uses outside the scope of this study. Only the relevant fees are shown.

[b] San Rafael's fees are defined as a percentage of the inclusionary in-lieu fee.

[c] Marin County's fee $1,745 per room. This figure was converted to a value per square foot assuming a hotel development will average 615 square feet of gross building area per room.

Sources: Town of Corte Madera, 2022; City of San Rafael, 2022; County of Marin, 2022; Strategic Economics, 2022.

FIGURE 28: AVERAGE ANNUAL COMMERCIAL LINKAGE FEE REVENUES BY JURISDICTION HAVING A FEE PROGRAM CURRENTLY IN PLACE



Sources: Town of Corte Madera, 2022; City of San Rafael, 2022; County of Marin, 2022; Strategic Economics, 2022.

Potential Fee Revenues under the Unified Fee Program

Figure 29 shows the potential fees that could be generated, along with the potential affordable housing funding that could be leveraged, over a five year period if the fee levels recommended above were adopted. Based on the past pace of new development and the development pipeline, the Consultant Team established very approximate numbers for the volume of development that could take place over a five year period once commercial real estate markets recover from the pandemic.[16] Potential fee revenues are on the order of $2.6 million across all jurisdictions. If every dollar in local contributions to affordable housing were able to attract three dollars from other funding sources, approximately $10 million in affordable housing funds could be generated or leveraged through the recommended commercial linkage fees. This three to one leveraging assumption is based on a recent study that found that local contributions for affordable housing projects in the Bay Area accounted for 23 percent of total project costs on average.[17] Note that in Marin County, the leveraging ratio may be higher because local jurisdictions tend to have more limited funding for affordable housing.

[16] The development estimates in Figure 29 are illustrative of past trends and the development pipeline and do not represent a formal demand estimate.

[17] This leveraging ratio will be updated as new information is available. See SPUR, "Housing as Infrastructure," April 2021, https://www.spur.org/sites/default/files/2021-04/SPUR_Housing_as_Infrastructure_0.pdf.

FIGURE 29: POTENTIAL FEE REVENUES AND AFFORDABLE HOUSING FUNDS LEVERAGED OVER A FIVE YEAR PERIOD

Land Use	Unified Fee Proposal	Potential Development Areawide over Five Years [a]	Potential Commercial Linkage Fee Revenues
Office / Medical Office / R&D	$10 /sf	100,000 sf	$1,000,000
Retail /Restaurants /Services	$8 /sf (up to 2,500 square feet) $10 /sf (more than 2,500 square feet)	35,000 sf	$315,000 [b]
Hotel	$5 /sf	250,000 sf (400 rooms)	$1,250,000
Subtotal Commercial Linkage Fee Local Revenues			$2,565,000
Potential New Affordable Housing Funds Leveraged from Other Sources (3:1 ratio) [c]			$7,695,000
Total Potential New Affordable Housing Funds			$10,260,000

Notes:

(a) For office/medical office/R&D and retail/restaurants/services, the development estimates are drawn from the pace of new development between 2011 and 2020. For hotel, the Consultant Team reviewed planned and proposed projects and estimated 400 rooms at approximately 615 square feet of gross building area per room.

(b) Assumes half of new retail/restaurants/services developments are 2,500 square feet or less and half of new developments are more than 2,500 square feet.

(c) Assumes that every dollar in local revenues leverages another three dollars in other subsidies, including tax credit equity, federal sources, state sources, and other funds. Actual leveraging will vary by project.

Sources: Costar, 2011-2020; Participating Jurisdictions, 2020; Strategic Economics and Vernazza Wolfe Associates, 2021.

Justification for New Fee Levels

AB 602 requires the nexus study for a new fee to "identify the existing level of service for each public facility, identify the proposed new level of service, and include an explanation of why the new level of service is appropriate" (Government Code § 66016.5).

In this study, Strategic Economics defined level of service as the ratio of deed-restricted, "family" affordable units within a jurisdiction to the number of worker households associated with employment in that jurisdiction (see below).

$$Level\ of\ Service = \frac{family\ affordable\ units}{worker\ households} = \frac{family\ affordable\ units}{\left[\frac{workers}{avg.workers\ per\ household\ in\ Marin\ Cty.}\right]}$$

Only *family* affordable units were counted because the workers associated with new commercial development are most likely to be family households, rather than, for example, seniors or disabled people applying for subsidized housing. This number was then compared to worker *households* because households is the standard unit of demand for housing. The number of worker households is estimated as the total employment in the jurisdiction divided by the average number of workers per household in Marin County. As mentioned in the first section of this report, the average workers per household in Marin County is 1.60.

Strategic Economics calculated the current level of service for family affordable housing for the seven jurisdictions as shown in Figure 30. The level of service over all jurisdictions is 0.035, ranging from 0.011 in Sausalito and San Anselmo, to 0.057 in the Unincorporated County. Larger communities such as San Rafael, Corte Madera, and Larkspur, which have had a more comprehensive set of affordable housing tools, generally have a higher proportion of family affordable housing than the smaller communities that are exploring inclusionary and commercial linkage fee programs for the first time.

FIGURE 30: FAMILY AFFORDABLE HOUSING, EMPLOYMENT, EMPLOYEE HOUSEHOLDS, AND CURRENT LEVEL OF SERVICE FOR THE SEVEN JURISDICTIONS

Jurisdiction	Deed-restricted Family Affordable Housing [a]	Total Employment [b]	Total Worker Households [c] = [b] / 1.60	Level of Service = [a] / [c]
Corte Madera	130	6,482	4,051	0.032
Fairfax	29	1,806	1,129	0.026
Larkspur	150	6,730	4,206	0.036
San Anselmo	21	3,113	1,946	0.011
San Rafael	780	39,218	24,511	0.032
Sausalito	38	5,627	3,517	0.011
Unincorporated County	561	15,695	9,809	0.057
Total All Seven Jurisdictions	**1,709**	**78,671**	**49,169**	**0.035**

Sources: [a] Family affordable housing developments supplied by the County of Marin, 2022; Inclusionary affordable units from Marin Housing Authority, 2022; [b] Employment data from U.S. Census Longitudinal Employer-Household Dynamics, 2019; Strategic Economics, 2022.

Next, Strategic Economics calculated the level of service associated with the current and proposed commercial linkage fees, or the number of family affordable units that could be funded per worker household created by new development. This calculation accounts for the employment created by new development for each use, the fee revenues that would be generated, and the affordability gap for

each use that would need to be filled with the fee revenues. Figure 31 shows a comparison of the level of service metrics for each jurisdiction and for the current and proposed fee programs.

As mentioned earlier, the fees would increase above their current level in nearly all cases and, therefore, would represent an increase in the level of service above any current fee program (or, in the case of four jurisdictions, no current fee program). This increase in level of service is justified for the following reasons:

- **Areawide, the level of service associated with the proposed fee program is commensurate with and, in some cases, even below the level of service already supplied by each jurisdiction's current inventory of family affordable housing**. Figure 32 shows a comparison of the current level of service aggregated across all seven jurisdictions with the level of service that would accompany each of the proposed fees. The areawide level of service is 0.035 while the fees have a level of service ranging from 0.013 to 0.030. Further, the proposed fee levels are not placing an undue burden on nonresidential development because they represent only a small fraction of the development's full impact on housing demand.

- **The cost of housing development, including affordable housing, has increased significantly since the inception of the current fee programs**. Higher fees are needed to cover these escalating costs. For example, while the unincorporated County is considering raising its fees by between 39 percent (for office, medical office, and R&D uses) and 76 percent (hotel), the affordability gap has increased significantly more since the nexus study was performed for the current fee program in 2002. As shown in Figure 33, the affordability gap has increased by 283 percent for Very Low Income households, 371 percent for Low Income households, and 936 percent for Moderate Income households.

- **State mandates will require a rapid acceleration in the production of family affordable housing in Marin County.** The Regional Housing Needs Allocation (RHNA) for Moderate, Low, and Very Low Income households will increase significantly for the upcoming RHNA cycle. Area-wide, the allocations add up to a more than six-fold increase over the last cycle (see Figure 34), while the allocations by jurisdiction have been tied more directly to projected job growth than in past RHNA cycles. A substantial contribution from nonresidential developers is needed to help meet these goals.

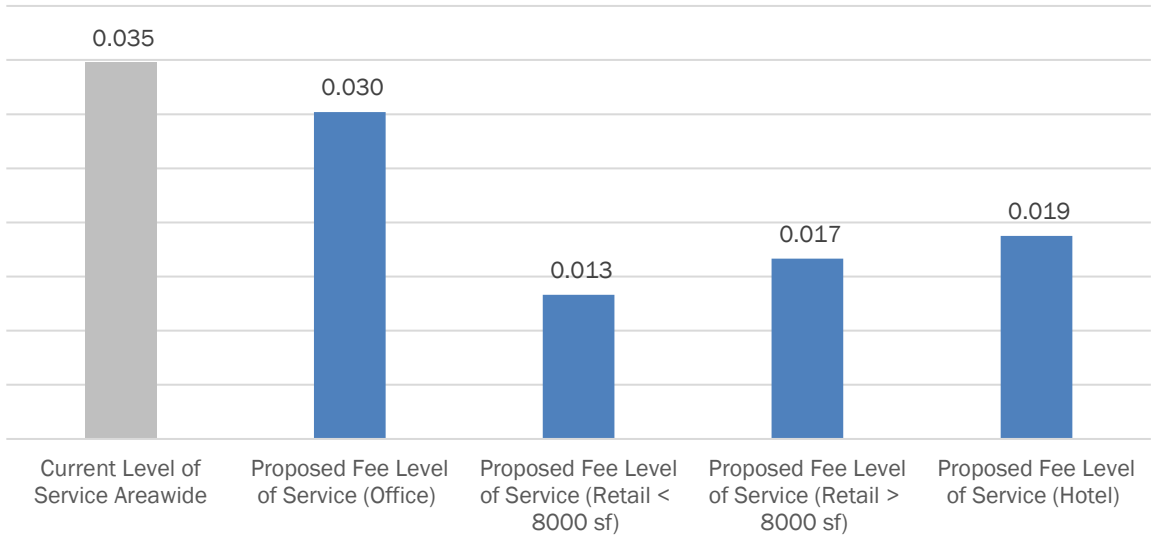
In summary, the fee program as proposed by the jurisdictions will accomplish two objectives. First, the unified fee proposal will level the playing field for developers, ensuring they are charged the same fee across all jurisdictions. Secondly, the fee levels are set such that the revenue is sufficient to support new affordable housing development in cities that are expected to experience continued job growth over the next RHNA cycle. Most commercial development and accompanying job growth is expected to occur in San Rafael, and to a lesser extent in Larkspur and Corte Madera.

FIGURE 31: LEVEL OF SERVICE COMPARISON JURISDICTION-WIDE AND FOR THE CURRENT AND PROPOSED COMMERCIAL LINKAGE FEES

		Level of Service - Office Fees		Level of Service - Retail Fees			Level of Service - Hotel Fees	
Jurisdiction	Total Current Level of Service Jurisdiction-wide	Current	Proposed	Current	Proposed < 2,500 sf)	Proposed > 2,500 sf	Current	Proposed
Corte Madera	0.032	0.012	0.030	0.011	0.013	0.017	0.004	0.019
Fairfax	0.026	-	0.030	-	0.013	0.017	-	0.019
Larkspur	0.036	-	0.030	-	0.013	0.017	-	0.019
San Anselmo	0.011	-	0.030	-	0.013	0.017	-	0.019
San Rafael	0.032	0.031	0.030	0.013	0.013	0.017	0.010	0.019
Sausalito	0.011	-	0.030	-	0.013	0.017	-	0.019
Unincorporated County	0.057	0.022	0.030	0.009	0.013	0.017	0.011	0.019

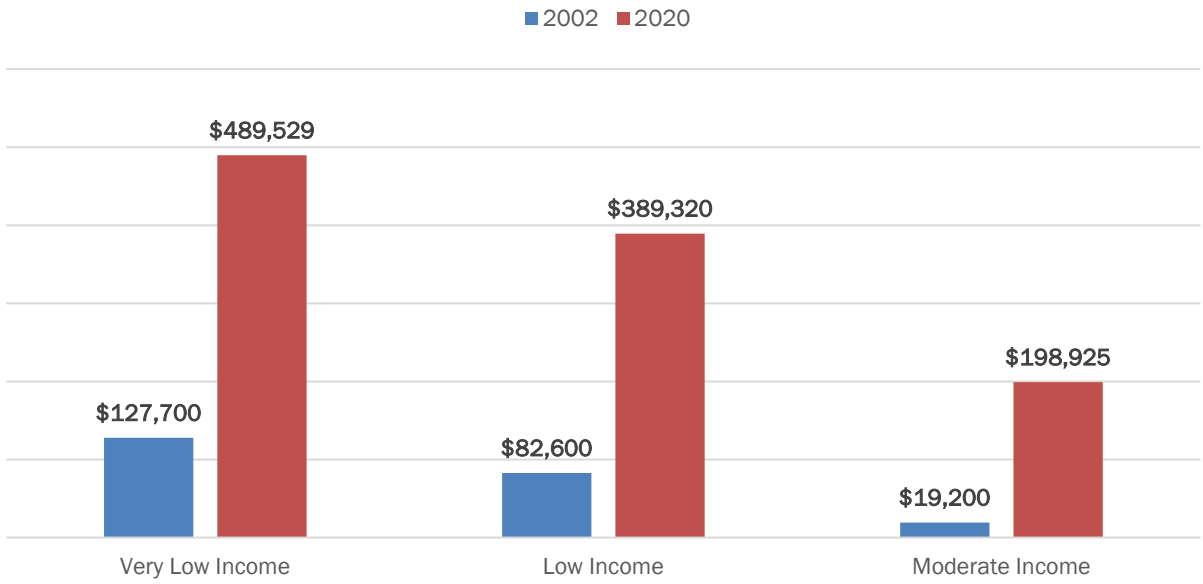
Source: Strategic Economics, 2022.

FIGURE 32: CURRENT LEVEL OF SERVICE ACROSS ALL JURISDICTIONS AND LEVEL OF SERVICE OF PROPOSED FEES



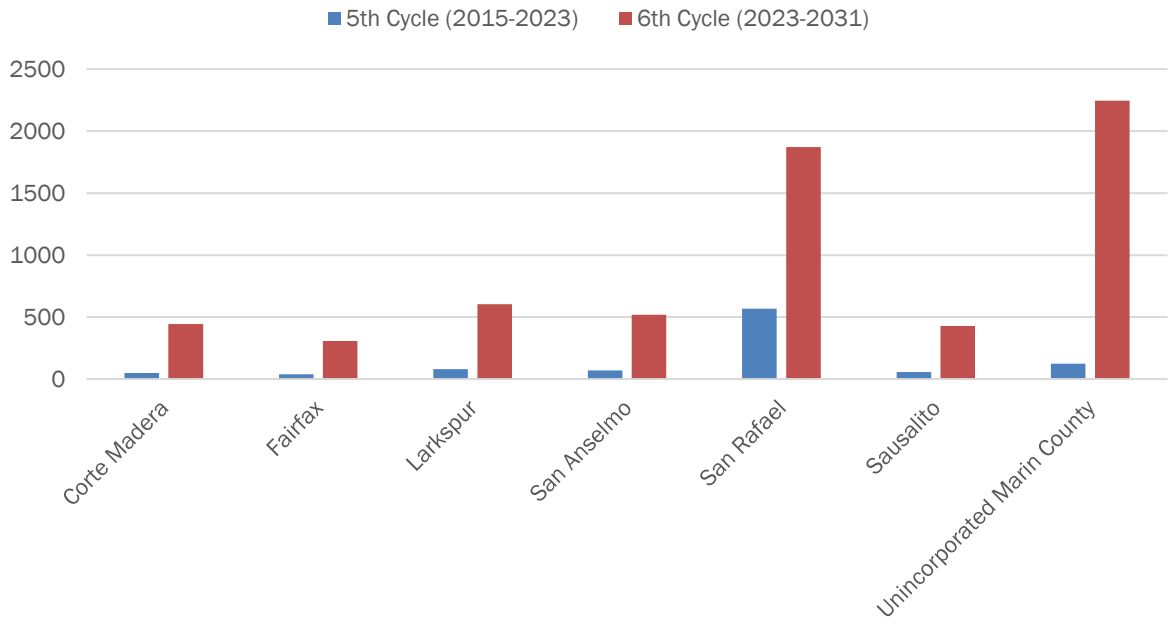
Source: Strategic Economics, 2022.

FIGURE 33: AFFORDABILITY GAP IN MARIN COUNTY FOR VERY LOW, LOW, AND MODERATE INCOME HOUSEHOLDS, 2002 AND 2020



Source: David Paul Rosen and Associates, 2002; Strategic Economics, 2020.

FIGURE 34: REGIONAL HOUSING NEED ALLOCATIONS FOR VERY LOW, LOW, AND MODERATE INCOME HOUSEHOLDS, FIFTH AND SIXTH CYCLES



Source: Department of Housing and Community Development, 2022; Strategic Economics, 2022.

Data Tables: Occupational Wage by Land Use Prototype

Figures 35-37 provide the full detail of the occupations associated with each land use, and their respective average wages. As a part of Step 4, this data is used to calculate the weighted average wage for each land use prototype (Figure 7).

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
11-0000	**Management Occupations**		
11-1021	General and Operations Managers	$155,850	2.404%
11-3021	Computer and Information Systems Managers	$201,960	1.131%
11-3031	Financial Managers	$182,190	1.016%
11-9198	Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	$168,900	0.594%
11-2021	Marketing Managers	$181,720	0.585%
11-9111	Medical and Health Services Managers	$142,760	0.507%
11-2022	Sales Managers	$159,720	0.504%
11-3010	Administrative Services and Facilities Managers	$132,020	0.365%
11-3121	Human Resources Managers	$163,810	0.295%
11-1011	Chief Executives	$236,060	0.288%
11-9041	Architectural and Engineering Managers	$186,500	0.270%
11-3061	Purchasing Managers	$154,870	0.117%
11-2030	Public Relations and Fundraising Managers	$142,950	0.104%
11-3071	Transportation, Storage, and Distribution Managers	$123,910	0.098%
11-9151	Social and Community Service Managers	$73,210	0.087%
11-9021	Construction Managers	$134,880	0.082%
11-3051	Industrial Production Managers	$140,910	0.082%
11-9051	Food Service Managers	$63,460	0.074%
11-3131	Training and Development Managers	$152,380	0.072%
11-9121	Natural Sciences Managers	$208,910	0.067%
11-9141	Property, Real Estate, and Community Association Managers	$92,930	0.061%
11-3111	Compensation and Benefits Managers	$170,770	0.041%
11-2011	Advertising and Promotions Managers	$175,210	0.040%
11-9039	Education Administrators, All Other	$92,160	0.010%
11-9031	Education and Childcare Administrators, Preschool and Daycare	$70,080	0.008%
11-9081	Lodging Managers	$104,250	0.006%
11-9032	Education Administrators, Kindergarten through Secondary	$129,070	0.004%
11-9033	Education Administrators, Postsecondary	$130,980	0.003%
11-9161	Emergency Management Directors	$132,440	0.003%
11-9013	Farmers, Ranchers, and Other Agricultural Managers	n/a	0.002%
11-9071	Gambling Managers	$125,300	0.001%
	Weighted Mean Annual Wage	$166,968	8.921%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
13-0000	Business and Financial Operations Occupations		
13-2011	Accountants and Auditors	$93,590	2.418%
13-1111	Management Analysts	$113,750	1.667%
13-1198	Project Management Specialists and Business Operations Specialists, All Other	$93,010	1.648%
13-1161	Market Research Analysts and Marketing Specialists	$91,350	1.294%
13-1071	Human Resources Specialists	$89,820	1.023%
13-2098	Financial and Investment Analysts, Financial Risk Specialists, and Financial Specialists, All Other	$119,100	0.681%
13-1020	Buyers and Purchasing Agents	$79,040	0.459%
13-1151	Training and Development Specialists	$83,550	0.410%
13-1041	Compliance Officers	$92,960	0.299%
13-1081	Logisticians	$82,010	0.269%
13-1031	Claims Adjusters, Examiners, and Investigators	$88,480	0.221%
13-2082	Tax Preparers	$72,280	0.210%
13-2072	Loan Officers	$84,940	0.184%
13-1141	Compensation, Benefits, and Job Analysis Specialists	$83,230	0.174%
13-1121	Meeting, Convention, and Event Planners	$67,530	0.102%
13-2053	Insurance Underwriters	$97,260	0.090%
13-2041	Credit Analysts	$109,330	0.087%
13-1051	Cost Estimators	$98,960	0.082%
13-2052	Personal Financial Advisors	$157,720	0.062%
13-1131	Fundraisers	$77,450	0.060%
13-2061	Financial Examiners	$124,720	0.057%
13-1075	Labor Relations Specialists	$86,370	0.057%
13-2031	Budget Analysts	$93,800	0.051%
13-2071	Credit Counselors	$53,010	0.028%
13-2020	Property Appraisers and Assessors	$98,450	0.013%
13-1032	Insurance Appraisers, Auto Damage	$72,630	0.009%
13-1011	Agents and Business Managers of Artists, Performers, and Athletes	$83,260	0.003%
	Weighted Mean Annual Wage	$95,541	11.657%
15-0000	Computer and Mathematical Occupations		
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	$145,250	4.036%
15-1211	Computer Systems Analysts	$121,300	1.649%
15-1232	Computer User Support Specialists	$75,640	1.418%
15-1299	Computer Occupations, All Other	$120,370	0.860%
15-1244	Network and Computer Systems Administrators	$104,370	0.745%
15-1251	Computer Programmers	$116,400	0.597%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
15-1241	Computer Network Architects	$137,720	0.405%
15-1231	Computer Network Support Specialists	$85,990	0.367%
15-1212	Information Security Analysts	$122,570	0.353%
15-1257	Web Developers and Digital Interface Designers	$110,790	0.338%
15-1245	Database Administrators and Architects	$107,930	0.266%
15-2031	Operations Research Analysts	$116,910	0.199%
15-2098	Data Scientists and Mathematical Science Occupations, All Other	$140,080	0.079%
15-2041	Statisticians	$125,970	0.062%
15-1221	Computer and Information Research Scientists	$142,150	0.060%
15-2011	Actuaries	$116,500	0.036%
	Weighted Mean Annual Wage	$121,679	11.473%
17-0000	**Architecture and Engineering Occupations**		
17-2051	Civil Engineers	$120,110	0.466%
17-2141	Mechanical Engineers	$123,270	0.313%
17-2071	Electrical Engineers	$120,990	0.234%
17-1011	Architects, Except Landscape and Naval	$103,530	0.228%
17-2112	Industrial Engineers	$113,920	0.210%
17-3011	Architectural and Civil Drafters	$67,050	0.190%
17-2199	Engineers, All Other	$113,050	0.181%
17-2061	Computer Hardware Engineers	$134,000	0.137%
17-2072	Electronics Engineers, Except Computer	$112,800	0.110%
17-3023	Electrical and Electronic Engineering Technologists and Technicians	$67,200	0.108%
17-2081	Environmental Engineers	$112,830	0.100%
17-3031	Surveying and Mapping Technicians	$76,380	0.092%
17-3022	Civil Engineering Technologists and Technicians	$75,160	0.086%
17-3098	Calibration Technologists and Technicians and Engineering Technologists and Technicians, Except Drafters, All Other	$75,070	0.086%
17-1022	Surveyors	$88,860	0.085%
17-1012	Landscape Architects	$94,750	0.064%
17-2011	Aerospace Engineers	$135,230	0.054%
17-3013	Mechanical Drafters	$71,180	0.047%
17-3027	Mechanical Engineering Technologists and Technicians	$61,100	0.046%
17-3025	Environmental Engineering Technologists and Technicians	$60,630	0.033%
17-3026	Industrial Engineering Technologists and Technicians	$61,050	0.028%
17-3012	Electrical and Electronics Drafters	$65,810	0.028%
17-2041	Chemical Engineers	$106,430	0.024%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
17-2111	Health and Safety Engineers, Except Mining Safety Engineers and Inspectors	$114,800	0.024%
17-2131	Materials Engineers	$104,560	0.021%
17-1021	Cartographers and Photogrammetrists	$105,970	0.014%
17-3019	Drafters, All Other	$73,450	0.014%
17-2031	Bioengineers and Biomedical Engineers	$119,000	0.013%
17-2121	Marine Engineers and Naval Architects	$136,480	0.010%
17-3024	Electro-Mechanical and Mechatronics Technologists and Technicians	$61,190	0.008%
17-2151	Mining and Geological Engineers, Including Mining Safety Engineers	$132,720	0.008%
	Weighted Mean Annual Wage	$101,626	3.146%
19-0000	**Life, Physical, and Social Science Occupations**		
19-2041	Environmental Scientists and Specialists, Including Health	$109,180	0.149%
19-1042	Medical Scientists, Except Epidemiologists	$120,470	0.095%
19-3031	Clinical, Counseling, and School Psychologists	$110,070	0.091%
19-5011	Occupational Health and Safety Specialists	$108,230	0.072%
19-4042	Environmental Science and Protection Technicians, Including Health	$58,010	0.060%
19-4099	Life, Physical, and Social Science Technicians, All Other	$61,390	0.055%
19-4031	Chemical Technicians	$55,980	0.054%
19-4021	Biological Technicians	$60,040	0.042%
19-1021	Biochemists and Biophysicists	$124,400	0.033%
19-1029	Biological Scientists, All Other	$108,200	0.030%
19-4061	Social Science Research Assistants	$54,210	0.024%
19-3011	Economists	$133,180	0.024%
19-5012	Occupational Health and Safety Technicians	$62,820	0.017%
19-1013	Soil and Plant Scientists	$77,070	0.017%
19-3051	Urban and Regional Planners	$105,370	0.016%
19-4010	Agricultural and Food Science Technicians	$46,060	0.015%
19-1012	Food Scientists and Technologists	$90,860	0.015%
19-2012	Physicists	$134,500	0.014%
19-3091	Anthropologists and Archeologists	$69,480	0.013%
19-3022	Survey Researchers	$89,020	0.013%
19-1022	Microbiologists	$104,580	0.013%
19-3099	Social Scientists and Related Workers, All Other	$90,120	0.012%
19-1023	Zoologists and Wildlife Biologists	$75,320	0.012%
19-2099	Physical Scientists, All Other	$127,650	0.010%
19-2043	Hydrologists	$108,850	0.010%
19-2021	Atmospheric and Space Scientists	$114,370	0.009%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
19-1031	Conservation Scientists	$83,700	0.009%
19-2032	Materials Scientists	$119,470	0.008%
19-3039	Psychologists, All Other	$106,870	0.007%
19-1032	Foresters	$93,760	0.004%
19-4071	Forest and Conservation Technicians	$47,410	0.003%
19-1041	Epidemiologists	$107,760	0.002%
19-3041	Sociologists	$101,420	0.001%
19-4092	Forensic Science Technicians	$103,940	0.001%
	Weighted Mean Annual Wage	$81,448	1.104%
21-0000	**Community and Social Service Occupations**		
21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	$60,290	0.449%
21-1093	Social and Human Service Assistants	$48,800	0.222%
21-1023	Mental Health and Substance Abuse Social Workers	$77,630	0.181%
21-1022	Healthcare Social Workers	$86,560	0.128%
21-1021	Child, Family, and School Social Workers	$61,900	0.085%
21-1013	Marriage and Family Therapists	$63,470	0.075%
21-1094	Community Health Workers	$55,350	0.064%
21-1091	Health Education Specialists	$72,560	0.059%
21-1099	Community and Social Service Specialists, All Other	$59,510	0.038%
21-1015	Rehabilitation Counselors	$50,320	0.038%
21-1012	Educational, Guidance, and Career Counselors and Advisors	$78,220	0.027%
21-1019	Counselors, All Other	$66,150	0.013%
21-1029	Social Workers, All Other	$80,980	0.011%
21-2011	Clergy	$72,730	0.007%
21-2021	Directors, Religious Activities and Education	$67,180	0.003%
21-2099	Religious Workers, All Other	$48,670	0.001%
	Weighted Mean Annual Wage	$64,024	1.403%
23-0000	**Legal Occupations**		
23-1011	Lawyers	$188,910	1.158%
23-2011	Paralegals and Legal Assistants	$71,360	0.662%
23-2093	Title Examiners, Abstractors, and Searchers	$59,890	0.064%
23-2099	Legal Support Workers, All Other	$61,510	0.035%
23-1022	Arbitrators, Mediators, and Conciliators	$114,800	0.004%
	Weighted Mean Annual Wage	$141,697	1.923%
25-0000	**Educational Instruction and Library Occupations**		

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
25-3031	Substitute Teachers, Short-Term	$42,940	0.079%
25-9045	Teaching Assistants, Except Postsecondary	$39,730	0.046%
25-9031	Instructional Coordinators	$77,090	0.041%
25-3021	Self-Enrichment Teachers	$53,730	0.038%
25-3097	Tutors and Teachers and Instructors, All Other	$50,800	0.030%
25-2011	Preschool Teachers, Except Special Education	$45,050	0.024%
25-2059	Special Education Teachers, All Other	$66,210	0.011%
25-4022	Librarians and Media Collections Specialists	$89,390	0.010%
25-9099	Educational Instruction and Library Workers, All Other	$61,100	0.009%
25-1194	Career/Technical Education Teachers, Postsecondary	$87,990	0.007%
25-4031	Library Technicians	$58,980	0.005%
25-3011	Adult Basic Education, Adult Secondary Education, and English as a Second Language Instructors	$94,920	0.002%
25-2051	Special Education Teachers, Preschool	$62,550	0.002%
25-1071	Health Specialties Teachers, Postsecondary	$115,900	0.002%
25-4011	Archivists	$81,730	0.001%
25-2058	Special Education Teachers, Secondary School	$93,110	0.001%
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	$93,350	0.001%
25-2052	Special Education Teachers, Kindergarten and Elementary School	$73,540	0.001%
25-9044	Teaching Assistants, Postsecondary	$33,880	0.001%
25-2021	Elementary School Teachers, Except Special Education	$84,040	0.001%
	Weighted Mean Annual Wage	$54,651	0.318%
27-0000	**Arts, Design, Entertainment, Sports, and Media Occupations**		
27-3031	Public Relations Specialists	$84,520	0.274%
27-1024	Graphic Designers	$77,110	0.257%
27-3042	Technical Writers	$102,500	0.109%
27-1026	Merchandise Displayers and Window Trimmers	$38,480	0.102%
27-3041	Editors	$86,530	0.091%
27-1025	Interior Designers	$72,240	0.068%
27-1011	Art Directors	$135,970	0.063%
27-3043	Writers and Authors	$93,060	0.062%
27-4021	Photographers	$61,530	0.056%
27-3091	Interpreters and Translators	$78,250	0.055%
27-1014	Special Effects Artists and Animators	$97,570	0.047%
27-2012	Producers and Directors	$104,520	0.045%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
27-1021	Commercial and Industrial Designers	$87,530	0.039%
27-1022	Fashion Designers	$89,400	0.029%
27-4011	Audio and Video Technicians	$64,140	0.026%
27-3023	News Analysts, Reporters, and Journalists	$81,080	0.017%
27-1029	Designers, All Other	$91,810	0.014%
27-2022	Coaches and Scouts	$48,900	0.013%
27-3099	Media and Communication Workers, All Other	$63,270	0.009%
27-4032	Film and Video Editors	$83,100	0.007%
27-4031	Camera Operators, Television, Video, and Film	$59,160	0.005%
27-1023	Floral Designers	$39,920	0.005%
27-1013	Fine Artists, Including Painters, Sculptors, and Illustrators	$85,980	0.004%
27-4098	Lighting Technicians and Media and Communication Equipment Workers, All Other	$60,610	0.003%
27-2023	Umpires, Referees, and Other Sports Officials	$38,360	0.003%
27-4014	Sound Engineering Technicians	$70,470	0.002%
27-1027	Set and Exhibit Designers	$60,530	0.002%
27-1019	Artists and Related Workers, All Other	$93,840	0.001%
27-1012	Craft Artists	$59,460	0.001%
27-4012	Broadcast Technicians	$57,390	0.001%
	Weighted Mean Annual Wage	$81,665	1.421%
29-0000	**Healthcare Practitioners and Technical Occupations**		
29-1141	Registered Nurses	$138,000	1.900%
29-1228	Physicians, All Other; and Ophthalmologists, Except Pediatric	$173,990	0.831%
29-1292	Dental Hygienists	$113,940	0.701%
29-2098	Medical Dosimetrists, Medical Records Specialists, and Health Technologists and Technicians, All Other	$58,370	0.682%
29-2061	Licensed Practical and Licensed Vocational Nurses	$69,490	0.592%
29-1171	Nurse Practitioners	$157,150	0.510%
29-1021	Dentists, General	$169,730	0.349%
29-1215	Family Medicine Physicians	$213,960	0.343%
29-1071	Physician Assistants	$126,810	0.330%
29-2034	Radiologic Technologists and Technicians	$103,670	0.253%
29-2010	Clinical Laboratory Technologists and Technicians	$65,210	0.216%
29-1123	Physical Therapists	$102,470	0.211%
29-2057	Ophthalmic Medical Technicians	$52,660	0.173%
29-2056	Veterinary Technologists and Technicians	$46,670	0.155%
29-2055	Surgical Technologists	$72,790	0.119%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
29-1216	General Internal Medicine Physicians	$227,810	0.116%
29-1248	Surgeons, Except Ophthalmologists	$256,870	0.108%
29-1151	Nurse Anesthetists	$254,860	0.105%
29-1131	Veterinarians	$113,930	0.104%
29-1221	Pediatricians, General	$213,530	0.093%
29-1051	Pharmacists	$148,390	0.093%
29-2052	Pharmacy Technicians	$51,090	0.092%
29-1122	Occupational Therapists	$103,740	0.086%
29-2081	Opticians, Dispensing	$50,840	0.082%
29-2032	Diagnostic Medical Sonographers	$115,280	0.081%
29-1127	Speech-Language Pathologists	$97,500	0.073%
29-1041	Optometrists	$125,680	0.068%
29-1031	Dietitians and Nutritionists	$87,890	0.065%
29-9098	Health Information Technologists, Medical Registrars, Surgical Assistants, and Healthcare Practitioners and Technical Workers, All Other	$81,080	0.064%
29-1218	Obstetricians and Gynecologists	$223,430	0.059%
29-1223	Psychiatrists	$257,150	0.055%
29-1011	Chiropractors	$79,240	0.052%
29-2053	Psychiatric Technicians	$54,930	0.044%
29-2031	Cardiovascular Technologists and Technicians	$75,720	0.037%
29-2035	Magnetic Resonance Imaging Technologists	$104,870	0.029%
29-2040	Emergency Medical Technicians and Paramedics	$54,180	0.028%
29-1298	Acupuncturists and Healthcare Diagnosing or Treating Practitioners, All Other	$76,670	0.028%
29-1126	Respiratory Therapists	$97,950	0.027%
29-1124	Radiation Therapists	$142,300	0.025%
29-1181	Audiologists	$102,560	0.023%
29-9091	Athletic Trainers	$60,150	0.022%
29-1161	Nurse Midwives	$156,450	0.018%
29-1081	Podiatrists	$132,380	0.016%
29-2033	Nuclear Medicine Technologists	$124,660	0.014%
29-1129	Therapists, All Other	$62,790	0.011%
29-2091	Orthotists and Prosthetists	$81,090	0.007%
29-1125	Recreational Therapists	$74,200	0.005%
29-2051	Dietetic Technicians	$39,770	0.004%
29-2092	Hearing Aid Specialists	$66,050	0.004%
29-9092	Genetic Counselors	$108,000	0.002%
	Weighted Mean Annual Wage	$124,379	9.259%
31-0000	**Healthcare Support Occupations**		

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
31-9092	Medical Assistants	$48,920	2.108%
31-9091	Dental Assistants	$51,510	1.095%
31-1120	Home Health and Personal Care Aides	$30,320	0.255%
31-1131	Nursing Assistants	$45,100	0.239%
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	$36,590	0.134%
31-2021	Physical Therapist Assistants	$63,110	0.095%
31-9094	Medical Transcriptionists	$50,060	0.086%
31-9097	Phlebotomists	$54,040	0.059%
31-2022	Physical Therapist Aides	$35,520	0.059%
31-9011	Massage Therapists	$50,560	0.052%
31-9093	Medical Equipment Preparers	$60,670	0.047%
31-9099	Healthcare Support Workers, All Other	$50,950	0.043%
31-2011	Occupational Therapy Assistants	$73,400	0.037%
31-1133	Psychiatric Aides	$30,930	0.015%
31-1132	Orderlies	$44,730	0.011%
31-9095	Pharmacy Aides	$46,430	0.010%
31-2012	Occupational Therapy Aides	$47,740	0.007%
	Weighted Mean Annual Wage	$48,408	4.353%
33-0000	**Protective Service Occupations**		
33-9032	Security Guards	$38,580	1.039%
33-1090	Miscellaneous First-Line Supervisors, Protective Service Workers	$61,530	0.064%
33-9021	Private Detectives and Investigators	$78,150	0.045%
33-9092	Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	$31,600	0.031%
33-9091	Crossing Guards and Flaggers	$52,400	0.031%
33-2011	Firefighters	$98,680	0.016%
33-9098	School Bus Monitors and Protective Service Workers, All Other	$49,650	0.016%
33-9011	Animal Control Workers	$51,070	0.002%
33-1021	First-Line Supervisors of Firefighting and Prevention Workers	$166,930	0.002%
33-2021	Fire Inspectors and Investigators	$119,380	0.001%
	Weighted Mean Annual Wage	$42,511	1.246%
35-0000	**Food Preparation and Serving Related Occupations**		
35-3011	Bartenders	$37,310	0.068%
35-3031	Waiters and Waitresses	$37,810	0.062%
35-3023	Fast Food and Counter Workers	$31,610	0.057%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	$44,560	0.052%
35-2021	Food Preparation Workers	$31,820	0.030%
35-2014	Cooks, Restaurant	$38,430	0.024%
35-2012	Cooks, Institution and Cafeteria	$40,710	0.022%
35-9021	Dishwashers	$31,680	0.017%
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	$35,040	0.015%
35-1011	Chefs and Head Cooks	$63,740	0.012%
35-3041	Food Servers, Nonrestaurant	$35,200	0.009%
35-2015	Cooks, Short Order	$34,460	0.003%
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	$34,520	0.002%
35-2011	Cooks, Fast Food	$27,060	0.001%
35-9099	Food Preparation and Serving Related Workers, All Other	$31,250	0.001%
35-2019	Cooks, All Other	$40,740	0.001%
	Weighted Mean Annual Wage	$37,675	0.377%
37-0000	**Building and Grounds Cleaning and Maintenance Occupations**		
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	$38,870	7.030%
37-3011	Landscaping and Groundskeeping Workers	$43,940	4.364%
37-2012	Maids and Housekeeping Cleaners	$41,430	0.880%
37-2021	Pest Control Workers	$47,050	0.584%
37-1012	First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	$68,600	0.529%
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	$53,550	0.431%
37-3013	Tree Trimmers and Pruners	$49,440	0.316%
37-2019	Building Cleaning Workers, All Other	$32,430	0.107%
37-3012	Pesticide Handlers, Sprayers, and Applicators, Vegetation	$79,020	0.097%
37-3019	Grounds Maintenance Workers, All Other	$54,060	0.020%
	Weighted Mean Annual Wage	$42,914	14.358%
39-0000	**Personal Care and Service Occupations**		
39-2021	Animal Caretakers	$34,130	0.074%
39-9031	Exercise Trainers and Group Fitness Instructors	$59,340	0.073%
39-9011	Childcare Workers	$35,590	0.069%
39-9032	Recreation Workers	$36,490	0.067%
39-1098	First-Line Supervisors of Personal Service and Entertainment and Recreation Workers, Except Gambling Services	$54,240	0.031%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
39-5094	Skincare Specialists	$37,640	0.028%
39-9041	Residential Advisors	$42,720	0.018%
39-3091	Amusement and Recreation Attendants	$29,650	0.015%
39-9098	Crematory Operators and Personal Care and Service Workers, All Other	$35,060	0.011%
39-7010	Tour and Travel Guides	$42,380	0.009%
39-6011	Baggage Porters and Bellhops	$33,390	0.008%
39-3031	Ushers, Lobby Attendants, and Ticket Takers	$33,520	0.008%
39-6012	Concierges	$44,060	0.006%
39-5012	Hairdressers, Hairstylists, and Cosmetologists	$35,410	0.003%
39-3012	Gambling and Sports Book Writers and Runners	$32,190	0.002%
39-3093	Locker Room, Coatroom, and Dressing Room Attendants	$41,030	0.001%
39-3019	Gambling Service Workers, All Other	$35,260	0.001%
39-2011	Animal Trainers	$42,320	0.001%
	Weighted Mean Annual Wage	$41,279	0.426%
41-0000	**Sales and Related Occupations**		
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	$81,320	1.469%
41-3021	Insurance Sales Agents	$109,960	0.419%
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	$81,830	0.379%
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	$104,680	0.285%
41-2031	Retail Salespersons	$34,810	0.171%
41-1012	First-Line Supervisors of Non-Retail Sales Workers	$77,590	0.162%
41-3031	Securities, Commodities, and Financial Services Sales Agents	$101,770	0.139%
41-3011	Advertising Sales Agents	$92,720	0.122%
41-9031	Sales Engineers	$125,730	0.099%
41-9011	Demonstrators and Product Promoters	$36,560	0.078%
41-9041	Telemarketers	$33,420	0.072%
41-1011	First-Line Supervisors of Retail Sales Workers	$46,980	0.059%
41-2011	Cashiers	$32,150	0.051%
41-3041	Travel Agents	$53,520	0.046%
41-9022	Real Estate Sales Agents	$71,070	0.037%
41-2021	Counter and Rental Clerks	$40,320	0.022%
41-2022	Parts Salespersons	$45,260	0.007%
41-2012	Gambling Change Persons and Booth Cashiers	$32,010	0.000%
	Weighted Mean Annual Wage	$81,059	3.685%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
43-0000	**Office and Administrative Support Occupations**		
43-4051	Customer Service Representatives	$49,200	2.549%
43-9061	Office Clerks, General	$46,920	2.493%
43-4171	Receptionists and Information Clerks	$39,990	1.818%
43-3031	Bookkeeping, Accounting, and Auditing Clerks	$54,980	1.729%
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	$51,170	1.697%
43-1011	First-Line Supervisors of Office and Administrative Support Workers	$71,190	1.447%
43-6013	Medical Secretaries and Administrative Assistants	$49,140	1.382%
43-3021	Billing and Posting Clerks	$50,120	0.988%
43-6011	Executive Secretaries and Executive Administrative Assistants	$82,480	0.628%
43-6012	Legal Secretaries and Administrative Assistants	$69,990	0.332%
43-9041	Insurance Claims and Policy Processing Clerks	$53,480	0.268%
43-5061	Production, Planning, and Expediting Clerks	$63,180	0.262%
43-3011	Bill and Account Collectors	$55,830	0.244%
43-3051	Payroll and Timekeeping Clerks	$63,280	0.214%
43-4111	Interviewers, Except Eligibility and Loan	$55,180	0.207%
43-9021	Data Entry Keyers	$41,790	0.194%
43-5071	Shipping, Receiving, and Inventory Clerks	$42,910	0.189%
43-4131	Loan Interviewers and Clerks	$49,770	0.176%
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	$53,370	0.148%
43-9199	Office and Administrative Support Workers, All Other	$45,160	0.146%
43-4071	File Clerks	$41,240	0.135%
43-5032	Dispatchers, Except Police, Fire, and Ambulance	$54,040	0.074%
43-4199	Information and Record Clerks, All Other	$57,150	0.067%
43-9051	Mail Clerks and Mail Machine Operators, Except Postal Service	$39,020	0.061%
43-2011	Switchboard Operators, Including Answering Service	$49,560	0.056%
43-3071	Tellers	$36,170	0.052%
43-3061	Procurement Clerks	$50,680	0.049%
43-5021	Couriers and Messengers	$42,320	0.047%
43-4151	Order Clerks	$45,220	0.045%
43-9071	Office Machine Operators, Except Computer	$35,990	0.038%
43-3099	Financial Clerks, All Other	$47,510	0.032%
43-5011	Cargo and Freight Agents	$50,610	0.030%
43-4041	Credit Authorizers, Checkers, and Clerks	$47,330	0.026%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
43-5111	Weighers, Measurers, Checkers, and Samplers, Recordkeeping	$41,640	0.024%
43-4141	New Accounts Clerks	$44,890	0.019%
43-9022	Word Processors and Typists	$63,600	0.016%
43-4011	Brokerage Clerks	$61,580	0.014%
43-4061	Eligibility Interviewers, Government Programs	$68,450	0.010%
43-9111	Statistical Assistants	$54,820	0.010%
43-9031	Desktop Publishers	$64,290	0.008%
43-5041	Meter Readers, Utilities	$76,620	0.008%
43-9081	Proofreaders and Copy Markers	$51,200	0.007%
43-4081	Hotel, Motel, and Resort Desk Clerks	$39,440	0.004%
43-2099	Communications Equipment Operators, All Other	$65,500	0.004%
43-4031	Court, Municipal, and License Clerks	$68,870	0.003%
43-2021	Telephone Operators	$48,480	0.003%
43-4121	Library Assistants, Clerical	$43,600	0.003%
	Weighted Mean Annual Wage	$52,314	17.996%
45-0000	**Farming, Fishing, and Forestry Occupations**		
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	$37,430	0.023%
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	$35,610	0.006%
45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	$54,120	0.004%
45-2011	Agricultural Inspectors	$71,880	0.002%
45-2091	Agricultural Equipment Operators	$35,950	0.002%
45-2099	Agricultural Workers, All Other	$40,440	0.002%
45-4011	Forest and Conservation Workers	$28,010	0.001%
	Weighted Mean Annual Wage	$39,878	0.039%
47-0000	**Construction and Extraction Occupations**		
47-2061	Construction Laborers	$55,970	0.208%
47-4011	Construction and Building Inspectors	$101,820	0.110%
47-2111	Electricians	$100,400	0.068%
47-2031	Carpenters	$71,490	0.051%
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	$99,580	0.048%
47-2152	Plumbers, Pipefitters, and Steamfitters	$87,230	0.034%
47-2073	Operating Engineers and Other Construction Equipment Operators	$86,240	0.020%
47-2051	Cement Masons and Concrete Finishers	$65,350	0.011%
47-2141	Painters, Construction and Maintenance	$67,770	0.011%
47-2211	Sheet Metal Workers	$68,510	0.008%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
47-4090	Miscellaneous Construction and Related Workers	$63,360	0.007%
47-4041	Hazardous Materials Removal Workers	$48,770	0.007%
47-5097	Earth Drillers, Except Oil and Gas; and Explosives Workers, Ordnance Handling Experts, and Blasters	$64,130	0.006%
47-3019	Helpers, Construction Trades, All Other	$36,580	0.003%
47-5022	Excavating and Loading Machine and Dragline Operators, Surface Mining	$91,850	0.003%
47-2181	Roofers	$55,100	0.003%
47-2011	Boilermakers	$86,630	0.002%
47-2071	Paving, Surfacing, and Tamping Equipment Operators	$63,960	0.001%
47-5081	Helpers--Extraction Workers	$48,630	0.001%
47-5012	Rotary Drill Operators, Oil and Gas	$112,770	0.001%
47-2221	Structural Iron and Steel Workers	$75,630	0.001%
47-3012	Helpers--Carpenters	$41,650	0.001%
47-2121	Glaziers	$72,550	0.001%
47-2041	Carpet Installers	$64,200	0.001%
47-2151	Pipelayers	$68,280	0.001%
47-4051	Highway Maintenance Workers	$63,210	0.001%
	Weighted Mean Annual Wage	$76,185	0.620%
49-0000	**Installation, Maintenance, and Repair Occupations**		
49-9071	Maintenance and Repair Workers, General	$56,230	0.473%
49-9099	Installation, Maintenance, and Repair Workers, All Other	$55,210	0.152%
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	$89,740	0.113%
49-2098	Security and Fire Alarm Systems Installers	$50,410	0.063%
49-2011	Computer, Automated Teller, and Office Machine Repairers	$45,100	0.052%
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	$69,090	0.051%
49-9041	Industrial Machinery Mechanics	$78,010	0.036%
49-3053	Outdoor Power Equipment and Other Small Engine Mechanics	$45,750	0.034%
49-3023	Automotive Service Technicians and Mechanics	$58,630	0.031%
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	$68,840	0.027%
49-9052	Telecommunications Line Installers and Repairers	$64,390	0.024%
49-9062	Medical Equipment Repairers	$69,330	0.022%
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	$75,510	0.019%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
49-2094	Electrical and Electronics Repairers, Commercial and Industrial Equipment	$79,500	0.017%
49-9094	Locksmiths and Safe Repairers	$63,770	0.016%
49-9098	Helpers--Installation, Maintenance, and Repair Workers	$37,740	0.015%
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	$76,480	0.013%
49-9043	Maintenance Workers, Machinery	$63,090	0.011%
49-9051	Electrical Power-Line Installers and Repairers	$111,740	0.007%
49-9044	Millwrights	$82,700	0.007%
49-9012	Control and Valve Installers and Repairers, Except Mechanical Door	$63,770	0.006%
49-2097	Audiovisual Equipment Installers and Repairers	$59,500	0.005%
49-3041	Farm Equipment Mechanics and Service Technicians	$42,060	0.005%
49-2091	Avionics Technicians	$91,240	0.004%
49-9069	Precision Instrument and Equipment Repairers, All Other	$77,950	0.003%
49-3021	Automotive Body and Related Repairers	$57,580	0.003%
49-9091	Coin, Vending, and Amusement Machine Servicers and Repairers	$43,550	0.002%
49-2093	Electrical and Electronics Installers and Repairers, Transportation Equipment	$75,530	0.001%
49-2021	Radio, Cellular, and Tower Equipment Installers and Repairers	$85,700	0.001%
49-9031	Home Appliance Repairers	$53,820	0.001%
49-9096	Riggers	$73,610	0.001%
49-3093	Tire Repairers and Changers	$36,640	0.001%
49-9081	Wind Turbine Service Technicians	$62,910	0.001%
49-2092	Electric Motor, Power Tool, and Related Repairers	$55,250	0.001%
	Weighted Mean Annual Wage	$60,320	1.246%
51-0000	**Production Occupations**		
51-2090	Miscellaneous Assemblers and Fabricators	$43,160	0.454%
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	$49,860	0.261%
51-9199	Production Workers, All Other	$37,130	0.160%
51-9198	Helpers--Production Workers	$34,400	0.146%
51-9111	Packaging and Filling Machine Operators and Tenders	$34,740	0.096%
51-2028	Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers	$43,800	0.086%
51-1011	First-Line Supervisors of Production and Operating Workers	$76,700	0.084%
51-6011	Laundry and Dry-Cleaning Workers	$34,880	0.066%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
51-4041	Machinists	$59,690	0.059%
51-4121	Welders, Cutters, Solderers, and Brazers	$58,600	0.046%
51-5112	Printing Press Operators	$43,690	0.039%
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	$39,080	0.033%
51-6099	Textile, Apparel, and Furnishings Workers, All Other	$37,420	0.030%
51-4072	Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	$44,990	0.023%
51-3092	Food Batchmakers	$35,300	0.018%
51-9081	Dental Laboratory Technicians	$43,620	0.018%
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	$41,700	0.017%
51-9083	Ophthalmic Laboratory Technicians	$43,010	0.016%
51-4199	Metal Workers and Plastic Workers, All Other	$49,010	0.014%
51-9161	Computer Numerically Controlled Tool Operators	$50,790	0.012%
51-6031	Sewing Machine Operators	$32,880	0.010%
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	$35,910	0.009%
51-9124	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	$50,520	0.009%
51-5111	Prepress Technicians and Workers	$53,090	0.008%
51-3099	Food Processing Workers, All Other	$32,410	0.008%
51-8031	Water and Wastewater Treatment Plant and System Operators	$93,680	0.007%
51-9151	Photographic Process Workers and Processing Machine Operators	$51,650	0.007%
51-3011	Bakers	$36,960	0.006%
51-9082	Medical Appliance Technicians	$56,910	0.006%
51-4111	Tool and Die Makers	$72,410	0.006%
51-9195	Molders, Shapers, and Casters, Except Metal and Plastic	$44,460	0.005%
51-9041	Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders	$38,720	0.005%
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	$48,700	0.004%
51-8013	Power Plant Operators	$105,500	0.004%
51-2041	Structural Metal Fabricators and Fitters	$44,090	0.004%
51-8093	Petroleum Pump System Operators, Refinery Operators, and Gaugers	$90,580	0.004%
51-6092	Fabric and Apparel Patternmakers	$44,530	0.004%
51-7011	Cabinetmakers and Bench Carpenters	$46,910	0.004%
51-5113	Print Binding and Finishing Workers	$39,120	0.004%
51-8021	Stationary Engineers and Boiler Operators	$103,370	0.004%
51-9032	Cutting and Slicing Machine Setters, Operators, and Tenders	$44,320	0.003%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
51-9011	Chemical Equipment Operators and Tenders	$56,050	0.003%
51-4122	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	$45,170	0.003%
51-9162	Computer Numerically Controlled Tool Programmers	$81,250	0.003%
51-8099	Plant and System Operators, All Other	$79,160	0.002%
51-9071	Jewelers and Precious Stone and Metal Workers	$39,560	0.002%
51-7042	Woodworking Machine Setters, Operators, and Tenders, Except Sawing	$35,680	0.002%
51-7041	Sawing Machine Setters, Operators, and Tenders, Wood	$31,740	0.002%
51-6093	Upholsterers	$46,490	0.002%
51-4035	Milling and Planing Machine Setters, Operators, and Tenders, Metal and Plastic	$51,190	0.002%
51-3093	Food Cooking Machine Operators and Tenders	$29,560	0.002%
51-4023	Rolling Machine Setters, Operators, and Tenders, Metal and Plastic	$40,960	0.001%
51-9021	Crushing, Grinding, and Polishing Machine Setters, Operators, and Tenders	$37,690	0.001%
51-4022	Forging Machine Setters, Operators, and Tenders, Metal and Plastic	$46,780	0.001%
51-7021	Furniture Finishers	$35,980	0.001%
51-4032	Drilling and Boring Machine Tool Setters, Operators, and Tenders, Metal and Plastic	$48,700	0.001%
51-9123	Painting, Coating, and Decorating Workers	$49,290	0.001%
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	$57,140	0.001%
51-3091	Food and Tobacco Roasting, Baking, and Drying Machine Operators and Tenders	$39,920	0.001%
51-3021	Butchers and Meat Cutters	$39,080	0.001%
51-6063	Textile Knitting and Weaving Machine Setters, Operators, and Tenders	$27,820	0.001%
51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	$45,420	0.001%
51-6052	Tailors, Dressmakers, and Custom Sewers	$52,870	0.001%
51-4034	Lathe and Turning Machine Tool Setters, Operators, and Tenders, Metal and Plastic	$53,800	0.001%
51-8092	Gas Plant Operators	$98,340	0.001%
51-4071	Foundry Mold and Coremakers	$43,730	0.001%
51-6021	Pressers, Textile, Garment, and Related Materials	$30,100	0.001%
51-2051	Fiberglass Laminators and Fabricators	$45,970	0.001%
	Weighted Mean Annual Wage	$44,646	1.867%
53-0000	**Transportation and Material Moving Occupations**		
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	$39,930	1.364%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
53-3031	Driver/Sales Workers	$34,920	0.383%
53-7065	Stockers and Order Fillers	$36,170	0.279%
53-7064	Packers and Packagers, Hand	$32,950	0.277%
53-3032	Heavy and Tractor-Trailer Truck Drivers	$51,440	0.193%
53-7051	Industrial Truck and Tractor Operators	$43,940	0.168%
53-3033	Light Truck Drivers	$48,790	0.121%
53-7061	Cleaners of Vehicles and Equipment	$33,470	0.119%
53-1047	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	$66,690	0.080%
53-3058	Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	$40,610	0.056%
53-3099	Motor Vehicle Operators, All Other	$55,930	0.031%
53-6021	Parking Attendants	$34,320	0.022%
53-2012	Commercial Pilots	$113,260	0.014%
53-3052	Bus Drivers, Transit and Intercity	$58,860	0.006%
53-7063	Machine Feeders and Offbearers	$43,880	0.006%
53-7199	Material Moving Workers, All Other	$34,200	0.005%
53-2022	Airfield Operations Specialists	$56,410	0.005%
53-6051	Transportation Inspectors	$94,170	0.004%
53-6031	Automotive and Watercraft Service Attendants	$31,340	0.003%
53-6098	Aircraft Service Attendants and Transportation Workers, All Other	$52,040	0.003%
53-2011	Airline Pilots, Copilots, and Flight Engineers	$243,550	0.002%
53-6041	Traffic Technicians	$86,560	0.002%
53-2031	Flight Attendants	$51,230	0.001%
53-6061	Passenger Attendants	$34,080	0.001%
	Weighted Mean Annual Wage	$40,712	**3.162%**
	Total, Land Use	**$85,440.54**	**100.000%**

Notes:

(a) Occupational mix by industry was obtained from US Bureau of Labor Statistics, Occupational Employment Statistics, 2019.

(b) Wage data for the San Francisco Metropolitan Statistical Area was obtained from California Economic Development Department, OES Employment and Wages by Occupation, 2019.

(c) Distribution of workers is calculated based on the existing distribution of employment by industry in Marin County, provided by Quarterly Census of Employment and Wages (QCEW), 2019

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

FIGURE 36. OCCUPATIONAL MIX AND AVERAGE WAGES FOR RETAIL/RESTAURANT/SERVICES

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
11-0000	**Management Occupations**		
11-9051	Food Service Managers	$63,460	1.525%
11-1021	General and Operations Managers	$155,850	0.800%
11-2022	Sales Managers	$159,720	0.046%
11-3031	Financial Managers	$182,190	0.016%
11-3010	Administrative Services and Facilities Managers	$132,020	0.008%
11-2021	Marketing Managers	$181,720	0.007%
11-9198	Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	$168,900	0.005%
11-3121	Human Resources Managers	$163,810	0.004%
11-1011	Chief Executives	$236,060	0.003%
11-3071	Transportation, Storage, and Distribution Managers	$123,910	0.002%
11-3021	Computer and Information Systems Managers	$201,960	0.002%
11-3131	Training and Development Managers	$152,380	0.002%
11-9111	Medical and Health Services Managers	$142,760	0.001%
11-3061	Purchasing Managers	$154,870	0.001%
11-3051	Industrial Production Managers	$140,910	0.001%
	Weighted Mean Annual Wage	**$98,093**	**2.423%**
13-0000	**Business and Financial Operations Occupations**		
13-1151	Training and Development Specialists	$83,550	0.079%
13-1161	Market Research Analysts and Marketing Specialists	$91,350	0.041%
13-2011	Accountants and Auditors	$93,590	0.035%
13-1071	Human Resources Specialists	$89,820	0.029%
13-1121	Meeting, Convention, and Event Planners	$67,530	0.029%
13-1020	Buyers and Purchasing Agents	$79,040	0.019%
13-2072	Loan Officers	$84,940	0.012%
13-1198	Project Management Specialists and Business Operations Specialists, All Other	$93,010	0.009%
13-1051	Cost Estimators	$98,960	0.007%
13-2098	Financial and Investment Analysts, Financial Risk Specialists, and Financial Specialists, All Other	$119,100	0.003%
13-1111	Management Analysts	$113,750	0.001%
13-1081	Logisticians	$82,010	0.001%
13-2041	Credit Analysts	$109,330	0.001%
13-1041	Compliance Officers	$92,960	0.001%
	Weighted Mean Annual Wage	**$86,096**	**0.269%**

FIGURE 36. OCCUPATIONAL MIX AND WAGES FOR RETAIL/RESTAURANT/SERVICES, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
15-0000	**Computer and Mathematical Occupations**		
15-1232	Computer User Support Specialists	$75,640	0.004%
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	$145,250	0.003%
15-1244	Network and Computer Systems Administrators	$104,370	0.003%
15-1257	Web Developers and Digital Interface Designers	$110,790	0.003%
15-1299	Computer Occupations, All Other	$120,370	0.003%
15-1211	Computer Systems Analysts	$121,300	0.001%
15-1231	Computer Network Support Specialists	$85,990	0.001%
15-1251	Computer Programmers	$116,400	0.001%
	Weighted Mean Annual Wage	**$109,230**	**0.019%**
21-0000	**Community and Social Service Occupations**		
21-1019	Counselors, All Other	$66,150	0.001%
21-1022	Healthcare Social Workers	$86,560	0.0005%
	Weighted Mean Annual Wage	**$73,047**	**0.001%**
23-0000	**Legal Occupations**		
23-2093	Title Examiners, Abstractors, and Searchers	$59,890	0.002%
23-2099	Legal Support Workers, All Other	$61,510	0.0003%
23-1011	Lawyers	$188,910	0.0003%
	Weighted Mean Annual Wage	**$73,546**	**0.002%**
25-0000	**Educational Instruction and Library Occupations**		
25-3021	Self-Enrichment Teachers	$53,730	0.005%
25-3097	Tutors and Teachers and Instructors, All Other	$50,800	0.0001%
25-9031	Instructional Coordinators	$77,090	0.0001%
	Weighted Mean Annual Wage	**$54,313**	**0.005%**
27-0000	**Arts, Design, Entertainment, Sports, and Media Occupations**		
27-2012	Producers and Directors	$104,520	0.017%
27-3031	Public Relations Specialists	$84,520	0.011%
27-1026	Merchandise Displayers and Window Trimmers	$38,480	0.011%
27-4032	Film and Video Editors	$83,100	0.007%
27-4011	Audio and Video Technicians	$64,140	0.005%
27-1024	Graphic Designers	$77,110	0.005%
27-1025	Interior Designers	$72,240	0.004%
27-1014	Special Effects Artists and Animators	$97,570	0.004%
27-4031	Camera Operators, Television, Video, and Film	$59,160	0.003%

FIGURE 36. OCCUPATIONAL MIX AND WAGES FOR RETAIL/RESTAURANT/SERVICES, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
27-4098	Lighting Technicians and Media and Communication Equipment Workers, All Other	$60,610	0.003%
27-3099	Media and Communication Workers, All Other	$63,270	0.002%
27-4021	Photographers	$61,530	0.002%
27-1027	Set and Exhibit Designers	$60,530	0.002%
27-1011	Art Directors	$135,970	0.002%
27-1023	Floral Designers	$39,920	0.002%
27-3041	Editors	$86,530	0.002%
27-1022	Fashion Designers	$89,400	0.001%
27-4014	Sound Engineering Technicians	$70,470	0.001%
27-1019	Artists and Related Workers, All Other	$93,840	0.001%
27-3043	Writers and Authors	$93,060	0.001%
27-1013	Fine Artists, Including Painters, Sculptors, and Illustrators	$85,980	0.001%
27-4012	Broadcast Technicians	$57,390	0.001%
	Weighted Mean Annual Wage	**$66,961**	**0.102%**
29-0000	**Healthcare Practitioners and Technical Occupations**		
29-2052	Pharmacy Technicians	$51,090	0.143%
29-1051	Pharmacists	$148,390	0.089%
29-2081	Opticians, Dispensing	$50,840	0.014%
29-1041	Optometrists	$125,680	0.004%
29-1031	Dietitians and Nutritionists	$87,890	0.003%
29-2092	Hearing Aid Specialists	$66,050	0.003%
29-1141	Registered Nurses	$138,000	0.002%
29-2091	Orthotists and Prosthetists	$81,090	0.001%
29-2057	Ophthalmic Medical Technicians	$52,660	0.001%
29-1126	Respiratory Therapists	$97,950	0.001%
29-1181	Audiologists	$102,560	0.001%
29-1171	Nurse Practitioners	$157,150	0.001%
29-2098	Medical Dosimetrists, Medical Records Specialists, and Health Technologists and Technicians, All Other	$58,370	0.001%
29-1298	Acupuncturists and Healthcare Diagnosing or Treating Practitioners, All Other	$76,670	0.001%
	Weighted Mean Annual Wage	**$86,954**	**0.266%**
31-0000	**Healthcare Support Occupations**		
31-9011	Massage Therapists	$50,560	0.041%
31-9095	Pharmacy Aides	$46,430	0.017%
31-9099	Healthcare Support Workers, All Other	$50,950	0.002%

FIGURE 36. OCCUPATIONAL MIX AND WAGES FOR RETAIL/RESTAURANT/SERVICES, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
31-1120	Home Health and Personal Care Aides	$30,320	0.001%
31-9092	Medical Assistants	$48,920	0.001%
	Weighted Mean Annual Wage	**$48,986**	**0.063%**
33-0000	**Protective Service Occupations**		
33-9032	Security Guards	$38,580	0.106%
33-1090	Miscellaneous First-Line Supervisors, Protective Service Workers	$61,530	0.001%
33-9098	School Bus Monitors and Protective Service Workers, All Other	$49,650	0.001%
	Weighted Mean Annual Wage	**$38,981**	**0.108%**
35-0000	**Food Preparation and Serving Related Occupations**		
35-3023	Fast Food and Counter Workers	$31,610	28.085%
35-3031	Waiters and Waitresses	$37,810	18.684%
35-2014	Cooks, Restaurant	$38,430	10.548%
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	$44,560	6.745%
35-2011	Cooks, Fast Food	$27,060	4.527%
35-2021	Food Preparation Workers	$31,820	3.926%
35-9021	Dishwashers	$31,680	3.412%
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	$34,520	3.306%
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	$35,040	2.686%
35-3011	Bartenders	$37,310	2.682%
35-2015	Cooks, Short Order	$34,460	0.857%
35-1011	Chefs and Head Cooks	$63,740	0.599%
35-9099	Food Preparation and Serving Related Workers, All Other	$31,250	0.368%
35-3041	Food Servers, Nonrestaurant	$35,200	0.177%
35-2012	Cooks, Institution and Cafeteria	$40,710	0.082%
35-2019	Cooks, All Other	$40,740	0.002%
	Weighted Mean Annual Wage	**$35,217**	**86.687%**
37-0000	**Building and Grounds Cleaning and Maintenance Occupations**		
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	$38,870	0.287%
37-2012	Maids and Housekeeping Cleaners	$41,430	0.022%
37-3011	Landscaping and Groundskeeping Workers	$43,940	0.011%
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	$53,550	0.002%

FIGURE 36. OCCUPATIONAL MIX AND WAGES FOR RETAIL/RESTAURANT/SERVICES, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
	Weighted Mean Annual Wage	**$39,305**	**0.321%**
39-0000	**Personal Care and Service Occupations**		
39-5012	Hairdressers, Hairstylists, and Cosmetologists	$35,410	0.243%
39-5092	Manicurists and Pedicurists	$29,490	0.079%
39-2021	Animal Caretakers	$34,130	0.045%
39-5094	Skincare Specialists	$37,640	0.031%
39-1098	First-Line Supervisors of Personal Service and Entertainment and Recreation Workers, Except Gambling Services	$54,240	0.027%
39-3091	Amusement and Recreation Attendants	$29,650	0.025%
39-3031	Ushers, Lobby Attendants, and Ticket Takers	$33,520	0.020%
39-5011	Barbers	$52,940	0.014%
39-5093	Shampooers	-	0.009%
39-9098	Crematory Operators and Personal Care and Service Workers, All Other	$35,060	0.007%
39-3093	Locker Room, Coatroom, and Dressing Room Attendants	$41,030	0.005%
39-9031	Exercise Trainers and Group Fitness Instructors	$59,340	0.004%
39-2011	Animal Trainers	$42,320	0.003%
39-6012	Concierges	$44,060	0.002%
39-3021	Motion Picture Projectionists	$34,350	0.001%
39-5091	Makeup Artists, Theatrical and Performance	-	0.001%
39-4021	Funeral Attendants	$39,180	0.001%
39-4031	Morticians, Undertakers, and Funeral Arrangers	$60,050	0.001%
39-3092	Costume Attendants	$42,930	0.001%
39-6011	Baggage Porters and Bellhops	$33,390	0.001%
39-7010	Tour and Travel Guides	$42,380	0.001%
39-9011	Childcare Workers	$35,590	0.001%
	Weighted Mean Annual Wage	**$35,291**	**0.523%**
41-0000	**Sales and Related Occupations**		
41-2011	Cashiers	$32,150	3.652%
41-2031	Retail Salespersons	$34,810	1.668%
41-1011	First-Line Supervisors of Retail Sales Workers	$46,980	0.367%
41-2022	Parts Salespersons	$45,260	0.083%
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	$81,320	0.080%
41-2021	Counter and Rental Clerks	$40,320	0.072%
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	$81,830	0.035%

FIGURE 36. OCCUPATIONAL MIX AND WAGES FOR RETAIL/RESTAURANT/SERVICES, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
41-1012	First-Line Supervisors of Non-Retail Sales Workers	$77,590	0.013%
41-9099	Sales and Related Workers, All Other	-	0.010%
41-3031	Securities, Commodities, and Financial Services Sales Agents	$101,770	0.004%
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	$104,680	0.003%
41-9041	Telemarketers	$33,420	0.003%
41-9011	Demonstrators and Product Promoters	$36,560	0.002%
41-3011	Advertising Sales Agents	$92,720	0.001%
41-3021	Insurance Sales Agents	$109,960	0.001%
	Weighted Mean Annual Wage	**$35,176**	**5.992%**
43-0000	**Office and Administrative Support Occupations**		
43-9061	Office Clerks, General	$46,920	0.285%
43-4051	Customer Service Representatives	$49,200	0.214%
43-3031	Bookkeeping, Accounting, and Auditing Clerks	$54,980	0.202%
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	$51,170	0.094%
43-4171	Receptionists and Information Clerks	$39,990	0.093%
43-1011	First-Line Supervisors of Office and Administrative Support Workers	$71,190	0.068%
43-5071	Shipping, Receiving, and Inventory Clerks	$42,910	0.045%
43-4151	Order Clerks	$45,220	0.016%
43-3051	Payroll and Timekeeping Clerks	$63,280	0.015%
43-3021	Billing and Posting Clerks	$50,120	0.011%
43-6011	Executive Secretaries and Executive Administrative Assistants	$82,480	0.008%
43-5061	Production, Planning, and Expediting Clerks	$63,180	0.007%
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	$53,370	0.006%
43-2011	Switchboard Operators, Including Answering Service	$49,560	0.006%
43-9199	Office and Administrative Support Workers, All Other	$45,160	0.005%
43-3011	Bill and Account Collectors	$55,830	0.004%
43-5032	Dispatchers, Except Police, Fire, and Ambulance	$54,040	0.003%
43-4071	File Clerks	$41,240	0.003%
43-3061	Procurement Clerks	$50,680	0.003%
43-5021	Couriers and Messengers	$42,320	0.003%
43-9021	Data Entry Keyers	$41,790	0.002%
43-4199	Information and Record Clerks, All Other	$57,150	0.002%
43-4041	Credit Authorizers, Checkers, and Clerks	$47,330	0.002%

FIGURE 36. OCCUPATIONAL MIX AND WAGES FOR RETAIL/RESTAURANT/SERVICES, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
43-4131	Loan Interviewers and Clerks	$49,770	0.002%
43-6013	Medical Secretaries and Administrative Assistants	$49,140	0.001%
43-9041	Insurance Claims and Policy Processing Clerks	$53,480	0.001%
	Weighted Mean Annual Wage	**$50,617**	**1.104%**
45-0000	**Farming, Fishing, and Forestry Occupations**		
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	$37,430	0.002%
45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	$54,120	0.0001%
	Weighted Mean Annual Wage	**$38,161**	**0.002%**
47-0000	**Construction and Extraction Occupations**		
47-2031	Carpenters	$71,490	0.007%
47-2121	Glaziers	$72,550	0.005%
47-2041	Carpet Installers	$64,200	0.005%
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	$99,580	0.002%
47-2111	Electricians	$100,400	0.001%
47-2042	Floor Layers, Except Carpet, Wood, and Hard Tiles	$66,540	0.001%
47-2061	Construction Laborers	$55,970	0.001%
47-4031	Fence Erectors	$44,820	0.001%
47-2044	Tile and Stone Setters	$59,410	0.001%
	Weighted Mean Annual Wage	**$70,399**	**0.027%**
49-0000	**Installation, Maintenance, and Repair Occupations**		
49-3023	Automotive Service Technicians and Mechanics	$58,630	0.273%
49-9071	Maintenance and Repair Workers, General	$56,230	0.166%
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	$89,740	0.038%
49-3021	Automotive Body and Related Repairers	$57,580	0.028%
49-3093	Tire Repairers and Changers	$36,640	0.018%
49-9091	Coin, Vending, and Amusement Machine Servicers and Repairers	$43,550	0.010%
49-9099	Installation, Maintenance, and Repair Workers, All Other	$55,210	0.009%
49-2011	Computer, Automated Teller, and Office Machine Repairers	$45,100	0.008%
49-9098	Helpers--Installation, Maintenance, and Repair Workers	$37,740	0.007%
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	$68,840	0.006%

FIGURE 36. OCCUPATIONAL MIX AND WAGES FOR RETAIL/RESTAURANT/SERVICES, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
49-3091	Bicycle Repairers	$32,090	0.006%
49-9031	Home Appliance Repairers	$53,820	0.004%
49-9011	Mechanical Door Repairers	$52,210	0.003%
49-9063	Musical Instrument Repairers and Tuners	-	0.003%
49-2097	Audiovisual Equipment Installers and Repairers	$59,500	0.003%
49-3053	Outdoor Power Equipment and Other Small Engine Mechanics	$45,750	0.003%
49-9062	Medical Equipment Repairers	$69,330	0.002%
49-2096	Electronic Equipment Installers and Repairers, Motor Vehicles	$47,500	0.002%
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	$76,480	0.001%
49-3052	Motorcycle Mechanics	$57,800	0.001%
49-3051	Motorboat Mechanics and Service Technicians	$59,490	0.001%
49-3092	Recreational Vehicle Service Technicians	$42,360	0.001%
49-9096	Riggers	$73,610	0.001%
49-9095	Manufactured Building and Mobile Home Installers	-	0.001%
	Weighted Mean Annual Wage	**$57,919**	**0.594%**
51-0000	**Production Occupations**		
51-3011	Bakers	$36,960	0.349%
51-6011	Laundry and Dry-Cleaning Workers	$34,880	0.032%
51-3092	Food Batchmakers	$35,300	0.032%
51-3021	Butchers and Meat Cutters	$39,080	0.018%
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	$57,140	0.014%
51-1011	First-Line Supervisors of Production and Operating Workers	$76,700	0.013%
51-2090	Miscellaneous Assemblers and Fabricators	$43,160	0.010%
51-3091	Food and Tobacco Roasting, Baking, and Drying Machine Operators and Tenders	$39,920	0.009%
51-6021	Pressers, Textile, Garment, and Related Materials	$30,100	0.009%
51-6052	Tailors, Dressmakers, and Custom Sewers	$52,870	0.007%
51-9083	Ophthalmic Laboratory Technicians	$43,010	0.006%
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	$49,860	0.005%
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	$35,910	0.005%
51-3099	Food Processing Workers, All Other	$32,410	0.005%
51-6031	Sewing Machine Operators	$32,880	0.004%
51-9124	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	$50,520	0.003%
51-9198	Helpers--Production Workers	$34,400	0.003%

FIGURE 36. OCCUPATIONAL MIX AND WAGES FOR RETAIL/RESTAURANT/SERVICES, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
51-9151	Photographic Process Workers and Processing Machine Operators	$51,650	0.002%
51-9199	Production Workers, All Other	$37,130	0.001%
51-7011	Cabinetmakers and Bench Carpenters	$46,910	0.001%
51-9082	Medical Appliance Technicians	$56,910	0.001%
51-9194	Etchers and Engravers	-	0.001%
51-9195	Molders, Shapers, and Casters, Except Metal and Plastic	$44,460	0.001%
51-5112	Printing Press Operators	$43,690	0.001%
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	$48,700	0.001%
51-9071	Jewelers and Precious Stone and Metal Workers	$39,560	0.001%
51-4121	Welders, Cutters, Solderers, and Brazers	$58,600	0.001%
51-9111	Packaging and Filling Machine Operators and Tenders	$34,740	0.001%
51-7041	Sawing Machine Setters, Operators, and Tenders, Wood	$31,740	0.001%
	Weighted Mean Annual Wage	**$38,854**	**0.536%**
53-0000	**Transportation and Material Moving Occupations**		
53-3033	Light Truck Drivers	$48,790	0.377%
53-7065	Stockers and Order Fillers	$36,170	0.189%
53-7061	Cleaners of Vehicles and Equipment	$33,470	0.096%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	$39,930	0.093%
53-6021	Parking Attendants	$34,320	0.063%
53-6031	Automotive and Watercraft Service Attendants	$31,340	0.028%
53-1047	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	$66,690	0.026%
53-3058	Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	$40,610	0.023%
53-3032	Heavy and Tractor-Trailer Truck Drivers	$51,440	0.016%
53-7064	Packers and Packagers, Hand	$32,950	0.013%
53-3099	Motor Vehicle Operators, All Other	$55,930	0.011%
53-7051	Industrial Truck and Tractor Operators	$43,940	0.009%
53-7199	Material Moving Workers, All Other	$34,200	0.006%
53-3031	Driver/Sales Workers	$34,920	0.005%
53-6098	Aircraft Service Attendants and Transportation Workers, All Other	$52,040	0.001%
	Weighted Mean Annual Wage	**$42,424**	**0.958%**
	Total, Land Use	**$37,493**	**100.000%**

Notes:

(a) Occupational mix by industry was obtained from US Bureau of Labor Statistics, Occupational Employment Statistics, 2019.

(b) Wage data for the San Francisco Metropolitan Statistical Area was obtained from California Economic Development Department, OES Employment and Wages by Occupation, 2019.

(c) Distribution of workers is calculated based on the existing distribution of employment by industry in Marin County, provided by Quarterly Census of Employment and Wages (QCEW), 2019

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
11-0000	**Management Occupations**		
11-9081	Lodging Managers	$104,250	1.622%
11-1021	General and Operations Managers	$155,850	0.810%
11-9051	Food Service Managers	$63,460	0.422%
11-2022	Sales Managers	$159,720	0.308%
11-9198	Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	$168,900	0.214%
11-3031	Financial Managers	$182,190	0.206%
11-3010	Administrative Services and Facilities Managers	$132,020	0.192%
11-3121	Human Resources Managers	$163,810	0.100%
11-9071	Gambling Managers	$125,300	0.094%
11-2021	Marketing Managers	$181,720	0.080%
11-3021	Computer and Information Systems Managers	$201,960	0.035%
11-1011	Chief Executives	$236,060	0.021%
11-3061	Purchasing Managers	$154,870	0.021%
11-9141	Property, Real Estate, and Community Association Managers	$92,930	0.019%
11-2030	Public Relations and Fundraising Managers	$142,950	0.012%
11-9041	Architectural and Engineering Managers	$186,500	0.011%
11-2011	Advertising and Promotions Managers	$175,210	0.008%
11-9021	Construction Managers	$134,880	0.007%
11-3131	Training and Development Managers	$152,380	0.005%
11-3071	Transportation, Storage, and Distribution Managers	$123,910	0.005%
11-3111	Compensation and Benefits Managers	$170,770	0.003%
11-3051	Industrial Production Managers	$140,910	0.003%
	Weighted Mean Annual Wage	**$128,280**	**4.198%**
13-0000	**Business and Financial Operations Occupations**		
13-1121	Meeting, Convention, and Event Planners	$67,530	0.441%
13-2011	Accountants and Auditors	$93,590	0.438%
13-1071	Human Resources Specialists	$89,820	0.225%
13-1161	Market Research Analysts and Marketing Specialists	$91,350	0.182%
13-1198	Project Management Specialists and Business Operations Specialists, All Other	$93,010	0.145%
13-1020	Buyers and Purchasing Agents	$79,040	0.087%
13-1151	Training and Development Specialists	$83,550	0.040%
13-1041	Compliance Officers	$92,960	0.029%
13-2098	Financial and Investment Analysts, Financial Risk Specialists, and Financial Specialists, All Other	$119,100	0.028%
13-1111	Management Analysts	$113,750	0.020%

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL, CONTINUED

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
13-1141	Compensation, Benefits, and Job Analysis Specialists	$83,230	0.013%
13-1075	Labor Relations Specialists	$86,370	0.006%
13-2041	Credit Analysts	$109,330	0.003%
13-2031	Budget Analysts	$93,800	0.002%
	Weighted Mean Annual Wage	**$85,441**	**1.660%**
15-0000	**Computer and Mathematical Occupations**		
15-1232	Computer User Support Specialists	$75,640	0.071%
15-1244	Network and Computer Systems Administrators	$104,370	0.041%
15-1299	Computer Occupations, All Other	$120,370	0.022%
15-1211	Computer Systems Analysts	$121,300	0.015%
15-1231	Computer Network Support Specialists	$85,990	0.011%
15-1245	Database Administrators and Architects	$107,930	0.008%
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	$145,250	0.008%
15-1241	Computer Network Architects	$137,720	0.006%
15-1212	Information Security Analysts	$122,570	0.005%
15-1257	Web Developers and Digital Interface Designers	$110,790	0.005%
15-1251	Computer Programmers	$116,400	0.002%
	Weighted Mean Annual Wage	**$99,597**	**0.195%**
17-0000	**Architecture and Engineering Occupations**		
17-3023	Electrical and Electronic Engineering Technologists and Technicians	$67,200	0.012%
17-2141	Mechanical Engineers	$123,270	0.008%
17-2199	Engineers, All Other	$113,050	0.004%
17-2051	Civil Engineers	$120,110	0.003%
17-3027	Mechanical Engineering Technologists and Technicians	$61,100	0.003%
17-2071	Electrical Engineers	$120,990	0.000%
	Weighted Mean Annual Wage	**$93,450**	**0.031%**
19-0000	**Life, Physical, and Social Science Occupations**		
19-5011	Occupational Health and Safety Specialists	$108,230	0.005%
	Weighted Mean Annual Wage	**$108,230**	**0.005%**
23-0000	**Legal Occupations**		
23-1011	Lawyers	$188,910	0.005%
23-2011	Paralegals and Legal Assistants	$71,360	0.002%
	Weighted Mean Annual Wage	**$152,176**	**0.008%**

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL, CONTINUED

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
27-0000	**Arts, Design, Entertainment, Sports, and Media Occupations**		
27-4011	Audio and Video Technicians	$64,140	0.139%
27-2022	Coaches and Scouts	$48,900	0.065%
27-3031	Public Relations Specialists	$84,520	0.039%
27-3099	Media and Communication Workers, All Other	$63,270	0.027%
27-1024	Graphic Designers	$77,110	0.019%
27-4098	Lighting Technicians and Media and Communication Equipment Workers, All Other	$60,610	0.010%
27-1023	Floral Designers	$39,920	0.009%
27-2090	Miscellaneous Entertainers and Performers, Sports and Related Workers	*	0.006%
27-1026	Merchandise Displayers and Window Trimmers	$38,480	0.005%
27-2021	Athletes and Sports Competitors	-	0.003%
27-2042	Musicians and Singers	*	0.002%
27-2011	Actors	*	0.000%
	Weighted Mean Annual Wage	**$62,212**	**0.340%**
29-0000	**Healthcare Practitioners and Technical Occupations**		
29-2040	Emergency Medical Technicians and Paramedics	$54,180	0.013%
29-1141	Registered Nurses	$138,000	0.002%
	Weighted Mean Annual Wage	**$67,277**	**0.016%**
31-0000	**Healthcare Support Occupations**		
31-9011	Massage Therapists	$50,560	0.516%
	Weighted Mean Annual Wage	**$50,560**	**0.516%**
33-0000	**Protective Service Occupations**		
33-9032	Security Guards	$38,580	1.530%
33-9092	Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	$31,600	0.338%
33-1090	Miscellaneous First-Line Supervisors, Protective Service Workers	$61,530	0.190%
33-9031	Gambling Surveillance Officers and Gambling Investigators	$43,940	0.149%
33-9098	School Bus Monitors and Protective Service Workers, All Other	$49,650	0.015%
33-9021	Private Detectives and Investigators	$78,150	0.003%
	Weighted Mean Annual Wage	**$39,966**	**2.226%**
35-0000	**Food Preparation and Serving Related Occupations**		
35-3031	Waiters and Waitresses	$37,810	7.632%
35-2014	Cooks, Restaurant	$38,430	4.125%

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL, CONTINUED

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	$35,040	2.993%
35-3011	Bartenders	$37,310	2.144%
35-9021	Dishwashers	$31,680	1.520%
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	$44,560	1.508%
35-3041	Food Servers, Nonrestaurant	$35,200	1.378%
35-3023	Fast Food and Counter Workers	$31,610	1.153%
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	$34,520	0.949%
35-1011	Chefs and Head Cooks	$63,740	0.735%
35-2021	Food Preparation Workers	$31,820	0.702%
35-9099	Food Preparation and Serving Related Workers, All Other	$31,250	0.290%
35-2012	Cooks, Institution and Cafeteria	$40,710	0.213%
35-2015	Cooks, Short Order	$34,460	0.129%
35-2011	Cooks, Fast Food	$27,060	0.037%
35-2019	Cooks, All Other	$40,740	0.034%
	Weighted Mean Annual Wage	**$37,537**	**25.543%**
37-0000	**Building and Grounds Cleaning and Maintenance Occupations**		
37-2012	Maids and Housekeeping Cleaners	$41,430	22.801%
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	$38,870	2.336%
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	$53,550	1.759%
37-3011	Landscaping and Groundskeeping Workers	$43,940	0.575%
37-1012	First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	$68,600	0.085%
37-3019	Grounds Maintenance Workers, All Other	$54,060	0.021%
37-2019	Building Cleaning Workers, All Other	$32,430	0.020%
37-3012	Pesticide Handlers, Sprayers, and Applicators, Vegetation	$79,020	0.010%
	Weighted Mean Annual Wage	**$42,139**	**27.608%**
39-0000	**Personal Care and Service Occupations**		
39-3011	Gambling Dealers	$26,750	2.633%
39-6011	Baggage Porters and Bellhops	$33,390	1.139%
39-1013	First-Line Supervisors of Gambling Services Workers	$52,020	0.784%
39-3091	Amusement and Recreation Attendants	$29,650	0.757%
39-6012	Concierges	$44,060	0.635%
39-9032	Recreation Workers	$36,490	0.261%

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL, CONTINUED

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
39-1098	First-Line Supervisors of Personal Service and Entertainment and Recreation Workers, Except Gambling Services	$54,240	0.249%
39-9098	Crematory Operators and Personal Care and Service Workers, All Other	$35,060	0.238%
39-3019	Gambling Service Workers, All Other	$35,260	0.223%
39-3093	Locker Room, Coatroom, and Dressing Room Attendants	$41,030	0.171%
39-9031	Exercise Trainers and Group Fitness Instructors	$59,340	0.142%
39-5094	Skincare Specialists	$37,640	0.130%
39-3031	Ushers, Lobby Attendants, and Ticket Takers	$33,520	0.114%
39-3012	Gambling and Sports Book Writers and Runners	$32,190	0.072%
39-5092	Manicurists and Pedicurists	$29,490	0.070%
39-5012	Hairdressers, Hairstylists, and Cosmetologists	$35,410	0.068%
39-9011	Childcare Workers	$35,590	0.041%
39-7010	Tour and Travel Guides	$42,380	0.039%
39-3099	Entertainment Attendants and Related Workers, All Other	$37,000	0.037%
39-3092	Costume Attendants	$42,930	0.020%
39-2011	Animal Trainers	$42,320	0.000%
	Weighted Mean Annual Wage	**$35,162**	**7.833%**
41-0000	**Sales and Related Occupations**		
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	$81,320	1.184%
41-2011	Cashiers	$32,150	0.704%
41-2031	Retail Salespersons	$34,810	0.328%
41-2012	Gambling Change Persons and Booth Cashiers	$32,010	0.326%
41-1011	First-Line Supervisors of Retail Sales Workers	$46,980	0.144%
41-1012	First-Line Supervisors of Non-Retail Sales Workers	$77,590	0.088%
41-9099	Sales and Related Workers, All Other	-	0.041%
41-2021	Counter and Rental Clerks	$40,320	0.039%
41-9041	Telemarketers	$33,420	0.030%
41-3041	Travel Agents	$53,520	0.015%
41-3011	Advertising Sales Agents	$92,720	0.007%
41-9021	Real Estate Brokers	*	0.002%
	Weighted Mean Annual Wage	**$54,861**	**2.959%**
43-0000	**Office and Administrative Support Occupations**		
43-4081	Hotel, Motel, and Resort Desk Clerks	$39,440	12.021%
43-1011	First-Line Supervisors of Office and Administrative Support Workers	$71,190	1.755%

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL, CONTINUED

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
43-3031	Bookkeeping, Accounting, and Auditing Clerks	$54,980	1.037%
43-4051	Customer Service Representatives	$49,200	0.440%
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	$51,170	0.427%
43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	*	0.297%
43-3041	Gambling Cage Workers	$30,160	0.292%
43-4171	Receptionists and Information Clerks	$39,990	0.263%
43-2011	Switchboard Operators, Including Answering Service	$49,560	0.233%
43-5071	Shipping, Receiving, and Inventory Clerks	$42,910	0.109%
43-6011	Executive Secretaries and Executive Administrative Assistants	$82,480	0.100%
43-5032	Dispatchers, Except Police, Fire, and Ambulance	$54,040	0.071%
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	$53,370	0.056%
43-9199	Office and Administrative Support Workers, All Other	$45,160	0.053%
43-3051	Payroll and Timekeeping Clerks	$63,280	0.050%
43-5061	Production, Planning, and Expediting Clerks	$63,180	0.042%
43-3061	Procurement Clerks	$50,680	0.032%
43-3021	Billing and Posting Clerks	$50,120	0.024%
43-5021	Couriers and Messengers	$42,320	0.020%
43-2021	Telephone Operators	$48,480	0.016%
43-4151	Order Clerks	$45,220	0.015%
43-5111	Weighers, Measurers, Checkers, and Samplers, Recordkeeping	$41,640	0.011%
43-4199	Information and Record Clerks, All Other	$57,150	0.009%
43-3011	Bill and Account Collectors	$55,830	0.008%
43-9051	Mail Clerks and Mail Machine Operators, Except Postal Service	$39,020	0.007%
43-4041	Credit Authorizers, Checkers, and Clerks	$47,330	0.005%
43-4071	File Clerks	$41,240	0.004%
43-2099	Communications Equipment Operators, All Other	$65,500	0.003%
43-9021	Data Entry Keyers	$41,790	0.003%
43-3099	Financial Clerks, All Other	$47,510	0.002%
	Weighted Mean Annual Wage	**$44,074**	**17.792%**
45-0000	**Farming, Fishing, and Forestry Occupations**		
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	$35,610	0.007%
45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	$54,120	0.002%
	Weighted Mean Annual Wage	**$39,723**	**0.009%**

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL, CONTINUED

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
47-0000	**Construction and Extraction Occupations**		
47-2141	Painters, Construction and Maintenance	$67,770	0.093%
47-2031	Carpenters	$71,490	0.052%
47-2111	Electricians	$100,400	0.040%
47-2152	Plumbers, Pipefitters, and Steamfitters	$87,230	0.018%
47-2073	Operating Engineers and Other Construction Equipment Operators	$86,240	0.017%
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	$99,580	0.011%
47-2061	Construction Laborers	$55,970	0.006%
47-2011	Boilermakers	$86,630	0.003%
47-2041	Carpet Installers	$64,200	0.003%
47-4051	Highway Maintenance Workers	$63,210	0.002%
47-4090	Miscellaneous Construction and Related Workers	$63,360	0.002%
	Weighted Mean Annual Wage	**$77,765**	**0.248%**
49-0000	**Installation, Maintenance, and Repair Occupations**		
49-9071	Maintenance and Repair Workers, General	$56,230	4.443%
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	$89,740	0.406%
49-9091	Coin, Vending, and Amusement Machine Servicers and Repairers	$43,550	0.136%
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	$76,480	0.041%
49-9099	Installation, Maintenance, and Repair Workers, All Other	$55,210	0.041%
49-3053	Outdoor Power Equipment and Other Small Engine Mechanics	$45,750	0.021%
49-9098	Helpers--Installation, Maintenance, and Repair Workers	$37,740	0.016%
49-3023	Automotive Service Technicians and Mechanics	$58,630	0.014%
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	$75,510	0.011%
49-9043	Maintenance Workers, Machinery	$63,090	0.008%
49-9094	Locksmiths and Safe Repairers	$63,770	0.006%
49-9041	Industrial Machinery Mechanics	$78,010	0.004%
49-2092	Electric Motor, Power Tool, and Related Repairers	$55,250	0.003%
49-2094	Electrical and Electronics Repairers, Commercial and Industrial Equipment	$79,500	0.003%
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	$68,840	0.003%
49-2011	Computer, Automated Teller, and Office Machine Repairers	$45,100	0.001%
49-2093	Electrical and Electronics Installers and Repairers, Transportation Equipment	$75,530	0.001%
	Weighted Mean Annual Wage	**$58,694**	**5.162%**

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL, CONTINUED

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
51-0000	**Production Occupations**		
51-6011	Laundry and Dry-Cleaning Workers	$34,880	1.846%
51-3011	Bakers	$36,960	0.187%
51-1011	First-Line Supervisors of Production and Operating Workers	$76,700	0.051%
51-8021	Stationary Engineers and Boiler Operators	$103,370	0.030%
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	$49,860	0.020%
51-6052	Tailors, Dressmakers, and Custom Sewers	$52,870	0.018%
51-3021	Butchers and Meat Cutters	$39,080	0.010%
51-6031	Sewing Machine Operators	$32,880	0.010%
51-6021	Pressers, Textile, Garment, and Related Materials	$30,100	0.009%
51-6093	Upholsterers	$46,490	0.007%
51-9193	Cooling and Freezing Equipment Operators and Tenders	$39,590	0.006%
51-8031	Water and Wastewater Treatment Plant and System Operators	$93,680	0.005%
51-9199	Production Workers, All Other	$37,130	0.002%
51-3092	Food Batchmakers	$35,300	0.002%
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	$57,140	0.002%
51-9111	Packaging and Filling Machine Operators and Tenders	$34,740	0.002%
	Weighted Mean Annual Wage	**$37,439**	**2.208%**
53-0000	**Transportation and Material Moving Occupations**		
53-3058	Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	$40,610	0.437%
53-6021	Parking Attendants	$34,320	0.394%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	$39,930	0.221%
53-7065	Stockers and Order Fillers	$36,170	0.200%
53-3031	Driver/Sales Workers	$34,920	0.069%
53-1047	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	$66,690	0.039%
53-3033	Light Truck Drivers	$48,790	0.028%
53-3032	Heavy and Tractor-Trailer Truck Drivers	$51,440	0.011%
53-3099	Motor Vehicle Operators, All Other	$55,930	0.011%
53-6031	Automotive and Watercraft Service Attendants	$31,340	0.007%
53-6061	Passenger Attendants	$34,080	0.005%
53-3052	Bus Drivers, Transit and Intercity	$58,860	0.004%
53-5021	Captains, Mates, and Pilots of Water Vessels	$95,770	0.003%
53-7199	Material Moving Workers, All Other	$34,200	0.003%

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL, CONTINUED

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
53-4041	Subway and Streetcar Operators	$56,730	0.003%
53-5022	Motorboat Operators	-	0.002%
53-7051	Industrial Truck and Tractor Operators	$43,940	0.000%
	Weighted Mean Annual Wage	**$39,024**	**1.444%**
	Total, Land Use	**$46,473**	**100.000%**

Notes:

(a) Occupational mix by industry was obtained from US Bureau of Labor Statistics, Occupational Employment Statistics, 2019.

(b) Wage data for the San Francisco Metropolitan Statistical Area was obtained from California Economic Development Department, OES Employment and Wages by Occupation, 2019.

(c) Distribution of workers is calculated based on the existing distribution of employment by industry in Marin County, provided by Quarterly Census of Employment and Wages (QCEW), 2019

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

STAFF REPORT

TOWN OF SAN ANSELMO Item #:3C

MEETING DATE: April 25, 2023

AGENDA TITLE: Introduction and first reading of an Amendment to the San Anselmo Municipal Code adding Chapter 9 “Gate Safeguards” to Title 9 “Building Regulations”.

FROM: Public Works Department

RECOMMENDATION:

1. That the Town Council hold a public hearing to consider the Ordinance Amendment.
2. Motion to read the Ordinance Amendment by title only. The Town Clerk will read the full title of the Ordinance.
3. Motion to approve the first reading of the Ordinance Amendment and waive future readings in their entirety.

SUMMARY

Staff recommends the adoption of an Ordinance Amendment that would establish a new Chapter 9 “Gate Safeguards” in Title 9 “Building Regulations. In 2019, a child was tragically killed in an accident involving a rolling vehicular gate in San Rafael. The proposed Ordinance Amendment would reduce the risk of serious injury and death by establishing additional gate safety requirements and requiring the periodic inspection of gates to ensure that they are in good working order and in compliance with code.

BACKGROUND

The substance of the proposed Ordinance Amendment was developed by the Chief Building Official of San Rafael and its City Attorney, who worked closely with the family and their consultants to develop a standard and amendments to protect communities and prevent this from happening again.

Rolling gates can be installed on commercial or residential properties. All K-12 public schools, community colleges, and various other state-owned and leased facilities are

regulated and inspected by the Division of State Architect, DSA. Private schools are not regulated by the DSA and are regulated and inspected by the Town.

The new Chapter 9 requires existing gates to be retrofitted by 2025. All new gates would be immediately subject to the new safety regulations. All property owners are to have their gates inspected once every three years to ensure the gates are maintained to prevent injuries or deaths.

FISCAL IMPACT

There is no significant financial impact associated with the Ordinance Amendment.

GENERAL PLAN CONSISTENCY

The proposed Ordinance Amendment is consistent with the General Plan.

CONCLUSION

Staff recommends the following:

1. That the Town Council hold a public hearing to consider the Ordinance Amendment.
2. Motion to read the Ordinance Amendment by title only. The Town Clerk will read the full title of the Ordinance.
3. Motion to approve the first reading of the Ordinance Amendment and waive future readings in their entirety.

CEQA AND CLIMATE ACTION PLAN CONSISTENCY

The proposed Ordinance Amendment is exempt from the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines section 15378(b)(5) because it is not a "project' under CEQA; CEQA Guidelines section 15061(b)(3), the "common sense exemption", because the proposed Ordinance Amendment will not have a significant environmental effect; and CEQA Guidelines section 15307 and 15308 as an action taken by a regulatory agency to protect the environment. The proposed Ordinance Amendment is consistent with the Town's Climate Action Plan because it will impose additional safety requirements and will not impact the environment.

ATTACHMENTS

Attachment 1-Ordinance Amendment

ORDINANCE NO. _____

AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF SAN ANSELMO ADDING CHAPTER 9 "GATE SAFEGUARDS" TO TITLE 9 "BUILDING REGULATIONS"

WHEREAS, vehicular gates, automatic vehicular gates, and other large ("gates") pose unique and significant threats to life and safety, particularly to children; and

WHEREAS, building code regulations, including San Anselmo Municipal Code Title 9 "Building Regulations", impose certain requirements regarding the installation and construction of gates to help guard against threats to life and safety; and

WHEREAS, due to the severity of potential harm, including the risk of serious injury and death, the Town finds that it is necessary to include additional requirements regarding the installation operation, and inspection of gates as set forth in the proposed Ordinance Amendment; and

WHEREAS, the Town finds that the Ordinance Amendment is necessary to protect the health, safety, and welfare of the public; and

WHEREAS, required notice of the Town Council hearing to introduce this Ordinance was published pursuant to Government Code section 6066 in the Marin Independent Journal, a newspaper of general circulation nearest to the Town; and

WHEREAS, the Town Council held a regularly scheduled public meeting on April 25, 2023 to introduce the Ordinance Amendment and heard and considered all public testimony on this matter; and

WHERAS, the Town Council finds the provisions of the Ordinance Amendment are consistent with the goals and policies of the Town of San Anselmo General Plan, the Climate Action Plan, and other adopted ordinances and regulations of the Town; and

WHEREAS, the proposed Ordinance Amendment is exempt from the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines section 15061(b)(3) because it can be seen with certainty that there is no possibility that the Amendment will have a significant effect on the environment. The Amendment will make no changes to land uses or intensity, nor will it cause any environmental effect.

NOW THEREFORE THE TOWN OF SAN ANSELMO DOES HEREBY ORDAIN AS FOLLOWS:

SECTION 1: The above recitals are true and correct and are incorporated as findings herein.

SECTION 2: CEQA. This Ordinance is exempt from the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines section 15061(b)(3) because it can be seen with

certainty that there is no possibility that the Amendment will have a significant effect on the environment.

SECTION 3: Ordinance Amendment. The following Chapter 9 "Gate Safeguards" is added to Title 9 "Building Regulations" as follows:

9-09.01 – Findings and Purpose.

The purpose of this Chapter is to promote public safety and welfare and reduce the risk of death or injury that may result from improperly installed or maintained gates by imposing safety requirements for the installation of gates, and requiring periodic and professional gate inspection and a certificate of inspection.

9-09.02 – Definitions. For the purposes of this Chapter, the following definitions shall apply:

a. "Automatic vehicular gate" is a gate that is intended for use at a vehicular entrance or exit a property that is not intended for pedestrian traffic, and is designed and operated automatically without manual human intervention.

b. "Certificate of inspection" means a document signed and/or stamped by a gate inspector attesting that the inspector performed an in-person inspection of the gate and based on that inspection has determined that the gate meets all of the standards set forth in this Chapter, the gate has been properly maintained, and the gate is in good working order. In addition, the document shall include the following:

1. Inspection date.
2. Site address.
3. Name of the property owner.
4. Contact information of inspector.
5. Signature and/or stamp of the inspector.

c. "Gate inspector" means any licensed fence installer, licensed automatic system installer, ICC-certified building inspector, licensed architect, or licensed engineer as reasonably approved by the Town.

c. "Property owner" means and includes, without limitation, the fee owner(s) of real property, their agents, or the person(s) in possession of the real property.

d. "Vehicular gate" is a gate that is intended for use at a vehicular entrance or exit to a property that is not intended for pedestrian traffic.

9-09.03 – Scope. The provisions of this Chapter shall apply to all automatic vehicular gates, vehicular gates, and any gate that is more than 48 inches (1219 mm) in width and/or more than 84 inches (2134 mm) in height (collectively, "gates").

9-09.04 – Installation and Safety Requirements.

a. General Requirements for All Gates.

1. All gates must comply with this Chapter and with all applicable building regulations set forth in San Anselmo Municipal Code Title 9 "Building Regulations", and any other applicable law.

2. Any gate more than 48 inches (1219 mm) in width and/or more than 84 inches (2134 mm) in height shall meet the requirements of ASTM F1184, shall be installed per the manufacturer's recommendations, and shall be designed, constructed, and installed to meet all the following:

i) Gate shall not fall over more than 45 degrees from a vertical plane when the gate is detached from supporting hardware.

ii) Gate shall be balanced and not move under the gate's own weight or by gravity.

iii) Rolling wheels shall be covered.

iv) Gate shall have positive stops.

b. Automatic Vehicular Gates.

1. Shall be designed, constructed and installed in compliance with ASTM F2200.
2. Vehicular Gate openers, where provided, shall comply with UL 325.

9-09.05 – Maintenance, inspection, and certificate of inspection. The property owner shall keep all gates on the property well-maintained and in good working order. The property owner shall submit a certificate of inspection at least once every three (3) years for each gate to the Town Building Department. The property owner shall maintain a copy of the most recent certificate of inspection and make it available to the building official upon request.

9-09.06 – Time limits for compliance. Newly installed gates are subject to the provisions of this Chapter. Gates that are in existence as of the effective date of this Ordinance must comply with this Chapter by July 1, 2025, including obtaining any permits as required under local or State code.

9-09.07 – Violations and Enforcement. Violations of this Chapter shall constitute a public nuisance subject to the enforcement, abatement, and the imposition of penalties allowed in the Town Municipal Code and pursuant to State law. All remedies are cumulative. Each act of violation and each day upon which any such violation shall occur shall constitute a separate offense.

SECTION 4: Severability. The Town Council hereby declares every section, paragraph, sentence, clause, and phrase is severable. If any section, paragraph, sentence, clause or phrase of this Ordinance is for any reason found to be invalid or unconstitutional, such invalidity, or unconstitutionality shall not affect the validity or constitutionality of the remaining sections, paragraphs, sentences, clauses or phrases.

SECTION 5: Effective Date. This Ordinance shall take effect and be in force thirty (30) days after the date of its passage. Within fifteen (15) days following its passage, a summary of the Ordinance shall be published with the names of those Town Council members voting for and against the Ordinance and the Town Clerk shall post in the office of the Town Clerk a certified copy of the full text of the adopted Ordinance along with the names of the members voting for and against the Ordinance.

The foregoing Ordinance was introduced at a regular meeting of the San Anselmo Town Council on the 25th day of April, 2023 and was adopted at said meeting by the following vote.

AYES:

NOES:

ABSENT:

_____
Steve Burdo, Mayor

ATTEST _____
Serge Avila, Town Clerk

FROM:
Mattie O'Grady, Recreation Supervisor
Dannielle Mauk, Director of Community Services
Heidi Scoble, Planning Director
Emily Longfellow, Assistant Town Attorney

SUBJECT:
Discussion regarding murals on private property in Town commercial districts.

RECOMMENDATION

That the Town Council hold a discussion item regarding allowing private property owners to install private murals on commercial property. At this time, staff recommends that the Town Council give direction to continue to prohibit private property owners from independently installing private murals on commercial property. Alternatively, should the Council wish to allow private murals on commercial property, staff will return with a proposed ordinance amendment for the Council's consideration. Staff further recommends that the Town Council give direction to allow murals on private commercial property and/or Town-owned property through a request for proposals process to be developed in conjunction with staff and the Arts Commission.

INTRODUCTION AND BACKGROUND

On February 28, 2023, the Town Council held a discussion item regarding murals. Please find the staff report **attached**. At the February 28 meeting, the Town Council heard a staff presentation and discussed the allowance of murals, legal constraints, and related issues. A majority of the Council directed staff to further develop the allowance of murals on both private and Town-owned property per an RFP process, and the allowance of private murals on private property for buildings in the commercial zones of San Anselmo.

By way of background summary, murals are considered "speech" and regulations are subject to Constitutional First Amendment limitations. If a jurisdiction allows property owners to install murals on private property, the murals may not be regulated based content, viewpoint, or subjective appearance due to First Amendment constraints. However, murals on either private or public-owned property that are installed pursuant to a request for proposals (RFP) by a city can be evaluated on content to the extent the RFP articulates a theme and other requirements, as all submissions would be evaluated for responsiveness to the RFP.

Staff now returns with examples of permissible regulations for private murals on private property, and also further explanation of potential unintended consequences for the Council's consideration.

Because the Town currently does not allow any murals, and given the potential for unforeseen consequences, staff recommends not allowing independent private murals on private property

at this time. Staff recommends moving forward with guidelines and parameters for murals on private and/or Town-owned property pursuant to an RFP process.

DISCUSSION

A. Examples Regulations for Private Murals on Private Property.

How jurisdictions allow independent private murals on private property differ widely throughout California. Noted above, under Constitutional First Amendment law, private murals may not be regulated based on viewpoint, content, or subjective appearance. A city may impose neutral time, place, and manner restrictions controlling aspects such as size, height, and location. Below please find examples regarding different factors of private mural rules.

- Ordinance contains separate definition of "sign" and "mural"; murals are separately allowed under a mural ordinance, whereas a "sign" is controlled by a sign ordinance.
  - For the Town of San Anselmo, this would require a Zoning Code amendment to the Town's sign ordinance, SAMC section 10-9.302 "Definitions", to separately define "sign" and "mural". The Code Amendment would also specifically excluded murals from the sign ordinance.
- Mural permit required. Applicant applies for a mural permit subject to review for compliance with content neutral requirements.
  - Content-neutral requirements are often contained in a mural ordinance and may be further clarified by administrative regulations adopted by Resolution.
- Jurisdictions vary regarding who reviews private art mural applications. To ensure that content-neutrality is maintained, some jurisdictions approve mural applications per an objective checklist reviewed by staff. Other jurisdictions review mural applications through a planning commission or arts commission.
- Examples of content-neutral requirements include:
  - Original art required.
  - No electrical or mechanical components allowed.
  - Location of mural on building restricted; e.g., a certain distance away from intersection to avoid traffic distraction; may not cover windows, doors, etc.
  - No extension beyond wall – limit the extension of the mural material beyond the plane of the exterior wall.
  - Size, height, spacing, and location.
  - Mural must remain in place without alteration for a minimum number of years and be maintained.
  - Mechanisms for enforcement; e.g., private property owner record a covenant with the county recorder's office stating (for example) that the mural will remain in place for a minimum number of years and will be maintained in good condition and repair.
  - Allowance that a mural may be removed prior to the timeline in certain circumstances, e.g., if the property is sold or if it undergoes a change in use.
  - Courtesy neighbor notification.

B. Potential Unintended Consequences of Allowing Private Murals on Private Property.

1. Required Content and Viewpoint Neutrality.

Noted above, when a city allows private property owners to install murals on private property, mural regulations must be content and viewpoint neutral. Because murals are considered "speech" under the Constitution, a court will review any regulations under the strict scrutiny standard of review, which means that they must be narrowly tailored to serve a significant government interest. Additionally, murals may not be disapproved based on subjective appearance or perceived quality. As explained above, only reasonable time, place, and manner restrictions are allowed (e.g., height, location, size, etc.). Content that is not Constitutionally protected includes narrow issues such as obscenity and incitements to violence.

Because content regulations are not allowed, cities can face unintended consequences of murals that may be considered offensive based on community standards, and involve divisive topics. For example, some jurisdictions have encountered community division for murals regarding national issues such Black Lives Matter and former President Trump. Potentially divisive mural artwork may also extend beyond national issues to include local issues and disputes.

2. Murals as Commercial Content.

Murals can both be purely artistic or intended to attract business. Many municipal rules that allow murals contain separate definitions of "signs" and "murals" and provide regulations and approval processes for each, as a way to ensure that art and advertisements are treated differently. However, even with separate municipal code definitions, the determination of what constitutes a sign and an art mural is fact-based, and courts reach different conclusions. As such, there may be an unintended consequence that a business would be allowed to install a mural that has the same impact as a commercial advertisement without following the rules in the sign ordinance.

Traditionally, there is less Constitutional protection of commercial speech, allowing signs to be more strictly regulated than art. However, the law is unsettled and there is no bright-line test. Courts differ in how a city may regulate an outdoor wall painting as a "mural" or a "sign" when the image has aspects of both.[1] Additionally, a government may not make a distinction between

[1] In *Complete Angler, LLC v. City of Clearwater* (2009) 607 F.Supp.2d 1326 (Fla), the District Court found that a mural on the side of an angler shop was noncommercial "art work" and not subject to the sign ordinance, and that the sign ordinance was impermissibly content-based. The painting on the side of the bait store depicted various images of fish. In contrast, the District Court in *Wag More Dogs, LLC v. Cozart* (4th Cir. 2012) 680 F.3d 359, found that a painting on the side of a dog day care business depicting dogs in plain view of a dog park constituted a sign subject to the sign ordinance. In *City of Indio v. Arroyo* (1983) 143 Cal.App.3d 151, the city could not prohibit a wall painting as a violation of the sign ordinance,

commercial and non-commercial signs, and must allow equally.[2] Given these uncertainties, cities that allow private murals on private property accept some risk that "murals" on commercial buildings may also serve as advertising.

3. Potential Challenges of Maintenance and Removal.

Noted above, private mural ordinances may contain provisions intended to help ensure maintenance and prevent public nuisance. For example, a city may require the property owner to maintain the mural, and/or limit the duration of a mural. An ordinance may also provide that any violation constitutes a nuisance and may be abated by the city in a code enforcement action.

With the allowance of murals on private property, cities must consider the potential staff time, expense, and disputes regarding enforcing mural maintenance and upkeep, including but not limited to, code enforcement actions.

Additionally, once murals are installed on a building, they may be subject to certain legal protections under various State and Federal laws intended to provide artist protections against the removal of murals (such as the federal Visual Artists Rights Act). A city may include a requirement that the artist waive these protections. Nevertheless, cities should be aware of potential disputes and unintended consequences regarding arguments of artist protection against removal or modification of a mural.

C. Public Murals on Public and/or Private Property.

As discussed at the February 28, 2023 Town Council meeting, jurisdictions can allow murals on public property and private property through an RFP process. This process allows helps prevent the above-mentioned unintended consequences. For example, the city issues an RFP for a particular desired mural including theme, location, artist qualifications and references, and responses are reviewed for compliance with the RFP. A city may seek partnerships with private property owners, allowing murals on private property through an RFP process. For volunteered private-property locations, cities retain more flexibility and avoid issues regarding potentially offensive or locally divisive content.

The Town has similar experience in this process with the successful "PaintBox Utility Public Art Project". Under this project, artists submitted proposals to paint artwork on utility box locations in San Anselmo. Proposals included information such as artist resume, description of proposed art, and other information. The Town Arts Commission then reviewed proposals with respect to theme and guidelines.

D. Private Murals on Commercial Property.

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where the painting was on the side of a gas station depicting Mexican culture, plants, and archeology and was explicitly intended by the business to both beautify the property and attract customers.

[2] *Reed v. Town of Gilbert* (2015) 576 U.S. 155.

Should the Council wish to move forward with allowing private murals on commercial property, staff will return with a proposed ordinance amendment.

First, the Town's Sign Ordinance would be amended to include a separate definition of "sign" and "mural" under SAMC section 10-9.302. Murals would be allowed under a mural ordinance, whereas a "sign" would be controlled by a sign ordinance.

Second, a proposed mural ordinance would include content-neutral requirements (set forth in Section A above). Requirements could (for example) set a limit on lighting and mechanical components; include location requirements (e.g., may not cover windows, must be certain distance from an intersection, etc.); limit size; and require maintenance.

Upon Council direction, staff will return with a proposed ordinance amendment for the Council's consideration.

CONCLUSION

Currently, the Town does not allow art murals. Given the potential unintended consequences, staff recommends that the Town Council not allow private murals at this time. Staff suggests that a preliminary program of seeking mural proposals for identified Town-owned or private property sites would allow the community and the Council to evaluate murals in the Town. If successful, the Council may consider expanding murals to private property at a future date.

Alternatively, should the Council wish to move forward with allowing private murals on private commercial property, staff will return with a proposed amendment for the Council's consideration.

FROM:
Dannielle Mauk, Director of Community Services
Mattie O'Grady, Recreation Supervisor

SUBJECT:
Discuss and give direction regarding murals.

RECOMMENDATION

That the Town Council hold a discussion item to discuss and give direction to staff regarding murals in the Town of San Anselmo.

INTRODUCTION AND BACKGROUND

Recently, there has been interest in murals in the Town of San Anselmo. As explained further below, staff seeks Town Council direction regarding murals.

On September 13, 2022, the Town Council adopted a Resolution re-establishing the parameters of the Arts Commission (Town Resolution No. 4455). The purpose of this Resolution was to clarify the approval process and appeal provisions for public art projects more broadly. No appeal provision was included. Murals were touched upon in the context of the larger discussion regarding public art; however, they were not addressed in detail. Staff now returns to the Council for further discussion and direction addressing murals. As described in the public comment letter attached to this Staff Report, the San Anselmo Arts Commission is in favor of allowing murals in the Town and suggests working with private property owners.

Murals and signs have overlapping characteristics as both involve artistic expression and language. In general, murals typically differ from signs as they do not convey a commercial message and are often located on the side of a structure (as opposed to a stand-alone sign). Although some jurisdictions regulate murals as "signs", historically, the Town has interpreted that the current Sign Ordinance does not allow murals. (Title 10, Chapter 9 "Signs".) For example, a mural does not fit within any of the definitions set forth in the Sign Ordinance, section 10-9.302, and there is no public art exception. Also, any "mural" processed through the Town's Sign Ordinance would be required to comply with all sign requirements, which are fairly constrained, and contain different review and appeal procedures than that of public art under Resolution No. 4455. The Sign Ordinance approval of a mural is also at odds with Resolution No. 4455, which provides that public art must be sponsored by the Arts Commission and undergo the approval process contained therein.

Given the ambiguities and inconsistencies in approving murals, staff seeks direction from the Town Council regarding murals.

DISCUSSION

Mural programs differ widely throughout California municipalities. Some jurisdictions incorporate murals into a larger and more inclusive public art program with dedicated staff, while some regulate with more specificity on a focused request-for-proposals basis. Additionally, some zoning ordinances broadly allow murals on private property through a mural permit granted upon review against a set of objective, content-neutral standards, while others provide a more curated approach and issue a Request for Proposals (RFP) for individual locations inviting artists to respond to a specific mural request that includes defined topics and themes. Throughout any process, there are Constitutional issues to consider.

A. Considerations and Legal Issues.

The intersection of public art and Constitutional First Amendment free speech is a complex and evolving area of law with few bright line rules. As noted above, murals and signs have overlapping characteristics involving artistic expression, language, and viewpoint. Because murals regulations implicate Constitutional free speech requirements, the rules regarding the approval of murals must be crafted to address these concerns.

Allowance of Murals on Private Property by Application. In summary, if a jurisdiction allows murals on private property (through, for example, a permit and not an RFP), it may not discriminate or select on the basis of content or viewpoint. Any rules a city adopts to allow murals (or any public art display) must be content and viewpoint neutral.[1],[2] A municipality may impose general "time, place, and manner restrictions" as a legitimate Constitutional exercise of police power. Additionally, a municipality may include objective, content-neutral guidelines. However, these rules must not favor or disfavor a certain viewpoint.[3] Objective criteria is allowed and may include elements such as size, height, shape, and location. Moreover, murals cannot be denied based on their subjective appearance alone.[4]

Murals on private property would include an agreement with the property owner to ensure maintenance, repair, and upkeep; enforcement mechanisms for failure to maintain; duration; provisions for mural removal.

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[1] Permissible content regulations are narrow, and include rules against fighting words, defamation and obscenity.
[2] *See*, e.g., *Reed v. Town of Gilbert* (2015) 576 U.S. 155 (rules regulating speech, which would include murals, must be content and viewpoint neutral).
[3] In California, the regulation of murals is subject to the highest Constitutional level of review, "strict scrutiny review", and any rule must be narrowly tailored to address a compelling governmental interest. (*See*, *City of Indio v. Arroyo* (1983) 143 Cal.App.3d 151, 157.)
[4] *City of Indio* (1983) 143 Cal.App.151, 160-161 (mural granted under sign ordinance impermissible because based on subjective findings including architectural compatibility).

Allowance of Murals Per an RFP. To facilitate more localized control, some jurisdictions issue RFPs for certain mural projects on particular sites. This allows the jurisdiction to articulate aspects of the desired mural including theme, subject matter, and topic and include objective standards. This process helps ensure that the topic of the mural is appropriate for the community without implicating the First Amendment. For example, if the proposed topic of a mural is "native plants", any proposal that did not include this RFP requirement could be rejected as non-responsive without implicating First Amendment concerns. This process may apply to murals to be located on both private and/or public property.

Fiscal and Staff Capacity Considerations

The fiscal impact of a mural program would differ depending on its scope. For example, a limited pilot mural program involving the selection of an initial mural location (Town-owned, or private property), the issuance of an RFP, and evaluation based on responsiveness and objective standards in the RFP would be fairly minimal. In contrast, a larger program would require analysis of funding sources and staff capacity. Expense will vary depending on the scope of any mural program, the increased staff time and capacity lost for other duties, and any costs for an outside consultant to assist in developing more detailed guidelines necessary for a larger program (similar to San Rafael, detailed below).

Ongoing costs would include staff time for processing and administration, and periodic inspection to ensure murals are being maintained, and if not, undergoing enforcement actions regarding maintenance or removal. (Non-compliant murals would be enforced through the agreement with the property owner and/or a code enforcement action with a public hearing before the Council).

Possible funding sources could include general fund allocations, private donations, and/or a new in-lieu art fee imposed on certain projects. Additionally, the San Anselmo Arts Commission has an independent fund that could be used for mural projects.

Upon direction from the Council regarding murals, staff would return with a more detailed analysis of possible funding mechanisms and anticipated Town costs.

C. Examples.

Below please find a sample of other jurisdictions' mural programs by way of example that includes both large and small programs, and those that accept private proposals and issue RFPs:

1. City of Emeryville. Emeryville uses City money to fund public/private partnership mural projects governed by mural program guidelines. The City commissions murals on private property, and guidelines establish a list of priority opportunity sites on private property that can easily be viewed by the public. The City approaches the private property owners if they would like to voluntarily participate and may then issue an RFP for a site indicating theme, topic, etc. Proposals are evaluated based on responsiveness to the RFP and guidelines (including, e.g., thematic responsiveness, aesthetics, and practicality). The sponsoring property owner must enter into a maintenance agreement for a term (i.e., 5-20 years) The City also may

issue an RFP for City-owned property involving the same process and standards.[5] A review panel consisting of the property owner, two arts professionals, and a City representative reviews the RFPs per the criteria and recommends to the Public Arts Committee. The Public Arts Committee then reviews and makes a recommendation to the City Council who makes the final approval.

2. In 2017, the City of Mill Valley adopted public arts program that focuses largely on Art Boxes, Art Benches, and Little Libraries. The program is governed by the public art policy. The program includes provisions for both art in City-owned property and in private development projects. For example, the City has identified an inventory of city-owned property (fields, park spaces, etc.) that may be appropriate for public art, and issues RFPs for specific works to be located on City property.

3. Recently, the City of San Rafael adopted a broad public art program which established a public art advisory board to make recommendations to the City Council, who has final decision-making authority. Proposals are accepted from members of the public and are reviewed pursuant to guidelines. San Rafael's program was developed in conjunction with an outside expert consultant.

4. The City of Coachella broadly allows murals on "any property" (public and private) through the issuance of a mural permit issued by the planning commission and appealable to the City Council. Standards are objective and content-neutral.

D. Direction Sought; Next Steps.

Factors for consideration include:

--Does the Council wish to allow murals on public and/or private property?

--Does the Council wish to allow private property owners to install murals on private property pursuant to an application-basis (opposed to an RFP basis)? If so, what areas in Town would be covered?

--Does the Town wish to issue RFPs (including, e.g., topic and theme) for private and/or public property? If so, does the Council wish to begin with a limited number and focused opportunity sites? Opportunity sites could include Town property and/or private property developed by the Arts Commission and approved by the Town Council.

[5] Please note that a municipality should not create a mural on public property without issuing an RFP and/or complying with guidelines, nor should a city accept any self-initiated proposal on public property from an outside source due to inadvertently creating a public forum. For example, the City of Washington D.C. painted "Black Lives Matter" on the street and faced legal challenge when it would not allow any other messages to be painted on the public street. Allowing one group to paint on the public street may create "public forum" requiring that other groups be allowed to participate as well. Similarly, in 2020 the City of Redwood City granted permission for a community group to paint "Black Lives Matter" on a public street, and was forced to remove the message when it did not wish to grant permission for another group to paint "MAGA" on the street.

--Possible administrative details for a mural per an RFP on private property may include an agreement with the property owner to ensure maintenance, upkeep, and minimum length of time for mural to remain, and enforcement mechanisms for noncompliance.

If desired by the Council, staff and the Town Attorney's office will work the Arts Commission to develop a possible ordinance amendment and guidelines to implement the Council's direction and return to the Council for further review.

FISCAL IMPACT

The fiscal impact of a mural program would differ depending on its scope. The cost of a limited pilot mural program based on a single RFP would be fairly minimal. The cost could be increased if the mural was located on private property due to the need for a property-owner/Town agreement, and potential enforcement issues in the future. A larger program would require analysis of funding sources and staff capacity. Depending on the size of the program, and whether issued through an RFP or an application-basis, costs could include significant staff administration time, costs for an outside consultant to assist in developing detailed guidelines (similar to San Rafael), and ongoing costs for inspection and possible enforcement issues.

CONCLUSION

Staff seeks direction regarding murals pursuant to the above discussion points.

STAFF REPORT

TOWN OF SAN ANSELMO Item #: 2C

MEETING DATE: April 25, 2023

AGENDA TITLE: Provide input on Proposed 2023-25 Work Plan Priorities

FROM: Linda M. Kenton, Assistant Town Manager and Dave Donery, Town Manager

RECOMMENDATION: Provide input on Proposed 2023-25 Work Plan Priorities

BACKGROUND

Town staff presented work plan priorities to Town Council, biennially in Spring, in concert with the upcoming budget. The development of work plan priorities or goals in previous years had included retreats with Council and staff, public meetings that involved presentations/activities and online surveys designed to solicit ideas and provide input from San Anselmo residents. Beginning in 2021 work plan priorities began to span a two-year cycle as opposed to annually. This allowed for improved long-term planning and completion of larger projects. The final 2021-23 work plan priorities progress report was presented to Town Council on December 13, 2022.

The current proposed work plan priorities report was presented at Council's April 11, 2023, meeting. At that time, Council asked questions and agreed to send priorities to Assistant Town Manager by Wednesday, April 19, 2023, for full Council consideration at their next meeting.

DISCUSSION/ANALYSIS

Potential additions to the proposed work plan priorities will be entertained by Council members at the April 25 meeting. Council requested timeline clarification for finalizing the proposed work plan priorities. If there is consensus to move forward on proposed Council items, these will be further discussed at the Council/Staff retreat on May 5, 2023.

Work plan priorities are based on staff knowledge and assessment of Town needs in both the short term and the future and encompasses some projects already underway. The work plan priorities for FY2023-25 are presented in two formats: as outlined by Town Departments (Attachment 1) and organized within seven categories (Attachment 2). Furthermore, the current proposed work plan as submitted by each department considers staff capacity and ability to move ahead in an equitable and successful way.

Council members' submissions (Attachment 3) to the draft work plan are available for Council review and consensus.

Each Department work plan priority has been developed using this format:

1. Category (of service)
2. Priority
3. Description
4. Employee Impact
5. Fiscal Impact

Each work plan priority organized by category (of service) groups any number of goals under the unifying principle of service to the community. These seven categories are the result of research and analysis conducted by staff. They include:

1. Livability and Quality of Life
   Create opportunities for lifelong learning and diverse entertainment through innovative Recreation and Library activities for residents of all ages and abilities.

2. Quality Facilities
   Maintaining and improving town facilities for residents and town staff.

3. Connecting with the Community
   Provide equitable community engagement that includes an outreach approach with intentional effort to engage a representation of the Town's diverse audiences.

4. Sustainable, Natural and Built Environment
   Thoughtful planning and operations ensure the long-term viability of the City's infrastructure, facilities, and environment.

5. Excelling in Town Services
   Provide excellent and sustainable delivery of services by making data driven investments & decisions. Support continuous improvement and cross departmental collaboration to improve service delivery to residents and provide for their public safety.

6. Planning for the Future – Utilize comprehensive planning to balance the community's character with its evolving needs.

7. Investing in People - Provide professional management and training that encourages a culture of innovation, collaboration, and transparency to deliver quality service through an exceptional workforce.

Timeline

April 11 Town Council Meeting:

1. Introduce the 2023-2025 work plan priorities and proposed timeline.

April 28 Town Council Meeting:

1. Input and direction from Town Council for proposed plan.

May 5 Town Council and Town Staff Retreat:

1. Department work plan priorities presented with input incorporated from Town Council as directed from April 25 meeting.
2. Seek further input from Town Council on work plan priorities.

May 23 Town Council Meeting:

1. Adopt FY 2023-2025 Work Plan Priorities with recommendations as discussed on May 5 retreat

Conclusion

Staff seeks Council input and direction on the priorities/goals as outlined. Staff requests that any additions to the proposed work plan include format used by individual departments as defined in this report. The work plan priorities will be included in the Town's annual budget.

Before Council is the proposed work plan priorities for FY 2023-2025. After a period of thought and reflection, the staff seeks Council input in crafting the best work plan priorities for the Town and adoption of these.

FISCAL IMPACT

Impact varies by department and project.

CEQA AND CLIMATE ACTION PLAN CONSISTENCY

The Council's discussion of this item is not a "project" under the California Environmental Quality Act, because it does not involve an activity which has the potential to cause a direct or reasonably foreseeable indirect physical change in the

environment. (Cal. Pub. Res. Code § 21065).

ATTACHMENTS

Attachment 1- DRAFT Work Plan Priorities by Department – FY 2023-25
Attachment 2- DRAFT Work Plan Priorities by Category – FY2023-25
Attachment 3 -Councilmember Work Plan Submissions

DRAFT—2023-25 Priorities Work Plan

Finance/Admin Services Workplan

1) Category: Investing in People
   Priority: Town-wide compensation study
   Description: Conduct a Town-wide compensation study. The goal in reviewing employee compensation is to benchmark the Town's salaries with the goal of providing competitive compensation to comparable local municipalities to assist in recruitment and retention of talented employees. Become Employer of Choice.
   Staff Impact: Moderate
   Fiscal Impact: TBD

2) Category: Excelling in Town Services
   Priority: Update Town's Investment Policy
   Description: Update the existing Investment Policy (1997) to reflect best practices and to ensure compliance with federal, state, and applicable laws and regulations.
   Staff Impact: Low
   Fiscal Impact: None

3) Category: Investing in People
   Priority: Implement Ready Set Audit Results for Human Resources
   Description: An audit of the Town's rules, policies, ordinances, and other areas was conducted by Ready Set to assure that they are fair, equitable and completely bias free. As part of that audit, HR wants to implement new recruiting strategies to be sure that we are reaching all potential candidates.
   Staff Impact: Moderate
   Fiscal Impact: Low

4) Category: Investing in People
   Priority: Employee Trainings (Lunch & Learn)
   Description: Develop a Lunch and Learn program, a joint lunch for their employees to encourage learning, foster building strong relationships, and enhancing professional development. Lunch and Learn events offer opportunities for coworkers to share ideas and discuss issues in a relaxed atmosphere.
   Staff Impact: Low
   Fiscal Impact: Low

5) Category: Excelling in Town Services
   Priority: Update Fee Study
   Description: A review of the fee study is needed to ensure that the Town's fees are updated to reflect the latest cost information. The study will identify the full costs of providing each service, including direct, indirect, and overhead costs. Identifying the full

cost of a services will assist in determining the appropriate fee for each service and prevent the subsidization of individual services with taxpayer dollars.
Staff Impact: Low
Fiscal Impact: Low

6) Category: Connecting with the Community
Priority: Town telephone system
Description: Update the current Town phone system from an analog system to allow for increased efficiency and usability. Voicemails can be integrated into the email system to allow for better response capabilities and customer service.
Staff Impact: Low
Fiscal Impact: Moderate

7) Category: Excelling in Town Services
Priority: Update Finance/Payroll/HR Systems
Description: Review the options for a change in Town's software to a cloud-based system more suited for a smaller local municipality.
Staff Impact: Moderate
Fiscal Impact: Moderate

8) Category: Connecting with the Community
Priority: Implement Online Records Management Program
Description: Through an RFP process, retain services of an online records retention service for the purposes of providing efficient access to Town records for both staff and the public.
Staff Impact: Moderate/High
Fiscal Impact: Moderate

Library – Department Work Plan Priorities

1) Category: Quality Facilities
Priority: Improved shelving for special collections
Description: Instead of holding special collections such as Take and Make Kits, memory kits out of public view, providing shelving in public area for better marketing and access.
Employee Impact: Moderate
Fiscal Impact: Depends on the plan and shelving found to meet needs of collections.

2) Category: Livability and Quality of Life, Connecting with the Community
Priority: Reimagine the Take and Make Kits collection
Description: This popular collection has expanded beyond the limits of "take and make" and needs to be reevaluated and rebranded for expansion.

Employee Impact: Moderate
Fiscal Impact: Low

3) Category: Quality Facilities
Priority: Study the organization of physical public space
Description: Enlist the services of a consultant to help redesign the public library space.
Employee Impact: High
Fiscal Impact: High

4) Category: Quality Facilities
Priority: Implement plan designed by consultant to redesign public library space
Description: Hire contractors, identify equipment/furniture, and execute plan
Employee Impact: High
Fiscal Impact: High

5) Category: Quality Facilities
Priority: Study the organization of physical staff workspace on lower level and implement recommendations.
Description: Enlist the services of a consultant to help redesign the public library staff workroom space.
Employee Impact: High
Fiscal Impact: High

6) Category: Excelling in Town Services
Priority: Complete implementation of RFID project
Description: Items have been tagged and staff has been using RFID pads and other equipment. Next steps in roll-out include peripherals to support the use of the technology and training patrons to use RFID enabled tools for checking out materials.
Employee Impact: High
Fiscal Impact: Moderate-High

7) Category: Livability and Quality of Life
Priority: Establish Zip Books program
Description: Organize and deploy zip books program, grant funded by the CA state library, to deliver books, unavailable in the local library system, to residents' homes via Amazon
Employee Impact: Moderate-High
Fiscal Impact: Low

Interdepartmental—Library and Public Works

8) Category: Quality Facilities
Priority: Repaint/Repair internal building, museum, and Council Chamber lobby areas
Description: There are many areas in need of repair where chunks of wall have eroded or chipped away. There are innumerable scuffs and scratches throughout the building which need to be cleaned up and walls improved with fresh paint.
Employee Impact: Moderate
Fiscal Impact: High

Planning—Department Work Plan Priorities

1) Category: Investing in people
Priority: Onboard new Planner
Description: Hire and train a new planner to provide current planning activities such processing land use permits, assisting the public over the phone, via email, and at the counter
Employee Impact: Moderate
Fiscal Impact: High.

2) Category: Planning for the Future
Priority: Comprehensive General Plan Update, including the Circulation Update
Description: Begin the comprehensive General Plan Update of the 1988 current General Plan. Will update all elements of the General Plan (exception of the Housing Element and Safety Element) and include new optional element, such as Environmental Justice and Economic Development.
Employee Impact: Moderate to High
Fiscal Impact: High. Aspects of update can be offset by staff, but CEQA Analysis and technical aspects of the General Plan Update will need to be prepared by a consultant.

3) Category: Planning for the Future
Priority: Housing Element Implementation
Description: Implement at least 22 Housing Policy Action Items as required by the Housing Element
Employee Impact: Low to Moderate
Fiscal Impact: Low

4) Category:
Priority: Continue to Enhance the Planning Departments levels of service.

Description: Enhance levels of service by improving and updating the Planning Department's web presence to make it easy for users to navigate and find information and resources, continue to improve processing timelines, improve, and maintain response times, and proactive shepherding of projects through the Town's discretionary processes.
Employee Impact: Low to Moderate
Fiscal Impact: Low

5) Category: Sustainable, Natural and Built Environment
Priority: Continue to grow Economic Development in Town
Description: Enhance and grow the Planning Department's Economic Development and Housing initiatives by providing more structure (policies and implementation of actions) to what we would like and need to accomplish.
Employee Impact: Low to Moderate
Fiscal Impact: Low

6) Category: Investing in People
Priority: Develop a training program for Planning Department staff
Description: Create a cohesive team where there is training to keep informed with up-to-date information, cross training of duties and responsibilities (where possible given job descriptions constraints by union and job descriptions), experiences to help grow staff.
Employee Impact: Low to Moderate
Fiscal Impact: Low

7) Category: Excelling in Town Services
Priority: Enhanced and consistent record keeping where information is accessible and easy to find.
Description: Digitize remaining Planning paper files, create any necessary databases, convert microfiche to digital pdf plans (soft file) and provide a comprehensive digital data file storage service, such as Docuware, Laserfiche, etc.
Employee Impact: Low to High depending on whether outside resources or internal staff will be used.
Fiscal Impact: Low to Moderate

8) Category: Planning for the Future, Sustainable, Natural and Built Environment
Priority: Develop Gas Ban Ordinance
Description: Finalize Ordinance for Town Council consideration of a Gas Ban Ordinance. Requires the preparation of a study to support the ban.
Employee Impact: Low to Moderate
Fiscal Impact: Low

9) Category: Planning for the Future, Sustainable, Natural and Built Environment

Priority: Update Downtown and other Commercial Land Uses
Description: Consider Zoning Code amendments to the Land Use Regulations Table 3A (Title 10, Chapter 3, Article 3, Section 10-3.302) to the Downtown and other commercial land uses that will attract businesses to the Town.
Employee Impact: Senior Planner and Planning Director staff time over 6 months.
Fiscal Impact: Approximately $12,000 (+/- 10% of staffs time over 6 months)

Police – Department Work Plan Priorities

1) Category: Investing in People
   Priority: Address Staffing Issues: Retention and Recruiting
   Description: The Central Marin Police is currently facing a significant staffing issue wherein; it is losing people faster than it can replace them. In addition, applicant numbers are dwindling at an alarming rate. This especially important work plan priority is to work closely with the Town and City Managers over the next two years to improve entry level recruitment and current employee retention.
   Staff Impact: Moderate
   Fiscal Impact: Impact to budget should "top-step" salaries be increased, or employees are brought in at a higher "step" than is currently allowed.

2) Category: Investing in People
   Priority: Increase Training for all Staff
   Description: Increase training for all staff to include new mandates and expectations from communities.
   Staff Impact: Moderate
   Fiscal Impact: Increase to training budget to pay for increase in training (e.g., tuition, travel costs, etc.)

3) Category: Connecting with the Community
   Priority: Initiate complete overhaul and redesign of the website
   Description: Currently, the website is over ten years old and is outdated and works poorly on smart phones. Conduct a complete overhaul and redesign of the website to bring it up to acceptable current day standards.
   Staff Impact: High
   Fiscal Impact: Cost of outside vendor for website design and staff time.

4) Category: Investing in People
   Priority: Improve and evolve the organizational mental and physical wellness of staff
   Description: Continue to improve and evolve the organizational mental and physical wellness of staff.
   Staff Impact: Moderate

Fiscal Impact: Minimal cost since most will be covered by year two of a federal grant.

5) Category: Sustainable, Natural and Built Environment
Priority: Continue to convert the fleet of vehicles to electric & hybrid
Description: Continue to convert the fleet of vehicles away from sole combustion engines to fully electric and/or hybrid models. This will include patrol vehicles, CSO/Cadet vehicles, unmarked vehicles, and motorcycles.
Staff Impact: Minimal
Fiscal Impact: No increase to yearly budget. Cost will be about the same as purchasing combustion vehicles. Will only replace when a vehicle is at its end of life.

6) Category: Investing in People
Priority: Implement new SB2 legislation and mandates
Description: Implement new SB2 legislation and mandates regarding the certification and de-certification of police officers.
Staff Impact: Moderate
Fiscal Impact: Minimal.

Public Works – Department Work Plan Priorities

1) Category: Excelling in Town Services
Priority: Develop 5-year Capital Improvement Plan that includes a regular update and communication schedule for all capital improvement projects.
Description: Creation of a framework for Council to receive consistent updates of all Capital Improvement projects (CIP). Quarterly reports on CIP expenditures (budget status report from DPW). In addition, staff will be bringing forward a new 5 Year Capital Improvement Plan. Public Works typically reports twice a year to the Capital Program Monitoring Committee and the Financial Advisory Committee and will create a new format to provide an update to the Council on CIP projects.
Staff Impact: Moderate
Fiscal Impact: Low

2) Category: Excelling in Town Services
Priority: Improve pavement condition index and repair streets
Description: Continue to program paving, crack sealing and slurry sealing projects to improve road conditions and reduce reconstruction and maintenance costs by improving the Pavement Condition Index (PCI).
Staff Impact: Moderate
Fiscal Impact: High

3) Category: Excelling in Town Services
Priority: Coordinate with County on Flood Control. Finalize Bridge designs.
Description: Continue working towards 25-Year level (4% recurrence interval) flood protection with the removal and replacement of bridges and working with the County on the SAFRR project to remove Building Bridge 2.
Staff Impact: Moderate
Fiscal Impact: Moderate

4) Category: Sustainable, Natural and Built Environment
Priority: Rehabilitate Town Parks and Medians
Description: Work on improving general maintenance and rehabilitation of parks and medians.
Staff Impact: Moderate
Fiscal Impact: Moderate

5) Category: Quality Facilities
Priority: Develop an annual plan to address maintenance for all Town-maintained buildings and facilities
Description: Program funds to address painting, rot repair, heating/ventilation/air-conditioning (HVAC), and other building maintenance issues for all Town-maintained buildings and facilities.
Staff Impact: Moderate
Fiscal Impact: High

6) Category: Planning for the Future, Sustainable, Natural and Built Environment
Priority: Implementation of the Bicycle and Pedestrian Master Plan
Description: Town Staff will continue to prioritize the Bicycle and Pedestrian Master Plan as adopted in the Complete Streets Resolution by the integration of the Bicycle and Pedestrian Master Plan elements into public works projects.
Staff Impact: Moderate
Fiscal Impact: Moderate

7) Category: Planning for the Future, Sustainable, Natural and Built Environment
Priority: Evaluate and develop a Water Conservation plan for Town buildings, parks, and medians

Description: Due to the drought the Town has been working diligently on reducing domestic water usage throughout parks, medians, and buildings.
Staff Impact: Moderate
Fiscal Impact: Moderate

8) Category: Sustainable, Natural, and Built Environment
Priority: Design and seek funding for the development of the Resilient Hub project
Description: This project would install solar panels with battery storage on Town Hall or Library Buildings to create community-serving space equipped with an emergency power center that provides clean energy resilience for both town services and residents, equipped for extreme weather, providing power, broadband, cooling, water, social services, and older adult assistance in an emergency situation.
Staff Impact: High
Fiscal Impact: High

Public Works—Building

1) Category: Excelling in Town Services
Priority: Develop and implement residential Seismic Program.
Description: Provide homeowners with information on earthquake strengthening for existing one- and two-family dwellings, develop a soft-story program for existing structures, and an automatic gas shutoff valve program.
Staff Impact: High
Fiscal Impact: Low

2) Category: Excelling in Town Services
Priority: Develop and implement program with Ross Valley Fire Department (RVFD) to aid in fire resistance "hardening" of dwellings in the Wildland Urban Interface (WUI).
Description: The Building Department is interested in the possible allocation of fire abatement funding to help homeowners in the WUI to add WUI compliant vents and siding to reduce the potential of fires or the spread of fire within San Anselmo and Marin County.
Staff Impact: High
Fiscal Impact: Low

3) Category: Excelling in Town Services
Priority: Develop online permitting for solar systems-SB 379 compliance
Description: SB 379 requires local jurisdictions to adopt an online permitting system for residential solar energy systems. This bill would require every city, county, or city and county to implement an online, automated permitting platform that verifies code compliance and issues permits in real time or allows the city, county, or city and county to issue permits in real time for a residential solar energy system, as defined, that is no larger than 38.4 kilowatts alternating current nameplate rating and a residential energy storage system, as defined, paired with a residential solar energy system that is no larger than 38.4 kilowatts alternating current nameplate rating.
Staff Impact: High
Fiscal Impact: Moderate

4) Category: Excelling in Town Services
Priority: Implement expedited permitting program per AB 2234 requirements
Description: New bill will regulate response time for permit applications. If an application for a post entitlement phase permit is incomplete, the Town must provide applicants with list of incomplete items and description of how to make application complete within 15 business days of submission of application. If an application for a post entitlement phase permit is noncompliant, the Town must provide the applicant a full set of written comments with a comprehensive request for revisions within 30 business day (projects with 25 units or fewer) or 60 business days (projects with more than 25 units).
Staff Impact: High
Fiscal Impact: Moderate

5) Category: Excelling in Town Services, Sustainable, Natural and Built Environment
Priority: Update Green Building code
Description: The Sustainability Committee has raised the question of banning gas in residential new construction. If the Town bans the use of gas, the Building Department will update the Green Building Code to fulfill the new requirement.
Staff Impact: High

Fiscal Impact: Low

Recreation – Department Work Plan Priorities

1) Category: Quality Facilities
   Priority: Upgrade and Improve the facilities located at the Robson Harrington House including public restrooms.
   Description: Make improvements to the inside program space, home to our after-care programs. Improvements would include painting, replacing carpets, kitchen improvements and replacing blinds. Addition of an office space for staff to work and hold meetings with both parents and staff.
   Employee Impact: Moderate
   Fiscal Impact: The Department will use reserve funds which will be included in the FY 2023/24 Recreation Fund budget under capital outlay.

2) Category: Connecting with the Community
   Priority: Age-Friendly Strategic Plan
   Description: Age-Friendly San Anselmo will present a completed strategic plan to Town Council. To achieve the Vision of the strategic plan, the Town and the community will develop and reinforce a culture that allows for people to actively age with dignity, respect, and independence. Nurturing a commitment to an age-friendly future will be an essential factor in successfully implementing the strategies in the plan.
   Employee Impact: High
   Fiscal Impact: Minimal

3) Category: Connecting with the Community
   Priority: Create a Volunteer Corps for Parks and Recreation Projects.
   Description: The Parks and Recreation Commission will create a sub-committee to create a data base of past and future volunteers to work on parks and reaction projects. Projects would include earth day, tutoring, park clean-up projects and more. (Should I say something about coordinating with Kelley?)
   Employee Impact: Moderate
   Fiscal Impact: Minimal

4) Category: Livability and Quality of Life
   Priority: Expand Toddler Enrichment Programs
   Description: The new early childhood classes will be designed to build a community of caregivers and create an environment for toddlers to socialize play and learn. Teachers and caregivers will encourage early childhood development by guiding children to

explore through stories, songs, sensory and art. Our goal is to have programs at both the Robson Harrington House and Memorial Park.
Employee Impact: High
Fiscal Impact: Minimal

5) Category: Connecting with the Community
Priority: Update and reorganize Recreation Department webpage.
Description: The new Recreation registration software, Civic Rec, pairs with the Town website, Civic Plus. The department will connect the two platforms to update and reorganize our website and registration process. This will create a better experience for our recreation community.
Employee Impact: High
Fiscal Impact: Minimal

6) Category: Excelling in Town Services
Priority: Re-format the Community Event Application and Process.
Description: The Town of San Anselmo is vibrant community. The Recreation department receives many requests for events throughout the year. Requests include everything from concerts to bake sales. Currently there is one application that goes to Town Council for approval. The department will develop a process and applications for larger events, smaller events and tables at existing events. The application process will include interdepartmental communications, insurance requirements and street closure and janitorial costs.
Employee Impact: High
Fiscal Impact: Minimal

Interdepartmental Projects - Recreation & Public Works

1) Category: Quality Facilities
Priority: Resurface Tennis Courts & Stripe Two for Pickle Ball
Description: Resurface tennis courts due to failing and cracked concrete
Employee Impact: High
Fiscal Impact: High

2) Category: Quality Facilities
Priority: improvements to Red Hill Dog Park
Description: This project would include improvements to drainage and ground covering.
Employee Impact: Moderate
Fiscal Impact: High

3) Category: Quality Facilities
Priority: Implement phase 3 of Millennium Playground restoration

Description: Phase three will involve enhancing the playground with new features placed in areas of the playground where former features existed. This will begin with a community engagement process to help determine the plan. The plan will go through a cost estimating process and a fundraising program will be launched. The improvements will be made once these goals are met.
Employee Impact: Moderate
Fiscal Impact: High

4) Category: Quality Facilities
Priority: Repair the walls within the Robson Harrington Community Gardens
Description: The crumbling walls have become a safety issue.
Employee Impact: Moderate
Fiscal Impact: High

5) Category: Quality Facilities
Priority: Paint ICC Center
Description: The paint is peeling.
Employee Impact: High
Fiscal Impact: High

Ross Valley Fire – Department Work Plan Priorities

1) Category: Excelling in Town Services
Priority: Implement RVFD leadership reorganization
Description: The Ross Valley Fire Department is in leadership transition due to the expiration in June of the shared services agreement with County Fire. The member agencies and the Fire Board are exploring options including a potential shared services agreement with Central Marin Fire for Fire Chief and Chief Officer services.
Employee Impact: High
Fiscal Impact: Medium

2) Category: Quality Facilities
Priority: Perform needs assessment for living quarters at Station 20
Description: DPW staff to work with Fire Department staff to explore options to renovate the living quarters at Fire Station #20 with the goal of updating the space to accommodate a third member on each operational shift (scheduled for FY2025-26).
Employee Impact: High
Fiscal Impact: Low

3) Category: Quality Facilities
   Priority: Renovate living quarters at Station 20
   Description: Complete renovation construction on Fire Station #20.
   Employee Impact: High
   Fiscal Impact: High

Working Copy
Work Plan 2023-25

	C	D	E	F	G	H	I	J	K	L	M	N
1	**Livability & Quality of Life**		**Quality Facilities**		**Connecting with the Community**		**Sustainable, Natural and Built Environment**		**Excelling in Town Services**		**Planning for the Future**	
2												
3	Create opportunities for lifelong learning and diverse resources through innovative Recreation and Library activities and entertainment for residents of all ages.		Plan, maintain and improve Town facilities for residents and town staff.		Provide equitable community engagement that includes an outreach approach with intentional effort to engage a representation of the Town's diverse audiences.		Thoughtful planning and operations that ensure the long-term viability of the Town's infrastructure, facilities, and environment.		Provide excellent and sustainable delivery of services by making data driven investments & decisions. Support continuous improvement and cross departmental collaboration to improve service delivery to residents and provide for their public safety.		Utilize comprehensive planning to balance the community's character with its evolving needs	
4												
5	Implement Housing Element programs, policies and actions (PLAN)		Improve shelving for Library special collections (LIB)		Implement new Town telephone system (F/A)		Complete and implement Economic Development Plan (PLAN)		Update Town’s Investment Policy (F/A)		Conduct comprehensive General Plan Update (PLAN)	
6												
7	Complete and implement Economic Development Plan (PLAN)		Study the organization of Library physical public space (LIB)		Implement Online Records Management Program (F/A)		Develop Gas Station Ban Ordinance (PLAN)		Update Fee Study (F/A)		Implement Housing Element programs, policies and actions (PLAN)	
8												
9	Implementation of the Bicycle and Pedestrian Master Plan (PW)		Implement Library reorg plan designed by consultant (LIB)		Reimagine the Library "Take and Make Kits" collection (LIB)		Continue to convert the fleet of vehicles to electric & hybrid (CMPA)		Update Finance/Payroll/HR Systems (F/A)		Develop Gas Station Ban Ordinance (PLAN)	
10												
11	Develop and implement Age-Friendly Strategic Plan (REC)		Study the organization of Library physical staff workspace on lower level (LIB)		Complete implementation of Library RFID project (LIB)		Develop an annual plan to address maintenance for all Town-maintained buildings and facilities (PW)		Complete implementation of Library RFID project (LIB)		Update downtown land uses (PLAN)	
12												
13	Expand Toddler Enrichment Programs (REC)		Repaint/Repair internal Library building, museum, and Council Chamber lobby areas (LIB)		Establish Zip Books program (LIB)		Design and seek funding for a Resilient Hub solar project for the Library roof (PW)		Invest in digital record keeping program (PLAN)		Develop and implement residential Seismic Program (PW-BLD)	
14												

Working Copy
Work Plan 2023-25

	C	D	E	F	G	H	I	J	K	L	M	N
1	**Livability & Quality of Life**		**Quality Facilities**		**Connecting with the Community**		**Sustainable, Natural and Built Environment**		**Excelling in Town Services**		**Planning for the Future**	
15	Implement phase 3 of Millennium Playground restoration (REC)		Develop an annual plan to address maintenance for all Town-maintained buildings and facilities (PW)		Update the Planning Department web pages (PLAN)		Evaluate and develop a Water Conservation Plan for Town buildings, Parks, and medians(PW)		Continue to convert the fleet of vehicles to electric & hybrid (CMPA)		Develop and implement program with Ross Valley Fire Department (RVFD) to aid in fire resistance “hardening” of dwellings in WUI (PW-BLD)	
16												
17			Upgrade and Improve the facilities at the Robson Harrington House including public restorooms (REC)		Initiate complete overhaul and redesign of the website (CMPA)		Develop 5-year Capital Improvement Plan, that includes a regular update and communication schedule for all capital improvement projects (PW)		Implement new SB2 legislation regarding certification of officers (CMPA)		Update Green Building code (PW-BLD)	
18												
19			Resurface Tennis Courts & Stripe Two for Pickle Ball (REC)		Develop and implement Age-Friendly Strategic Plan (REC)		Develop and implement program with Ross Valley Fire Department (RVFD) to aid in fire resistance “hardening” of dwellings in WUI (PW-BLD)		Initiate complete overhaul and redesign of the website (CMPA)			
20												
21			Research and develop plan for improvements to Red Hill Dog Park (REC)		Create a Volunteer Corps for Parks and Recreation Projects (REC)		Develop online permiting for solar systems - SB 379 Compliance (PW-BLD)		Develop 5-year Capital Improvement Plan, that includes a regular update and communication schedule for all capital improvement projects (PW)			
22												
23			Implement phase 3 of Millennium Playground restoration (REC)		Update and reorganize Recreation Department webpage (REC)		Update Green Building code (PW-BLD)		Develop an annual plan to address maintenance for all Town-maintained buildings and facilities (PW)			
24												

Updated:4/20/2023

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Work Plan 2023-25

	C	D	E	F	G	H	I	J	K	L	M	N
1	**Livability & Quality of Life**		**Quality Facilities**		**Connecting with the Community**		**Sustainable, Natural and Built Environment**		**Excelling in Town Services**		**Planning for the Future**	
25			Repair the walls within the Robson Harrington Community Gardens (REC)						Implementation of the Bicycle and Pedestrian Master Plan (PW)			
26												
27			Paint ICC Center (REC)						Evaluate and develop a Water Conservation Plan for Town buildings, Parks, and medians(PW)			
28												
29			Research and repurpose Carriage House area at Robson Harrington Park (REC)						Develop and implement residential Seismic Program (PW-BLD)			
30												
31			Rennovate living quarters at Fire Station 20 (RVFD)						Develop and implement program with Ross Valley Fire Department (RVFD) to aid in fire resistance “hardening” of dwellings in WUI (PW-BLD)			
32												
33			Perform needs assesment for living quarters at Station 19 (RVFD)						Develop online permiting for solar systems - SB 379 Compliance (PW-BLD)			
34												
35									Implement expedited permiting program - per AB 2234 requirements (PW-BLD)			
36												
37									Update Green Building code (PW-BLD)			
38												
39									Expand Toddler Enrichment Programs (REC)			
40												

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Work Plan 2023-25

	C	D	E	F	G	H	I	J	K	L	M	N
1	**Livability & Quality of Life**		**Quality Facilities**		**Connecting with the Community**		**Sustainable, Natural and Built Environment**		**Excelling in Town Services**		**Planning for the Future**	
41									Update and reorganize Recreation Department webpage (REC)			
42												
43									Re-format the Community Event Application and Process (REC)			
44												
45									Implement RVFD leadership reorganization (RVFD)			

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Work Plan 2023-25

	O
1	**Investing in People**
2	
3	Provide professional management and training that encourages a culture of innovation, collaboration, and transparency to deliver quality service through an exceptional workforce.
4	
5	Conduct Town Compensation Study (F/A)
6	
7	Implement Ready Set Audit Results (F/A)
8	
9	Institute Employee Trainings (Lunch & Learn) (F/A)
10	
11	Study the organization of Library physical staff workspace on lower level (LIB)
12	
13	Onboard new Planner (PLAN)
14	

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Work Plan 2023-25

	O
1	**Investing in People**
15	Develop a training program for Planning Department staff (PLAN)
16	
17	Invest in digital record keeping program (PLAN)
18	
19	Address staffing issues: retention & recruiting (CMPA)
20	
21	Increase training for all staff (CMPA)
22	
23	Improve and evolve the organizational mental and physical wellness of staff (CMPA)
24	

Updated:4/20/2023

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Work Plan 2023-25

	O
1	**Investing in People**
25	Implement new SB2 legislation regarding certification of officers (CMPA)
26	
27	Implement RVFD leadership reorganization (RVFD)
28	
29	Rennovate living quarters at Fire Station 20 (RVFD)
30	
31	Perform needs assesment for living quarters at Station 19 (RVFD)
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Updated:4/20/2023

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Work Plan 2023-25

	O
1	**Investing in People**
41	
42	
43	
44	
45	

2023-25 Work Plan Goals – Submitted by Council

Submitted by Councilmember Fineman

Edit of Existing Goals: (edits in RED)

Category: Livability and Quality of Life ~~Sustainable, Natural and Built Environment~~
Priority: Continue to grow Economic Development in Town
Description: Enhance and grow the Planning Department's Economic Development and Housing initiatives by providing more structure (policies and implementation of actions) to what we would like and need to accomplish.
Staff Impact: Low to Moderate
Fiscal Impact: Low

Category: Quality Facilities
Priority: Develop an annual plan to address maintenance for all Town-maintained buildings and facilities, including energy efficiency retrofits and electrification measures.
Description: Program funds to address painting, rot repair, heating/ventilation/air-conditioning (HVAC), and other building maintenance issues for all Town-maintained buildings and facilities. Seek grants and rebates for energy efficiency and sustainability upgrades.
Staff Impact: Moderate
Fiscal Impact: High

Category: Planning for the Future, Sustainable, Natural and Built Environment
Priority: Implementation of the Bicycle and Pedestrian Master Plan
Description: Town Staff will continue to prioritize the Bicycle and Pedestrian Master Plan as adopted in the Complete Streets Resolution both by the integration of the Bicycle and Pedestrian Master Plan elements into public works projects and through identification and prioritization of high-priority bicycle and pedestrian projects that may not be addressed through other projects.
Staff Impact: High ~~Moderate~~
Fiscal Impact: High ~~Moderate~~

Category: Planning for the Future, Sustainable, Natural and Built Environment
Priority: Evaluate and develop a Water Conservation Plan for Town buildings, parks, and medians
Description: Due to the drought the Town has been working diligently on reducing domestic water usage throughout parks, medians, and buildings. Ensure transparent data on groundwater usage and groundwater table to the public.
Staff Impact: Moderate
Fiscal Impact: Moderate

Proposed Goals:

Category: Excelling in Town Services
Priority: Develop "Funded by Measure J" Branding
Description: Develop dedicated, recognizable branding to promote public awareness of projects funded by Measure J.
Staff Impact: Low
Fiscal Impact: Low

Category: Quality Facilities
Priority: Energy Efficiency Retrofits and Upgrades
Description: Identify opportunities and priority projects for energy efficiency retrofits and electrification of library facilities through Inflation Reduction Act.
Staff Impact: Moderate
Fiscal Impact: Low to High, depending on the types of projects and ability to leverage rebates and grants. Despite upfront costs, energy efficiency upgrades typically yield savings over their lifespan.

Category: Sustainable, Natural and Built Environment; Connecting with the Community; Investing in People; Planning for the Future; Excelling in Town Services; Livability and Quality of Life; Quality Facilities
Priority: Climate Action Plan implementation
Description: Enhance and grow the Climate Action Plan implementation initiatives by providing more structure–including policies, staffing, and funding across departments–to meet the Town's longstanding, ambitious, and adopted decarbonization goals.
Staff Impact: High
Fiscal Impact: High

Category: Excelling in Town Services
Priority: Create Uniform Definition for "Substantial Remodels" throughout Town Code
Description: "Substantial remodels" are defined differently in different sections of the code. Standardizing language across the code will help streamline certain aspects of the building permitting process and.
Staff Impact: Moderate
Fiscal Impact: Low

Category: Excelling in Town Services
Priority: Develop and share resources for residential Electrification Program.
Description: Track and provide homeowners with information on local, regional, and federal electrification rebates, local electrification policies, and new BAAQMD regulations on NOx emissions in gas appliances.
Staff Impact: Low (?)
Fiscal Impact: Low

Category: Excelling in Town Services
Priority: Streamline permitting for electric panel upgrades, electric appliance installations, efficiency and conservation upgrades, solar generation and storage, and water conservation upgrades to homes and properties.
Description: Explore opportunities to streamline permitting and remove red-tape for climate-friendly home and property improvement projects.
Staff Impact: Low (?)
Fiscal Impact: Low

Category: Connecting with the Community; Sustainable, Natural and Built Environment
Priority: Waste Reduction and Diversion Measures at Town Events
Description: Continue to identify and implement opportunities for waste reduction, food ware ordinance takeout compliance, and enhanced sorting and diversion (SB 1383 compliance) at Town-sponsored events and programs.
Staff Impact: Moderate
Fiscal Impact: Moderate

- -

Proposed Work Plan Priority submitted by Mayor Burdo

Category: Excelling in Town Services
Priority: Evaluate Planning and Building Permit Processing
Description: Evaluate existing planning and building administrative processes including comparing requirements and fees to other local jurisdictions.
Staff Impact: Moderate
Fiscal Impact: Low

STAFF REPORT

TOWN OF SAN ANSELMO Item #: 2D

MEETING DATE: April 25, 2023

AGENDA TITLE: Consider reappointing (1) one incumbent to the Climate Action Commission

FROM: Serge Avila, Chief Town Clerk

RECOMMENDATION: To reappoint (1) one incumbent to the Climate Action Commission Kathleen Gundry.

BACKGROUND

The Climate Action Commission has a membership of seven seats. There is one seat available. Kathleen Grundy (incumbent) is applying for a second term. She has been interviewed and her application is attached to this report.

FISCAL IMPACT

There would be no direct fiscal impact to the Town to approve this item.

CEQA AND CLIMATE ACTION PLAN CONSISTENCY

The proposed decision is exempt from the California Environmental Quality Act (CEQA), under the “common sense” exemption, because it can be seen with certainty that there is no possibility that the activity in question may have a significant negative effect on the environment. (Cal. Code Regs. tit. 14, § 15061).

ATTACHMENTS

Attachment 1- Kathleen Gundry- Application no Resume

Print

Boards, Committees and Commissions Application - Submission #1824

Date Submitted: 3/21/2023

TOWN OF SAN ANSELMO

APPLICATION FOR APPOINTMENT TO A SAN ANSELMO BOARD/COMMISSION/COMMITTEE

To: San Anselmo Town Council

Date*

03/23/2023

I wish to apply for an appointment to a term/balance*

Climate Action Commission

Name*

Kathleen Gundry

Home Address*

70 Barber Avenue

Occupation*

retired

Employer's Address

Home Phone*

7037853471

Work Phone

Cell Phone

7037853471

E-Mail*

kgundry@verizon.net

Number of years as resident of San Anselmo*

7

Number of years as a resident in Marin*

23

Education Level Achieved*

Graduate Degree (Major)

Name and phone numbers of three San Anselmo residents who can be contacted for referral information about me:

1.) Name*

Michael Kamerick

1.) Phone*

415-218-7553

2.) Name*

Sue Saunders

2.) Phone*

415-686-0448

3.) Name*

Karen Mendelow

3.) Phone*

609-313-6515

I would be able to regularly attend the meetings of this Board/Commission/Committee.*

- (●) YES
- ( ) NO

I would be available to attend additional meetings when they are necessary.*

- (●) YES
- ( ) NO

I am familiar with the responsibilities and functions of this Board/Commission/Committee.*

- (●) YES
- ( ) NO

I have attended meetings of the Board/Commission/Committee as a member of the public.*

- (●) YES
- ( ) NO

List briefly, previous experience serving the public office, and/or civic commissions,boards, or committees.*

Served on the San Anselmo Climate Action Commission (formerly the Sustainability Commission) since 2020. Have served as Chair of the Commission since 2021.

Reasons for this appointment.*

Would like to continue to support the programs of the CAC to implement the Climate Action Plan, and mentor new Commission members to take over leadership roles.

What are your qualifications for this appointment.*

Education in natural resources field, career in environmental and health data, certification as a project manager, experience as Chair of this Commission for the past 2 years.

Briefly, what do you consider to be the most important, one or two current issues facing this Board/Commission/Committee?*

Advising the Town Council on how to fully implement the actions in the Climate Action Plan to meet the Town's Greenhouse Gas emission reduction goals, given the limitations of the Town budget and staff.

I understand that I and all other applicants will be personally interviewed by the Town Council as part of the selection process for this appointment. I also understand that my application material will be a public document and available on the Town's website. Sensitive materials that you don't wish to be posted on the website should not be included with the application.*

- (●) YES
- ( ) NO

Other Boards/Commissions/Committees on which you would be interested in serving if not appointed to this seat?*

None

You may attach personal resumes or other information which you believe would be helpful to the Council in its selection process.

Choose File No file chosen

Thank you for your interest in serving the Town of San Anselmo and its citizens. For further information, please contact the Town Clerk, at townclerk@townofsananselmo.org or 415-258-4660.