



Tracy Rural County Fire Protection District

Agenda Item 4.2

STAFF REPORT

Meeting: Special Meeting
Date: November 12, 2025
To: Board of Directors
Prepared by: Raychel Jackson, District Clerk
Approved by: Jeff Ramsey, Chairperson

Re: Review and Approve Proposal from Harris & Associates to Prepare and Update on Fire Facility Impact Fees Amendment No. 1

RECOMMENDATION

Action Item Non-Action Item

It is recommended that the Board of Directors review and approve the Proposal prepared by Harris & Associates to Update the Fire Facility Impact Fees Amendment No. 1.

DISCUSSION

Harris & Associates has submitted a proposal to complete the final phase of the Tracy Rural Fire District Fire Facility Impact Fee Nexus Study. The update is needed to ensure the District complies with the Mitigation Fee Act (Gov. Code §66000 et seq.) and Assembly Bill 602, which requires impact fee nexus studies to be updated at least every eight years and adds new reporting and documentation standards.

The District's fee program was last adopted in 1991 and has not been updated since. Harris previously prepared a draft Nexus Study in 2022. Due to rising construction costs and continued development growth pressures in San Joaquin County, the update is necessary to ensure that the District has adequate capital facilities and staffing capacity to maintain required service levels as growth occurs.

Harris will build on prior work completed for the District and align fee methodology with the recently completed City of Tracy Fire Impact Fee Study to ensure consistency within the greater service area.



Tracy Rural County Fire Protection District

The update will evaluate existing and planned fire station capital needs which includes the addition of one new station and related equipment to support future development. Harris anticipates the completion of the fee study update within approximately four months, with a draft document prepared within the first two months.

FISCAL IMPACTS

The not-to-exceed fee for this amendment is \$7,500, which includes all indirect expenses and reflects the remaining contract balance credit.

ATTACHMENTS

1. Harris & Associates Proposal Amendment No. 1



Harris & Associates®

October 28, 2025

Chief Bradley
Tracy Rural Fire District
793 S. Tracy Blvd., #298
Tracy, CA 95376

RE: Fire Facility Fee Nexus Study | Amendment No. 1

Dear Chief Bradley,

We appreciate the opportunity to provide a proposal to complete the update to your Fire Facility Fee. Having worked recently with the City of Tracy to establish a new Fire Impact Fee and completion of a preliminary draft of the Tracy Rural Fire Districts Impact Fee, we are well positioned and uniquely qualified to help with this endeavor.

Given the rising costs of construction and planned new development in San Joaquin County, the need to complete the update of this study is evident in order to ensure that the Tracy Rural Fire District has sufficient infrastructure in place in order to meet the required standards of cover. In addition, the state continues to pass new legislation each year that sets additional regulations and reporting requirements for impact fee programs and it is becoming increasingly important that agencies meet annual and five-year reporting requirements. AB 602 implemented in 2022 requires that impact fee studies must be updated every eight years and sets additional regulations that must be followed.

PROJECT UNDERSTANDING

Tracy Rural Fire District (Tracy Rural or District) collects a Fire Impact Fee through the County of San Joaquin that was adopted in 1991. The fee was set at \$0.15 per building square foot and has not been updated since adoption. Tracy Rural wishes to complete the update the fee that was initiated in 2022 to establish a fee that will be collected on new Development in the County that falls within Tracy Rural's jurisdiction and meets the updated requirements of the California Government Code. The study will build off the work already completed.

The Mitigation Fee Act, commonly known as Assembly Bill 1600 (AB1600), was enacted by the state of California in 1987 and created Section 66000 et. seq. of the California Government Code. AB1600 was enacted to ensure that new development mitigates its impact on the agency's infrastructure. The Act sets requirements for establishing fees as well as annual reporting requirements. In addition, every five years the agency must make findings that demonstrate the continuing need for the fee and show that there is an expenditure plan for all fee revenues. AB 602 which went into effect in July 2022 requires local agencies complete a comprehensive nexus study update at a minimum every eight years and recommends that residential fees be collected on a per square foot basis.

SCOPE OF SERVICES

Harris has prepared the following scope of work to prepare an update to the Fire Facility Impact Fee.

TASK 1 – PROJECT MANAGEMENT

Harris will attend teleconferences and coordinate with staff via email as needed to obtain information and move the project forward. It is assumed that up to three (3) teleconferences will be attended as part of this task and that the total project duration will be four (4) months.

TASK 2 – UPDATE LAND USE ASSUMPTIONS

Harris will coordinate with the Tracy Rural Fire District as well as San Joaquin County and review available documents to update the development projections incorporated into the previous draft of the Nexus Study. Harris will utilize the same persons per household assumptions used in the City of Tracy Fire Fee Study.

TASK 3 – CALCULATE UPDATED FEES

Based on the updated development projections for the County, the estimated new development in the City of Tracy, and the costs and fire stations identified in the City of Tracy's Fire study (plus the addition of one new fire station and related vehicles and equipment), Harris will update the Tracy Rural Fire District Impact Fee utilizing the planned facilities methodology proportioning the costs of the fire stations between all new development and will calculate a fee for new development in the County. It is anticipated that the fee will mimic the City fees to the extent possible.

TASK 4 – PREPARE UPDATED FEE JUSTIFICATION STUDY

Once all parties agree on the revised fees, Harris will update the Draft Fire Facility Fee Nexus Study that summarizes the updated fees, assumptions, cost estimates, land uses, projected revenues, funded facilities, existing level of service, and all other related assumptions. The report will make the required nexus findings, discuss annual fee update procedures, outline reimbursement and credit policies, and discuss the required administrative procedures. The Nexus Study will be prepared in an organized fashion with an executive summary and will contain all required legal and technical documentation. Harris will participate in a call with the staff to discuss the report and will incorporate comments into the final draft report.

TASK 5 - STAKEHOLDER MEETINGS

Harris will prepare and make presentations on the revised impact fees at up to two virtual stakeholder meetings and one in person County Board of Supervisor's meeting. It is anticipated that this would include a virtual meeting with the Building Industry Associate (BIA)/Development Community, one virtual Tracy Rural Board Meeting and one in person County Board of Supervisor's meeting. The presentations will be prepared in a clear and concise manner. Harris will review the agenda reports and resolutions prior to each meeting.

Harris will prepare a presentation for each meeting. Harris will address concerns and modify the analysis and the report as necessary following each meeting.

Staff Responsibilities include but are not limited to:

- Review all documents and provide comments.
- Notice all meetings.
- Prepare staff reports and resolutions as needed.
- Provide necessary back-up documentation.
- Coordinate with County Staff prior to the Board of Supervisors Meeting

PROJECT SCHEDULE

Harris has prepared the following schedule based on experience in performing these types of studies. It is anticipated that the updated draft fee study will be completed in two months and adoption will be completed within four months.

	Month 1	Month 2	Month 3	Month 4
Task 1: Project Management	■	■	■	■
Task 2: Land Use Assumptions	■			
Task 3: Calculate Fees		■		
Task 4: Prepare Fee Justification Study		■		
Task 5: Stakeholder Meetings (3 assumed)			■	■

PROJECT EXPERIENCE

Following is a list of some recent development impact fee projects. We have included reference names and contact information.

Community Facilities and Transportation Facilities Impact Fee Update

City of Mountain House

Location: Mountain House, CA

Reference: Sarah Ragsdale, Administrative Services Director

Contact: 209.831.5645 | sragdale@sjgov.org

Team: Alison Bouley, Project Director. Megan Quinn, Project Manager. Joel Nagamine, Project Engineer.

Harris performed four updates of the Community Facilities Fee (CFF) and Transportation Improvement Fee (TIF) fees for the Mountain House Community Services District (CSD) and is currently performing another fee update. The CFF fee funds parks, public buildings, and public safety facilities and the TIF fee funds roads and intersections. Harris was responsible for reviewing the projects to determine project status, updating project costs, updating land use information, confirming outstanding developer liability, calculating new fees, and preparing new Nexus Studies. Harris created a reimbursement policy to summarize the process for reimbursements and credits. In addition, Harris calculated the annexation fee for reimbursement to the master developer for the construction of initial infrastructure and created a policy document for annexation into the CSD. Harris is assisting the CSD with the management of the CSD's cost certification process, coordinating with staff and the development community, and maintaining tracking spreadsheets. Harris has presented at Board meetings and developer meetings as part of the impact fee update.

Development Impact Fees and Ongoing Program Management

City of Tracy

Location: Tracy, CA

Reference: Veronica Child, Management Analyst II

Contact: 209.831.6487 | Veronica.Child@ci.tracy.ca.us

Team: Alison Bouley, Project Manager/Director. Adam Marston, Senior Analyst. Joel Nagamine, Project Engineer.

Harris has been managing the City's development impact fee programs for over 25 years. This included the development and administration of fees for over ten specific plan areas. Harris assisted the City in consolidating the different specific plan areas into a Core Fee Program Area. In addition, Harris was instrumental in helping the City adopt its first set of Citywide Master Plans and Development Impact Fees. Harris also assists the City in negotiating Development Agreements with developers, developing and monitoring credit and reimbursement agreements, and assists in preparing fee calculations for new

development projects. In addition, Harris assists the City with its annual fee report. Harris is currently assisting the City with the development of new Citywide fees in conjunction with their master plan updates including the City's Public Safety Fee. It is anticipated that the updated fees will be adopted by the end of 2025.

Development Impact Fee Update

City of Lodi

Location: Lodi, CA

Reference: Charles Swimley, Director of Public Works

Contact: 209.333.6706 | cswimley@lodi.gov

Team: Alison Bouley, Project Director. Adam Marston, Project Manager.

Harris assisted the City of Lodi with creating new master plans for storm drainage, water, wastewater, traffic, police, fire, general facilities, parks, bike paths, public art, and electrical utility. Harris developed cost estimates and calculated the development impact fees under AB1600 and created a finance plan that summarized the fees, prepared cash flow projections, and documented important implementation measures. Harris held monthly meetings with the development community and gave monthly City Council presentations to confirm collaboration on the project.

Harris completed a 5-year update to the fee program. Harris met with the City to validate assumptions, update land use information, review updated master plans and project lists, and prepared new cost estimates for the facilities being funded. Harris also calculated a new recycled water fee for inclusion in the program. The fees were successfully adopted in 2021.

PROJECT TEAM

Harris has assembled the following project team to work on the development of your Fire Facilities Impact Fee Update. Alison Bouley, PE, will serve as the project director and will collaborate with the team to make sure the project runs smoothly, provide quality control and assurance, and attend meetings with staff. Alison has been developing impact fee programs for 25 years. The team will be supported by Adam Marston who will serve as the project manager and the day-to-day point of contact. The team will also be supported by other staff as assigned who will provide technical support and will assist in preparing the impact fee calculations and reports.

Alison Bouley, PE

Project Director

Alison has 25 years of experience providing program management and financial engineering services to cities, counties, and special districts on a wide variety of project types, including AB1600 development impact fees.

She has facilitated the development of a variety of Finance Plans, Fee Studies, and Nexus Studies. Alison is a Vice President in our public finance group and head of Harris' Municipal and District Finance Group. She is a true team-player, thriving in environments where she can accomplish the challenges presented by her clients through collaboration and problem-solving.

- **City of Tracy**, *Citywide Master Plans, AB1600 Fee Studies, and Ongoing Program Management*. Project Director.
- **Mountain House CSD**, *CFF & TIF Update & Annexation Fee Calculation*. Project Director.
- **City of Manteca**, *Park Impact Fee*. Project Director.
- **City of Lodi**, *Infrastructure Master Plan and Impact Fees and Impact Fees Update*. Project Manager/Project Director.
- **City of Millbrae**, *Comprehensive Development Impact Fee Study and maintenance CFD*. Project Director.
- **City of Rancho Cordova, Zone 11a** *Development Impact Fee Study*. Project Director.
- **City of Oxnard**, *Impact Fee Implementation and Action Plan, Impact Fee Update, Affordable Housing Fee Study, Parking in-lieu fee, and Annual Report*. Project Director/Manager.
- **City of Sacramento**, *Jacinto Creek Development Impact Fee Update*. Project Director.
- **City of Novato**, *Development Impact Fee Study*. Project Director.
- **City of El Cajon**, *Development Impact Fee Study*. Project Director.
- **City of Costa Mesa**, *Development Impact Fee Update*. Project Director.

Adam Marston

Project Manager

Adam has been involved in preparing finance and implementation plans and calculating development impact fees including recently for the Cities of Ceres, Gustine, Lodi, Tracy, Cathedral City and the Sacramento and has been involved in a number of utility undergrounding districts. In addition, he has extensive experience in GIS and can extract land use data and prepare maps.

Adam has direct experience working as an integral part of a city's Community Development Department. He is a versatile team-player, focused on connecting with clients and stakeholders alike to deliver a final product reflective of a collective vision of the community.

- **City of Ceres**, *Development Impact Fee Update*. Deputy Project Manager.
- **City of Tracy**, *Public Safety Impact Fee Update*. Project Manager.
- **City of Lodi**, *Impact Fees Update*. Project Manager.
- **City of Gustine**, *Development Impact Fee Update*. Project Manager.
- **City of Sacramento**, *Jacinto Creek Development Impact Fee Update*. Project Manager.
- **City of Oxnard**, *Impact Fee Update*. Project Analyst.
- **City of Tracy**, *Tracy Hills Acquisition Audits*. Project Manager.
- **City of Rancho Cordova**, *Zone 11 Storm Drainage Fee*. Project Analyst.
- **City of Coronado**, *Utility Undergrounding Master Plan and Funding Study*. Project Analyst.
- **City of Laguna Beach**, *Utility Undergrounding Master Plan and Funding Study*. Project Analyst.
- **City of Newport Beach**. *Utility Undergrounding Districts*. Project Manager.

PROPOSED FEES

Harris has prepared the following not to exceed fee proposals for this work. The fee includes all indirect expenses such as travel, meals, and reproduction.

	Project Director \$330/hr Hours	Project Manager \$210/hr Hours	Project Engineer/ Senior Analyst \$190/hr Hours	Total Estimated Hours	Total Estimated Fee
Task 1: Project Management	0	5	0	5	\$ 1,050.00
Task 2: Land Use Assumptions	1	4	0	5	\$ 1,170.00
Task 3: Calculate Fees	1	4	2	7	\$ 1,550.00
Task 4: Update Fee Justification Study	1	4	2	7	\$ 1,550.00
Task 5: Stakeholder Meetings (3 assumed)	3	10	0	13	\$ 3,090.00
Contingency (5%)					\$ 395.00
Subtotal	6	27	4	37	\$ 8,805.00
Remaining Contract Amount					\$ 1,296.25
Total Amendment (rounded)					\$ 7,500.00

We appreciate the opportunity to assist with the update of Tracy Rural's Fire Facilities Fee.

Please feel free to give me a call if you have any questions.

Sincerely,
Harris & Associates, Inc.



Adam Marston
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Harris & Associates, Inc.



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