

Fiscal Impact Analysis of Alameda Point and Site A

Final Report

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I. Introduction and Executive Summary

In the development of Alameda Point a key issue for the City is fiscal impact. Pursuant to the City's fiscal neutrality policy for Alameda Point, any development at Alameda Point must generate sufficient revenue to cover the cost of providing municipal services. To the extent that revenue is insufficient, mitigations must be put in place to ensure fiscal neutrality. This fiscal impact analysis estimates the revenues and expenditures generated by development at Alameda Point to determine whether the current proposed plan for the project complies with this fiscal neutrality policy.

The first planned development in Alameda Point is Site A, which consists of 800 residential units and 600,000 square feet of commercial development, anchored by the northern portion of the Seaplane Lagoon. As part of the planning for Site A, Willdan has prepared a fiscal analysis of the development of the Alameda Point as a whole and an additional analysis of the development of Site A. The analysis includes the current plan for Site A, as well as current real estate market data and the most current City budget (adopted FY 2014-15). The project description for Alameda Point has been adjusted, including the addition of a hotel for Site A and, as a conservative measure, the reduction of total commercial space from 5.5 million square feet to 3.5 million square feet.

- Table A summarizes the overall fiscal impact of the development of Alameda Point. As shown on Table A, the net fiscal impact of Alameda Point at completion is estimated to be a deficit of \$871,000. This consists of \$8.0 million in general fund revenues, 1.8 million in revenues from other funds, and 10.7 million in expenditures.
- Pursuant to the City's fiscal neutrality policy for Alameda Point, development of Alameda Point may not create a burden on the finances of the rest of the City. Therefore in the event of a fiscal deficit a financing source will be in place to mitigate that deficit. Table A calculates the mitigation according to the calculated deficit, resulting in fiscal neutrality.
- With the mitigation in place, the development of Alameda Point will be fiscally neutral.

Table A – Alameda Point Net Fiscal Impact

	AP Plan
General Fund Revenues ¹	\$8,010,000
Other Fund Revenues ^{1,2}	\$1,829,000
Expenditures ³	(\$10,710,000)
Net Impact	(\$871,000)
Fiscal Mitigation ⁴	\$871,000
Net Mitigated Impact	\$0
Site A Fiscal Mitigation Share ⁵	\$310,653

Figures are rounded to the nearest \$1,000. Figures may not add up due to rounding.

¹ See Table F and Table H for details.

² Taxes, and Measure B Fund.

³ See Table I and Table L for details.

⁴ Fiscal Mitigation equal to any calculated negative fiscal impact.

⁵ Fiscal mitigation allocated to development by assessed value.

In addition, Willdan has prepared an analysis of the impacts of the development of Site A, summarized in Table B below on a phased basis. This Site A analysis uses the same assumptions as in Table A, with a few important caveats:

- Two major costs, the fire station and park maintenance, are calculated based on what will be constructed during the development of Site A. A total of 15 acres of parks are planned for Site A, and the fire station is expected to be constructed after the development of Site A.
- For fiscal mitigation, Site A pays a share of the overall mitigation identified in Table A, allocated by assessed value.
- Finally, the analysis in Table B evaluates whether the allocated fiscal mitigation will be sufficient to achieve fiscal neutrality as the Site A project is phased. Overall the Site A project is fiscally positive at build out. As shown in Table B, in Phase 1 the allocated mitigation is insufficient and a supplemental mitigation of \$248,000 will be required during Phase 1.

Table B: Site A Phased Fiscal Impact Analysis

	Site A			
	Phase I	Phase 2	Phase 3	Total
General Fund Revenues ¹	\$1,750,000	\$1,170,000	\$350,000	\$3,270,000
Other Fund Revenues ^{1,2}	\$375,000	\$117,000	\$109,000	\$601,000
Expenditures ³	(\$2,565,000)	(\$659,000)	(\$192,000)	(\$3,416,000)
Net Impact	(\$440,000)	\$628,000	\$267,000	\$455,000
Cumulative Net	(\$440,000)	\$188,000	\$455,000	\$455,000
Fiscal Mitigation ⁴	\$192,000	\$261,000	\$311,000	\$311,000
Net Mitigated Impact	(\$248,000)	\$449,000	\$766,000	\$766,000
Additional Required Mitigation ⁵	\$248,000	\$0	\$0	\$0

Figures are rounded to the nearest \$1,000. Figures may not add up due to rounding.

¹ See Table F and Table H for details.

² Includes revenues from City Sewer Service fees, Urban Runoff Fund, Library Taxes, and Measure B Fund.

³ See Table L and Table M for details.

⁴ Fiscal Mitigation equal to any calculated negative fiscal impact at APP buildout, allocated by phase.

⁵ Additional Mitigation Required if Allocated Fiscal Mitigation Insufficient on a Phased Basis.

The details supporting these conclusions are discussed below.

II. Development Description

This analysis evaluates the impacts of the development of Alameda Point. A summary of the development proposed for Alameda Point is provided on Table C. Table D details the proposed development of Site A, broken into three phases, the balance of development, and the total at build out of the Alameda Point Plan. Although the EIR for Alameda Point analyzed 5.5 million square feet, it is important to note that the EIR is required to review the maximum development envelope to capture all potential impacts. The main purpose of the fiscal impact analysis, on the other hand, is to protect the City’s fiscal position, and set a special tax mitigation at the outset of the project and going forward. Therefore the City should take a more conservative view of potential development. In looking at the potential for commercial space at Alameda Point Willdan considered access, the competitive position of Alameda, and the availability of competing space such as Bay Farm. Given all these factors, Willdan believes that to be conservative and fiscally prudent the fiscal analysis should assume that Alameda Point attracts 3.5 million square feet of commercial space over the next 20 years. Willdan has examined the impact of increasing the projected development to 5.5 millions square feet, discussed below under “Sensitivity Analysis”.

Table C – Proposed Development ¹

Residential Units	Site A			Total	Balance of AP	Buildout
	Phase 1	Phase 2	Phase 3			
Single-family	0	0	0	0	125	125
Multi-family						
Townhomes	139	27	0	166	134	300
Moderate Townhomes	0	0	0	0	0	0
Condos	0	72	0	72	0	72
Condos (moderate)	0	32	0	32	0	32
Apartments	362	0	0	362	102	464
Apartments (moderate)	40	0	0	40	22	62
Apartments (L/VL)	128	0	0	128	242	370
Units	669	131	0	800	625	1,425
Commercial Space Sq. Ft.						
Office	0	0	0	0	527,500	527,500
Manufacturing/Warehouse	0	0	195,000	195,000	1,715,500	1,910,500
Retail	96,000	59,000	0	155,000	145,000	300,000
Hotel ²	0	100,000	0	100,000	0	100,000
Specialty Manufacturing	0	0	150,000	150,000	0	150,000
Service	0	0	0	0	512,000	512,000
	96,000	159,000	345,000	600,000	2,900,000	3,500,000

¹ Program for Phases 1-3 were provided by the City of Alameda. Buildout program is based on Reuse Plan, adjusted as detailed in this report, to reduce total commercial square feet to 3.5 million.

² Approximate square footage for a 150 room hotel.

III. Overview of Methodology

The fiscal analysis estimates the net fiscal change to the various funds of the City of Alameda upon full build out of the proposed redevelopment of Alameda Point according to the 1996 Community Reuse Plan (“Reuse Plan”), with the adjustments discussed above. Willdan Financial Services (Willdan) evaluated the impact of the project on several of the City’s operating funds, including:

- The City’s General Fund;
- Urban Runoff (Fund 351);
- A-17 Sewer Service Fee (Fund 602);
- Gas Tax fund (Fund 211);
- Alameda County Measure B (Fund 215); and
- Library Fund (Fund 210).

The General Fund is the major source of discretionary spending for key services, such as public works, fire, police, and parks. The other funds are included in the analysis because they are impacted by population and employment growth at Alameda Point or because they provide dedicated revenues to fund services required by growth at Alameda Point.

This section details the underlying methodology used to estimate the fiscal impact of the development of Alameda Point on City of Alameda. The analysis uses a combination of techniques to estimate the increases in revenues and expenditures. Where possible, the increases in revenues and expenditures are modeled following the manner in which they are collected and allocated, referred to as the case study methodology. For example, increases in property tax revenues are based on an estimate of the increase in assessed valuation associated with a given project component, such as a home or a commercial building. In other cases, where this type of detailed modeling is not possible Willdan utilized revenue and expenditure multipliers that represent the current mean cost or revenue per service population. Additionally, Willdan assumes that some of a given expenditure category are variable and some are fixed. For example, additional development will result in a need for additional City staff but will not require the construction of a new council chamber. Generally, this methodology presents a reasonably conservative analysis of the potential fiscal impacts of the proposed development.

The sources of revenue included in the analysis are property tax in-lieu of motor vehicle license fees, property transfer tax, 1% property tax, business license tax, utility users tax, sales tax, franchise fees, fines and forfeitures, City sewer service fees, urban runoff fees, library taxes, gas tax fund, general government revenues, and Alameda County Measure BB tax revenues. The expenditures included in the analysis are: the Fire Department, Police, Public Works, Parks and Recreation, and Library.

The net marginal tax revenue and service cost impacts of the development of Alameda Point have been estimated on an on-going annual basis. All results of the analysis are presented in current dollars, rather than inflated to a future nominal value.

Project Demographics

As described above, in order to estimate some of revenues and expenditures generated by the project, Willdan utilized revenue and expenditure multipliers that represent the current average per service population. In order to apply these multipliers, it is necessary to estimate the number of persons served upon full build-out. The projected build out generally follows the Reuse Plan, with two main modifications:

- Willdan has reduced the total commercial space to provide a more conservative analysis of fiscal impact.
- The mix of uses has been adjusted to reflect the proposed program for Site A, including new residential unit types and the addition of a hotel.

The estimated number of persons served includes new residents and employees anticipated at Alameda Point at build-out. Resident projections are calculated assuming a factor of 2.27 persons-per-household. Employee estimates are based on average of 1.62 employees per 1,000 square feet of commercial uses. Willdan assumes that each employee has approximately one-half (0.50) the impact of a resident on the cost of providing certain municipal services. Therefore, depending on the service, the total number of persons served could be equal to the on-site residential population plus 0.50 the on-site employee population. The fiscal analysis uses this “total persons served” figure to estimate certain municipal service revenue and cost increases. Estimated persons served is presented in Table D. The analyses for Site A and build out use identical demographic assumptions.

Table D – Estimated Population and Employment

Residents	Residents per Unit ¹	Site A				Balance of	
		Phase I	Phase 2	Phase 3	Total	AP	Buildout
Single-family	2.65	0	0	0	0	331	331
Multi-family							
Townhomes	2.32	322	63	0	385	311	696
Moderate Townhomes	2.32	0	0	0	0	0	0
Condos	2.20	0	158	0	158	0	158
Condos (moderate)	2.20	0	70	0	70	0	70
Apartments	2.20	796	0	0	796	372	1,168
Apartments (moderate)	2.20	88	0	0	88	0	88
Apartments (L/VL)	2.20	282	0	0	282	433	715
	2.26	1,488	291	0	1,780	1,447	3,227
Commercial Employees	Empl. Per 1,000 sq. ft. ¹	Phase I	Phase 2	Phase 3	Total	Balance of	
						AP	Buildout
Office	3.67	0	0	0	0	1,934	1,934
Manufacturing/Warehouse	0.40	0	0	78	78	686	764
Retail	4.00	384	236	0	620	580	1,200
Hotel	2.00	0	200	0	200	0	200
Speciality Manufacturing	1.00	0	0	150	150	0	150
Service	1.50	0	0	0	0	768	768
	1.43	384	436	228	1,048	3,968	5,016
Commercial Resident Equivaler	Empl. Per Res. ¹	Phase I	Phase 2	Phase 3	Total	Balance of	
						AP	Buildout
Office	0.5	0	0	0	0	967	967
Manufacturing/Warehouse	0.5	0	0	39	39	343	382
Retail	0.5	192	118	0	310	290	600
Hotel	0.5	0	100	0	100	0	100
Speciality Manufacturing	0.5	0	0	75	75	0	75
Service	0.5	0	0	0	0	384	384
		192	218	114	524	1,984	2,508
Total Daytime Population ²		1,872	727	228	2,828	5,415	8,243
Total Resident Equivalent Population		1,680	509	114	2,304	3,431	5,735

¹ Willdan Financial Services.

² Daytime population is the total number of residents plus the total number of employees.

Estimated Assessed Value

Some of the estimated revenues, such as property taxes and property transfer tax, are based on the estimated net increase in assessed value associated with the development of Alameda Point. Table E presents the estimated assessed value of the through the development of Site A and at build out. The estimated costs are based on Willdan research and on data provided by the proposed developer of Site A.

Table E – Estimated Assessed Value

Residential Units	Est. Assessed Value per Unit ¹	Site A					Balance of AP	Buildout
		Phase 1	Phase 2	Phase 3	Total			
Single-family	\$850,000	\$0	\$0	\$0	\$0	\$106,250,000	\$106,250,000	
Multi-family								
Townhomes	\$795,000	\$110,505,000	\$21,465,000	\$0	\$131,970,000	\$106,530,000	\$238,500,000	
Moderate Townhome:	\$365,679	\$0	\$0	\$0	\$0	\$0	\$0	
Condos	\$540,000	\$0	\$38,880,000	\$0	\$38,880,000	\$0	\$38,880,000	
Condos (moderate)	\$353,323	\$0	\$11,306,332	\$0	\$11,306,332	\$0	\$11,306,332	
Apartments	\$491,196	\$177,813,021	\$0	\$0	\$177,813,021	\$50,102,011	\$227,915,032	
Apartments (moderate)	\$321,390	\$12,855,619	\$0	\$0	\$12,855,619	\$7,070,590	\$19,926,210	
Apartments (L/VL)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Subtotal		\$301,173,640	\$71,651,332	\$0	\$372,824,972	\$269,952,602	\$642,777,574	
Commercial Space								
Office	\$250	\$0	\$0	\$0	\$0	\$131,875,000	\$131,875,000	
Manufacturing/Wareho	\$225	\$0	\$0	\$43,875,000	\$43,875,000	\$385,987,500	\$429,862,500	
Retail	\$265	\$25,440,000	\$15,635,000	\$0	\$41,075,000	\$38,425,000	\$79,500,000	
Hotel	\$300	\$0	\$30,000,000	\$0	\$30,000,000	\$0	\$30,000,000	
Specialty Manufacturing	\$275	\$0	\$0	\$41,250,000	\$41,250,000	\$0	\$41,250,000	
Service	\$250	\$0	\$0	\$0	\$0	\$128,000,000	\$128,000,000	
Subtotal		\$25,440,000	\$45,635,000	\$85,125,000	\$156,200,000	\$684,287,500	\$840,487,500	
Total Assessed Valuation		\$326,613,640	\$117,286,332	\$85,125,000	\$529,024,972	\$954,240,102	\$1,483,265,074	

¹ Willdan Financial Services. It is assumed that the low and very low affordable units will be tax-exempt.

IV. Estimated Revenues

As discussed above, it is estimated that Alameda Point will generate \$10.0 million in government revenues per year at build-out, which gradually increases to that total as the project develops. Site A is projected to generate approximately \$4.0 million in revenues. These figures include revenue from multiple sources. A listing of all revenue sources included in the analysis is shown in Table F. Table G provides details on the estimating factors for each of the revenue sources included in the model. These factors are identical for the Site A and build out analyses.

Table F – Estimated Annual Revenues by Revenue Source

General Fund Revenues	Site A				Balance of		% of Total @
	Phase I	Phase 2	Phase 3	Total	AP	Buildout	
1% Property Tax	\$834,000	\$299,000	\$217,000	\$1,350,000	\$2,435,000	\$3,785,000	38%
Property Tax In-Lieu of MVLF	\$200,000	\$72,000	\$52,000	\$324,000	\$586,000	\$910,000	9%
Transfer Tax	\$236,000	\$96,000	\$51,000	\$383,000	\$649,000	\$1,032,000	10%
Transient Occupancy Tax	\$0	\$460,000	\$0	\$460,000	\$0	\$460,000	5%
Utility Users Tax	\$151,000	\$59,000	\$18,000	\$228,000	\$438,000	\$666,000	7%
Sales Tax	\$240,000	\$148,000	\$0	\$388,000	\$362,000	\$750,000	8%
Business License Tax	\$20,000	\$22,000	\$12,000	\$54,000	\$203,000	\$257,000	3%
Franchise Fees	\$69,000	\$14,000	\$0	\$83,000	\$67,000	\$150,000	2%
Total Annual Revenues	\$1,750,000	\$1,170,000	\$350,000	\$3,270,000	\$4,740,000	\$8,010,000	81%
Other Fund Revenues							
City Sewer Service Fees	\$179,000	\$60,000	\$72,000	\$311,000	\$753,000	\$1,064,000	11%
Library Taxes	\$57,000	\$21,000	\$15,000	\$93,000	\$167,000	\$260,000	3%
Urban Runoff Fund	\$62,000	\$21,000	\$22,000	\$105,000	\$233,000	\$338,000	3%
Gas Tax	\$38,000	\$7,000	\$0	\$46,000	\$37,000	\$83,000	1%
County Measure B	\$39,000	\$8,000	\$0	\$46,000	\$38,000	\$84,000	1%
Total Annual 'Other Fund' Revenues	\$375,000	\$117,000	\$109,000	\$601,000	\$1,228,000	\$1,829,000	19%
Total Annual Revenues	\$2,125,000	\$1,287,000	\$459,000	\$3,871,000	\$5,968,000	\$9,839,000	100%

Figures are rounded to the nearest \$1,000. Figures may not add up due to rounding.

¹ See Table G for assumptions and Table H for calculations.

Table G – Revenue Estimating Factors

General Fund Revenues	Factor or Assumptions
1% Property Tax Split	25.52% City share ¹
Property Tax In-Lieu of MVLF	6,173,000 2014-15 property tax in-lieu of MVLF ² 10,067,110,668 2014-15 Assessed Value ³ \$0.61 MVLF per \$1,000 AV
Transfer Tax ⁴	\$12.00 per \$1,000 AV 8.00% annual for-sale residential turnover ⁵ 5.00% annual rental residential turnover ⁵ 5.00% annual commercial turnover ⁵
Sales Tax from new retail space ⁵	\$250.00 per square foot 1.00% City's Sales Tax share
Utility Users Tax	\$80.75 per daytime pop. ²
Transient Occupancy Tax	10.00%
Franchise Fees	\$46.40 per resident ²
Business License Tax	\$51.19 per employee ²
Other Fund Revenues	
Alameda County Measure B	\$26.07 per resident ²
Gas Tax	\$25.71 per resident ²
Urban Runoff Fund ⁶	\$56.15 per equivalent residential unit 1.00 ERUs per single family residential unit 1.50 ERUs per multi-family residential unit 3,938 commercial ERUs
City Sewer Services Fund ⁶	\$278.76 per equivalent dwelling unit (single family) \$250.92 per equivalent dwelling unit (comm and multi fam.) 1.00 EDUs per residential unit 0.75 EDUs per 1,000sf office commercial 0.40 EDUs per 1,000sf retail commercial
Library Fund ⁷	\$0.0175 per \$100 AV

¹ HdL Coren & Cone, 2012/13 Property Tax Summary City of Alameda.

² Based on City of Alameda's FY 2013-14 and 2014-15 Annual Budget. See Supporting Table 1.

³ HdL Coren & Cone, 2014/15 Roll Summary City of Alameda: Taxable Property Values. Assessed Value for 2014-15 excludes non-unitary utilities and unsecured roll.

⁴ Alameda County Auditor's Office.

⁵ Willdan Financial Services.

⁶ 2014/15 charges provided by the City of Alameda Public Works Department.

⁷ City of Alameda Department of Finance.

General Fund Revenues

Following are the calculation methodologies for the general fund revenues analyzed in this report. For these categories the analysis for Site A and the overall project are identical.

Property Tax

The property taxes the City will receive from the project are derived from the total assessed value of new development in Alameda Point and the City's property tax allocation share of the one percent ad valorem property tax. According to HdL Coren & Cone, on average, the City of Alameda receives 25.52% of the one percent ad valorem property tax.¹ The City is also exploring the possibility of using an Infrastructure Financing District (IFD) to fund a portion of the infrastructure required for development of Alameda Point. An IFD would use a portion of the property tax revenues generated to fund debt service on infrastructure bonds. Any resulting fiscal deficit from establishment of an IFD would be mitigated through a services financing district, such as a Community Facilities District (CFD).

Property Tax In-Lieu of Vehicle License Fee (VLF)

As a part of the State Budget Act of 2004, the California State Legislature cut the backfill to cities and counties for reductions in the VLF and in return gave cities and counties additional property tax revenue. This revenue swap is described in detail in "The VLF for Property Tax Swap of 2004: Facts for Local Officials".² Revenue and Taxation Code Section (c)(1)(B)(i) specifies that in FY05-06 and beyond, the VLF Adjustment Amount for each city and county is to grow in proportion to the growth of gross assessed valuation in that jurisdiction from the prior year.

Property Transfer Tax

Property transfer tax is based on the assessed value of the development's land uses and the anticipated turnover rate of properties over time. This fiscal impact analysis is based on the assumption that the project's for-sale residential units will turn over approximately once every 12.8 years (8.00 percent per year) while commercial property will turn over once every 20 years (5.0 percent per year) while. The City receives a property transfer tax of \$12.00 per \$1,000 of transferred value upon sale of property.

Sales Tax

Sales tax of one percent goes to the City. Willdan assumes that the project will generate new retail sales tax from new retail square footage. The sales per square foot factor for new retail, is estimated by Willdan based on market trends. Willdan also assumes that commercial development will not generate any sales tax from b2b (business to business) sales.

Business Licenses

This is an annual tax levied upon all businesses operating within the City. The estimates from the Project are based on Citywide averages per employee.

¹ HdL Coren & Cone, 2012/13 Property Tax Summary, City of Alameda. The 25.52% estimate is net of state mandated contributions to the Educational Revenue Augmentation fund (ERAF).

² www.californiacityfinance.com/VLFswapNtakeFAQ.pdf.

Franchise Fees

Franchise fees are received by the City from utility providers serving the community, including Alameda Municipal Power (AMP). These companies pay the City a franchise fee based on a percentage of their revenue earned within the City limits. These fees serve as compensation for, among other things, wear and tear on City streets. Franchise fees can change, among other things, when the customer base expands, when additional services are used, or when rates change.

The estimated Franchise Fee increase related to the Project is based on a Citywide average per resident. Franchise fee revenues from AMP are excluded from the analysis.

Utility Users Tax

Utility users tax is 7.5 percent of utility bills for utility users (residential and/or commercial) within the City. Water service is excluded from the tax. The estimates from the Project are based on Citywide averages per daytime population (i.e., total residents and workers).

Non General Fund Revenues

Following are the calculation methodologies for the categories of revenue other than the general fund analyzed in this report. For these categories the analysis for Site A and the overall project are identical.

Gas Tax (Fund 211)

The City is allocated a portion of gas tax revenue for the design and engineering activities related to street improvements. The estimates from the Project are based on Citywide average per resident.

Alameda County Measure BB (Fund 215)

The City of Alameda receives a share of the County's proceeds of a one-half cent sales tax increase approved by Alameda County voters in 2000 as Measure B and extended in November 2014 as Measure BB. Measure BB funds are used for capital projects, such as resurfacing, sidewalks, and traffic signal upgrades, as well as Paratransit service and bicycle and pedestrian improvements. Funds are also used to maintain street infrastructure (e.g. pothole patching, controller replacement, signal pole painting, etc.).

The City's share of Alameda County Measure BB is based on a variety of complex formulas depending on the type of funding granted. For example, local streets and roads funding is allocated on a combination of population and road miles. The estimates from the Project are based on Citywide average per resident.

Urban Runoff (Fund 351)

The Urban Runoff Fund accounts for revenues from the Storm Water Fee used for expenditures associated with the City's Clean Water Program, which is designed to mitigate the effects of pollution entering the City's storm water system. The City currently uses the funds to perform drainage maintenance and street sweeping, as well as ongoing capital repair.

The Fee is based on the amount of pollution that the City estimates enters the municipal storm water system as a result of the installation or maintenance of impervious surfaces. The current Storm Water Fee is \$56.15 per Equivalent Residential Unit (ERU).

A-17 Sewer Service Fee (Fund 602)

The fund accounts for revenues and expenditures related to the operation of the municipal sewer system including operations, maintenance, capital financing, debt service, billing, and collections. Revenues are generated from Sewer Service Fees, which are currently \$273.00 per Equivalent Dwelling Unit (EDU).

Library Fund (Fund 210)

The fund receives a special tax of \$0.0175 per \$100 in assessed value to support operation of the City's branch library system, including staff, collections, and facility maintenance.

Estimated Revenues

The factors described above are used to estimate the revenues to the City that will be generated by the project.

Table H presents the calculations for estimating these revenues. As shown in Table H the total revenues are \$3.9 million for Site A and \$9.8 million for build out.

Table H – Annual Revenue Projections

			Site A					
			Phase 1	Phase 2	Phase 3	Total	Balance of AP	Buildout
	Residents	¹	1,488	291	0	1,780	1,447	3,227
	Employees	¹	384	436	228	1,048	3,968	5,016
	Residential For Sale Assessed Value (\$1,000)	²	\$110,505	\$71,651	\$0	\$182,156	\$212,780	\$394,936
	Residential Rental Assessed Value (\$1,000)	²	\$190,669	\$0	\$0	\$190,669	\$57,173	\$247,841
	Commercial Assessed Value (\$1,000)	²	\$25,440	\$45,635	\$85,125	\$156,200	\$684,288	\$840,488
	Total Assessed Value (\$1,000)	²	\$326,614	\$117,286	\$85,125	\$529,025	\$954,240	\$1,483,265
Annual General Fund Revenues ³								
1% Property Tax	25.52% City share		\$833,518	\$299,315	\$217,239	\$1,350,072	\$2,435,221	\$3,785,292
Property Tax In-Lieu of MVLF	\$0.61 per \$1,000 AV		\$200,275	\$71,918	\$52,197	\$324,390	\$585,126	\$909,516
Transfer Tax								
Residential - For-Sale	\$12 per \$1,000 AV	8.00% annual transfer	\$106,085	\$68,785	\$0	\$174,870	\$204,269	\$379,139
Residential - Rental	\$12 per \$1,000 AV	5.00% annual transfer	\$114,401	\$0	\$0	\$114,401	\$34,304	\$148,705
Commercial	\$12 per \$1,000 AV	5.00% annual transfer	\$15,264	\$27,381	\$51,075	\$93,720	\$410,573	\$504,293
			\$235,750	\$96,166	\$51,075	\$382,991	\$649,145	\$1,032,136
Transient Occupancy Tax	10% annual revenue	\$4,599,000	\$0	\$459,900	\$0	\$459,900	\$0	\$459,900
Sales Tax								
from new retail space ⁴	\$250.00 per sq. ft. of reta	1.00% City's sales tax	\$240,000	\$147,500	\$0	\$387,500	\$362,500	\$750,000
			\$240,000	\$147,500	\$0	\$387,500	\$362,500	\$750,000
Utility Users Tax	\$80.75 per daytime pop.		\$151,199	\$58,739	\$18,410	\$228,348	\$437,284	\$665,633
Franchise Fees	\$46.40 per resident		\$69,069	\$13,524	\$0	\$82,593	\$67,160	\$149,752
Business License Tax	\$51.19 per employee		\$19,658	\$22,320	\$11,672	\$53,650	\$203,137	\$256,787
Total Annual General Fund Revenues			\$1,749,468	\$1,169,382	\$350,594	\$3,269,444	\$4,739,572	\$8,009,016
Other Fund Revenues								
Alameda County Measure BB	\$26.07 per resident		\$38,803	\$7,598	\$0	\$46,401	\$37,730	\$84,131
Gas Tax	\$25.71 per resident		\$38,262	\$7,492	\$0	\$45,754	\$37,204	\$82,958
Urban Runoff Fund	See Supporting Table 2.		\$62,411	\$21,078	\$21,795	\$105,284	\$232,336	\$337,620
City Sewer Service Fees	See Supporting Table 3.		\$178,570	\$60,356	\$72,129	\$311,055	\$752,461	\$1,063,516
Library Taxes	\$0.0175 per \$100 of AV		\$57,157	\$20,525	\$14,897	\$92,579	\$166,992	\$259,571
Total Annual Other Fund Revenues			\$375,204	\$117,049	\$108,821	\$601,073	\$1,226,723	\$1,827,797
Total Annual General Fund and Other Fund Revenues			\$2,124,672	\$1,286,430	\$459,415	\$3,870,517	\$5,966,296	\$9,836,813

¹ See Table D.

² See Table E.

³ Revenue Assumptions per Table G.

⁴ Assumes 96,000 sq. ft. of retail space in phase 1, an additional 25,000 sq. ft. in Phase 2, and 179,000 sq. ft. during the build out of the remainder of Alameda Point. See Table C.

V. Estimated Expenditures

As shown in Table I, below, it is estimated that Alameda Point will generate approximately \$10.7 million in expenditures per year at build-out. This figure includes expenditures for various City services. Table K provides details on the estimating factors for each of the expenditure categories included in the model for Alameda Point at completion. A brief description of each expenditure category is provided below. Except as noted below, Site A and the overall analysis are calculated identically. Also, Willdan has added costs to reflect the expected impact of other post employment benefits (OPEB) in future years.

Table I – Estimated Annual Expenditures by Department for Alameda Point

Expenditure Category	Buildout	% of Total @ buildout
Fire	\$3,558,000	33%
Public Works	\$2,779,000	26%
Police	\$2,126,000	20%
Parks	\$1,900,000	18%
General Government	\$223,000	2%
Recreation	\$41,000	0%
Library	\$83,000	1%
Total Annual Expenditures	\$10,710,000	100%

Figures are rounded to the nearest \$1,000. Figures may not add up due to rounding.

¹ See Table K for assumptions and Table L for calculations.

Willdan has also prepared an estimate of the expenditures for Site A. The methodology is identical as that in Table I, except that for parks and fire services, as discussed in more detail below under “Phasing”.

Table J: Estimated Annual Expenditures by Department for Site A

Expenditure Category	Site A			
	Phase 1	Phase 2	Phase 3	Total
Fire	\$489,000	\$148,000	\$33,000	\$670,000
Public Works	\$814,000	\$247,000	\$55,000	\$1,117,000
Police	\$980,000	\$192,000	\$0	\$1,172,000
Parks	\$160,000	\$40,000	\$100,000	\$300,000
General Government	\$65,000	\$20,000	\$4,000	\$89,000
Recreation	\$19,000	\$4,000	\$0	\$22,000
Library	\$38,000	\$8,000	\$0	\$46,000
Total Annual Expenditures	\$2,565,000	\$659,000	\$192,000	\$3,416,000

Figures are are rounded to the nearest \$1,000. Figures may not add up due to rounding.

¹ See Table K for assumptions and Table M for calculations.

Following are the expenditure factors used to calculate the estimated expenditures for the entire project and for Site A.

Table K – Expenditure Estimating Factors

Expenditure Category	Factor or Assumptions		
Fire			
Costs and Offsets	\$3,557,864 annual engine company cost ¹		
Annual Citywide Mean Cost	\$291 per resident equivalent		
Police			
Base Officers	8 build-out officers ²		
	5,735 build-out resident equivalents		
	1.4 officers per 1,000 resident equivalent		
	\$265,704 annual costs per officer ⁷		
Public Works			
		<u>Dimensions</u>	
On Site Roadway Maintenance	\$0.65 psf	1,930,000 sf	road maintenance ³
	\$0.008 plf	153,000 lf	curbs and gutters ³
	\$1.00 psf	545,000 sf	landscape maint. ³
	10% of total roadway maint.		sidewalks, signs, signals
	\$0.50 per daytime population		administrative ³
Offsite Roadway Maintenance	\$0.65 psf	342,500 sf	pavement areas ³
	\$0.008 plf	30,500 lf	curbs and gutters ³
	\$1.00 psf	212,500 sf	landscape / sidewalk ³
Existing City-Occupied Building	\$91,768 per year	for utilities	
	\$267,347 per year	for maintenance	
Recreation ⁴	\$12.61 per resident equivalent		
Parks ⁵	\$20,000 per acre	95 acres ³	
Library	\$25.86 per resident		
General Government ⁶	\$38.85 per resident equivalent		

¹ See Supporting Table 4.

² Per the Alameda Police Department.

³ Area dimensions provided by Carlson, Barbee & Gibson Engineering. Excludes Sports Complex.

⁴ Based 60% cost recovery for Parks and Recreation budget. See Supporting Table 1.

⁵ Maintenance costs per acre provided by Alameda Recreation and Park Department.

⁶ Based on 2014/15 Proposed Budget. General government expenses include operation and maintenance costs for the City Council, City Attorney, City Clerk, City Manager, Finance, and Human Services. See Supporting Table 1.

⁷ Includes OPEB equal ot 12% of salary.

Fire

Citywide the Fire Department operates four fire stations, and is also responsible for water rescue calls. Emergency Medical Services (EMS) are provided by the City from Stations 1, 2 and 4. A fifth station, Station 5, was located at Alameda Point, but was closed because of its low level of activity. Currently Station 2, on Pacific Avenue at Webster, is the nearest station to Alameda Point. The 2014/15 operating budget for the City's Fire Department is \$25.4 million.

Based on consultation with the Fire Department, the City has determined that an engine company will be required in a new station at Alameda Point by build out. The exact timing and location of the station has not yet been determined, but according to the Fire Department it will not be needed before the completion of Site A.³

The Fire Department has provided the cost of an engine company and operation of the fire station for the Alameda Point development, which was used to estimate the fire department costs for Alameda Point at build out. In addition, the Fire Department has estimated the cost of providing staff for inspections and fire prevention. The analysis includes the revenue the department will receive from charges for inspections and from ambulance services. It is important to note that the fire station will likely be required at some point before full build out (and therefore the full level of revenues reflected in this analysis). As a result, there may be a period during the later development of Alameda Point that the City experiences a higher net fiscal deficit than what is calculated in this report.

In addition, there will be a period of time during the development that the fire station will not have been built. During this period the City will not have the expense of the new fire station but will have some expense from additional calls. To estimate this cost Willdan has assumed that the cost will be equivalent to the current average cost per capita in the remainder of the City. For Site A Willdan has used the current mean fire services costs, on a per capita basis, to estimate the actual cost to the City stemming from the development of Site A. This calculation is provided in more detail in Table K.

Police

Both homes and businesses at Alameda Point will generate calls for service from the Police Department. Willdan assumes, based on input from the Police Department, that the Alameda Point development will require approximately one (1) new officer per every 1,000 resident equivalents at a cost of \$245,000 per officer.

Public Works

The Public Works Department maintains roads, bike lanes, traffic signals, storm sewers, and a variety of other public facilities throughout the City. The Department will have new maintenance responsibilities, and costs, with the development of Alameda Point, including existing facilities (such as City Hall West and storage facilities) and the new facilities that will come with development.

³ An ambulance may be required at a later date, which would increase costs of services.

Public works costs in the analysis include: 1) Road Maintenance, 2) Curbs and Gutters, 3) Landscape and Maintenance, 4) Sidewalks, Signs, and Signals, and 5) Administrative costs. The total square footage and linear footage for each of these categories was estimated by Carlson, Barbee & Gibson Engineering (CBG), the City's civil engineer consultant for Alameda Point.

New infrastructure maintenance costs are estimated by applying "per square foot" or "per linear foot" costs provided by the City's Department of Public Works to the estimated square feet or linear feet of road, curb, landscaping, and other items.

The road maintenance estimate includes the measures necessary to maintain the roads at a pavement condition index (PCI) consistent with the rest of the City. This includes a schedule of slurry sealing every five years, with major reconstruction every 20 years. These costs are averaged over a 20-year period, yield a cost per square foot of \$0.65.

Parks and Recreation

Park maintenance expenditure estimates are based on an average cost per acre of \$20,000. The total park acreage at build-out was estimated by CBG.

Recreation program expenditures are estimated based on the Parks and Recreation budget for Fiscal Year 2014-15. Expenditures are based on a per-resident equivalent basis. It is assumed that for Alameda Point the Department will recover 60 percent of its program costs through fees and other charges consistent with the City's current budget.

The Sports Complex will be constructed as part of the overall infrastructure financing plan. Ongoing costs of operation and maintenance are assumed to be covered by fees and user charges not including any debt service payments.

For Site A, the actual parks constructed on the site total 15. The Site A fiscal analysis used this number of parks multiplied by \$20,000 per acre to arrive at annual park maintenance costs.

Library

The City's existing library facilities include the 47,500-square foot Main Library (opened in 2006), the West End Branch (3,400 square feet), and the Bay Farm Island branch (2,688 square feet). There are approximately 224,000 volumes in the library's collection, and approximately 483,000 volumes are borrowed each year. The West End branch is the closest branch to Alameda Point. The West End Branch primarily serves residents in the western portion of the City, which is defined as all census tracts west of Constitution Way and Eighth Streets.

Willdan has calculated the per capita cost of library services in the City, and has applied this per capita cost to the projected population of the plan to estimate the cost to the Library of the new residents.

General Government

General government expenses include operation and maintenance costs for the City Council, City Attorney, City Clerk, City Manager, Finance, and Human Services. The 2014/15 operating budget for

general government is \$10.5 million. It is assumed that 33 percent of the costs of these programs will increase as the number of City resident equivalents increases, or \$38.85 per resident equivalent.

Community Development Services

Community Development Services are fully funded by fees; therefore, the project is not expected to have any fiscal impact on the cost of these services.

Estimated Expenditures

The factors described above are used to estimate the expenditures that will be generated by the project upon build-out. Table L presents the calculations \$4.9 million for Site A and \$10.2 million at build out.

Table L – Annual Expenditure Projections for Alameda Point Build Out

			<u>Buildout</u>
		Residents ¹	3,227
		Residential Units ¹	1,425
		Daytime Population ¹	8,243
		Resident Equivalents ¹	5,735
Annual Build-out Expenditures ²			
Fire ³	\$3,557,864	annual cost for one engine company ⁴	\$3,557,864
Police ³	\$265,704	per officer 8 officers	\$2,125,634
		<u>Dimensions</u>	
Public Works ³	\$0.65 psf	1,930,000	\$1,254,500
	\$0.008 plf	153,000	\$1,224
	\$1.00 psf	545,000	\$545,000
		10% of total roadway maintenance for others	\$180,072
		\$0.50 per daytime population for administration	\$4,122
			<u>\$1,984,918</u>
	\$0.65 psf	342,500 sf offsite pavement	\$222,625
	\$0.008 plf	30,500 lf of curb/gutter	\$244
	\$1.00 psf	212,500 offst landscp/sidewk	\$212,500
			<u>\$435,369</u>
	\$91,768	per year for City-occupied bldg. utilities	\$91,768
	\$267,347	per year for City-occupied bldg. maintenance	\$267,347
			<u>\$359,115</u>
Recreation	\$12.61	per resident	\$40,700
Parks ³	\$20,000	per acre ⁴ 95 acres	\$1,900,000
Library	\$25.86	per resident	\$83,445
General Government	\$38.85	per resident equivalent	\$222,797
Total Annual Expenditures at Build-out			<u>\$10,709,843</u>

¹ See Table D.

² Revenue Assumptions per Table K.

³ See Supporting Table 4 for additional details. Excludes costs related to 'Ambulance Crew'. Includes Cost Recovery.

⁴ Total distributed at buildout based on corresponding population factors (resident equivalents for fire and public works; residents for police, parks.). Site A costs based on actual facilities constructed.

Table M - Annual Expenditures for Site A

		Site A			
		Phase I	Phase 2	Phase 3	Total
	Residents ¹	1,488	291	0	1,780
	Residential Units ¹	669	131	0	800
	Daytime Population ¹	1,872	727	228	2,828
	Resident Equivalents ¹	1,680	509	114	2,304
Annual Build-out Expenditures²					
Fire ³	\$291 mean current cost per resident equivalent	\$488,731	\$148,159	\$33,154	\$670,044
Police ³	\$265,704 per officer 8 officers	\$980,390	\$191,957	\$0	\$1,172,347
	\$0 collab. unit costs	\$0	\$0	\$0	\$0
	<u>Dimensions</u>				
Public Works ³	\$0.65 psf 1,930,000	367,577	\$111,431	\$24,935	\$503,944
	\$0.008 plf 153,000	359	\$109	\$24	\$492
	\$1.00 psf 545,000	159,689	\$48,410	\$10,833	\$218,931
	10% of total roadway maintenance for others	52,762	\$15,995	\$3,579	\$72,337
	\$0.50 per daytime population for administration	1,208	\$366	\$82	\$1,656
		<u>\$581,594</u>	<u>\$176,311</u>	<u>\$39,454</u>	<u>\$797,359</u>
	\$0.65 psf 342,500 sf offsite pavement	\$65,231	\$19,775	\$4,425	\$89,430
	\$0.008 plf 30,500 lf of curb/gutter	\$71	\$22	\$5	\$98
	\$1.00 psf 212,500 offst landscp/sidewk	\$62,264	\$18,875	\$4,224	\$85,363
		<u>\$127,566</u>	<u>\$38,672</u>	<u>\$8,654</u>	<u>\$174,892</u>
	\$91,768 per year for City-occupied bldg. utilities	\$26,889	\$8,151	\$1,824	\$36,864
	\$267,347 per year for City-occupied bldg. maintenance	\$78,334	\$23,747	\$5,314	\$107,396
		<u>\$105,223</u>	<u>\$31,898</u>	<u>\$7,138</u>	<u>\$144,260</u>
Recreation	\$12.61 per resident	\$18,772	\$3,675	\$0	\$22,447
Parks	\$20,000 per acre ⁴ 95 acres	\$160,000	\$40,000	\$100,000	\$300,000
Library	\$25.86 per resident	\$38,487	\$7,536	\$0	\$46,022
General Government	\$38.85 per resident equivalent	\$65,281	\$19,790	\$4,428	\$89,500
Total Annual Expenditures at Build-out		<u>\$2,566,044</u>	<u>\$657,999</u>	<u>\$192,828</u>	<u>\$3,416,871</u>

¹ See Table D.

² Revenue Assumptions per Table K.

³ See Supporting Table 4 for additional details. Excludes costs related to 'Ambulance Crew'. Includes Cost Recovery.

VI. Summary of Results

Table N and Table O below, details the results of the Willdan analysis, and includes the data for Site A and build out. As shown on Table N, build out of Alameda Point results in a net fiscal deficit of \$871,000. As shown on Table N there is an offsetting mitigation tool of \$871,000, resulting in fiscal neutrality at build out.

Table N: Summary of Results for Alameda Point Build out

	Buildout
General Fund Revenues ¹	
Revenues	\$8,010,000
Expenditures	(\$7,848,000)
Net Impact	\$162,000
Public Works	
Revenues ²	\$1,569,000
Expenditures	(\$2,779,000)
Net Impact	(\$1,210,000)
Library	
Revenues ³	\$260,000
Expenditures	(\$83,000)
Net Impact	\$177,000
Total	
Revenues	\$9,839,000
Expenditures	(\$10,710,000)
Net Impact	(\$871,000)
Special Tax Mitigation	\$871,000
Net Impact	\$0

Figures are rounded to the nearest \$1,000. Figures may not add up due to rounding.

¹ See Table F, Table I, Table H, and Table L for details.

² Runoff Fund, Gas Tax, and Alameda County Measure BB.

³ Library Fund Special Tax.

As shown on Table O, with the exception of the first phase the mitigated net fiscal impact of Site A is positive.

Table O - Summary of Results for Site A

	Site A			
	Phase I	Phase 2	Phase 3	Total
General Fund Revenues ¹				
Revenues	\$1,750,000	\$1,170,000	\$350,000	\$3,270,000
Expenditures	(\$1,713,000)	(\$404,000)	(\$137,000)	(\$2,253,000)
Net Impact	\$37,000	\$766,000	\$213,000	\$1,017,000
Public Works				
Revenues ²	\$318,000	\$96,000	\$94,000	\$508,000
Expenditures	(\$814,000)	(\$247,000)	(\$55,000)	(\$1,117,000)
Net Impact	(\$496,000)	(\$151,000)	\$39,000	(\$609,000)
Library				
Revenues ³	\$57,000	\$21,000	\$15,000	\$93,000
Expenditures	(\$38,000)	(\$8,000)	\$0	(\$46,000)
Net Impact	\$19,000	\$13,000	\$15,000	\$47,000
Total				
Revenues	\$2,125,000	\$1,287,000	\$459,000	\$3,871,000
Expenditures	(\$2,565,000)	(\$659,000)	(\$192,000)	(\$3,416,000)
Net Impact	(\$440,000)	\$628,000	\$267,000	\$455,000
Cumulative	(\$440,000)	\$188,000	\$455,000	\$455,000
Special Tax Mitigation	\$191,793	\$260,666	\$310,653	\$310,653
Net Fiscal Impact	(\$248,207)	\$448,666	\$765,653	\$765,653

Figures are rounded to the nearest \$1,000. Figures may not add up due to rounding.

¹ See Table F, Table J, Table H, and Table M for details.

² Includes revenues from City Sewer Service fees, Urban Runoff Fund, Gas Tax, and Alameda County Measure BB.

³ Library Fund Special Tax.

⁴ Includes proportional costs of fire services but excludes costs of fire station. See Table L.

⁵ Includes costs of actual parks built but excludes share of parks built in later phases. See Table M.

VII. Phasing

As noted above, the fiscal impact analysis includes a phased evaluation and total for Site A, and totals for the remainder of Alameda Point. This analysis does not include an evaluation of the phased or annual fiscal impact of the project after Site A. Most revenues and costs will increase smoothly with population and employees. As development occurs the rough fiscal balance identified in this report will hold true, with the notable exception of fire service costs and parks. Certain costs, however, are “lumpy” and may cause the City to incur no costs until an improvement is constructed, after which the City will incur the total cost of the facility.

It should also be noted that lease revenues generated at Alameda Point are currently used, in part, to offset Alameda Point’s maintenance and operations costs, including certain City services. As development is implemented and revenue-generating buildings are demolished, it will be crucial that the fiscal impacts of this transition be evaluated carefully on an annual basis.

VIII. Sensitivity Analysis

In order to understand the impact of a range of alternate possibilities, Willdan has conducted an analysis of the sensitivity of the results to changes in key assumptions. The results of the sensitivity analyses are summarized below.

IFD Creation

Willdan has also estimated the impact of forming an Infrastructure Financing District (IFD) to fund infrastructure. Assuming that the IFD uses 80% of the property tax generated, the total property tax revenue would be reduced by approximately \$3.0 million. The resulting net fiscal impact for the project would be a deficit of \$3.9 million annually. It is expected that the resulting fiscal deficit would be offset by a special tax or assessment on new development at Alameda Point to pay for services.

No Hotel at Site A

As noted earlier in this report, the hotel generates significant revenue for the City, primarily through the 10% transient occupancy tax. If the hotel is not completed for Site A the net fiscal impact at the completion of Site A would be reduced by \$477,000, to \$289,000, but would remain positive.

Full Alameda Point Plan Build Out

As noted earlier in this report, the full program analyzed in the Alameda Point EIR consisted of 5.5 million square feet of commercial space. Increasing the total commercial square footage to 5.5 million results in an annual surplus of \$742,000 for Site A and \$2.4 million for the entire Alameda Point Plan.

Supporting Tables

Supporting Table 1 – City Demographic and Budget Assumptions

City of Alameda Population/Jobs		2014	
Housing Units ¹		32,430	
Population ¹		75,988	
Employees ²		31,743	
Total Daytime Population		107,731	
Resident Equivalent		0.5	
Resident Equivalent Population ³		91,860	
General Fund Revenues			
	FY14-15	%	Estimating Factor
	Proposed Budget ⁴	Variable	
Property Taxes /Sales Tax in Lieu	\$23,818,000		Case Study
Sales Tax	\$5,842,000	100%	\$76.88 per resident
Utility Users Tax	\$8,699,000	100%	\$80.75 per daytime pop.
Franchise Fees ⁵	\$3,526,000	100%	\$46.40 per resident
Franchise Fees (Excluded) ⁵	\$4,024,357		
MVLF in Lieu	\$6,173,000		Case Study
Transfer and Transient Occ. Taxes	\$6,921,000		Not Calculated
Business License	\$1,625,000	100%	\$51.19 per employee
Departmental Revenues	\$7,247,000		Not Calculated
Cost Allocation Reimbursements	\$4,948,000		Not Calculated
Interest Return on Investments	\$1,155,000		Not Calculated
Other Revenues	\$11,000		Not Calculated
Transfers In	\$806,000		Not Calculated
Use of Reserves	\$1,793,000		Not Calculated
Total General Fund Revenues	\$76,588,357		
General Fund Expenditures			
	FY14-15	%	Estimating Factor
	Proposed Budget ⁴	Variable	
General Government			
Council	\$328,000	33%	\$1.19 per resident equivalent
Attorney	\$1,657,410	33%	\$6.01 per resident equivalent
Clerk	\$637,520	33%	\$2.31 per resident equivalent
Manager	\$2,278,360	33%	\$8.27 per resident equivalent
Finance	\$2,320,590	33%	\$8.42 per resident equivalent
Central Services	\$2,586,485	33%	\$9.29 per resident equivalent
Human Resources	\$922,735	33%	\$3.35 per resident equivalent
Subtotal General Government	\$10,731,100		\$38.85 per resident equivalent
Non Departmental	\$714,000		Not Calculated
Recreation and Parks	\$2,395,780	40%	\$12.61 per resident
Fire	\$26,715,150		\$290.83 Case Study
Police	\$30,172,800		Case Study
Public Works	\$1,344,000		Case Study
Transfers to Other Funds	\$7,616,000		Case Study
Total General Fund Expenditures	\$79,688,830		
Other Funds - REVENUES			
	FY14-15	%	Estimating Factor
	Proposed Budget ⁴	Variable	
Alameda County Measure B	\$1,980,907	100%	\$26.07 per resident
Gas Tax	\$1,953,300	100%	\$25.71 per resident
Urban Runoff Fund	\$2,251,120		Case Study
Other Funds - EXPENDITURES			
Library Net Program Budget	\$1,964,766	100%	\$25.86 per resident

¹ California State Department of Finance; Table 2: E-5 City/County Population and Housing Estimates, 1/1/2014

² ESRI Business Analyst.

³ Daytime population is the total number of residents plus the total number of employees. Resident Equivalents is the total number of residents plus the total number of employees weighted by the resident equivalent factor.

⁴ City of Alameda - FY 2013-14 and 2014-15 Annual Budget. Adjusted for additional 5% OPEB expense.

⁵ Franchise Fees are adjusted to exclude advance payments to be received from Alameda Municipal Power (AMP) and are for 2014/15, per the Finance Department.

Supporting Table 2 – Urban Runoff Revenues

		Parcel A				Balance of	
		Phase 1	Phase 2	Phase 3	Total	AP	Buildout
Single family residential unit	¹	0	0	0	0	125	125
Multi-family residential units	¹	669	131	0	800	500	1,300
Total Residential units	¹	669	131	0	800	625	1,425
Commercial square feet	¹	96,000	159,000	300,000	555,000	2,945,000	3,500,000
Build-out Equivalent Residential Units ²							
Single Family Residential Unit ERUs	1.00 ERUs per single family residential unit	0	0	0	0	125	125
Multi-Family Residential Unit ERUs	1.50 ERUs per multi-family residential unit	1,004	197	0	1,200	750	1,950
Commercial Square Feet ERUs ³		108	179	338	624	3,313	3,938
		1,112	375	338	1,824	4,188	6,013
Annual Urban Runoff Revenues ³							
Single Family Residential Unit ERUs	\$56.15 per ERU	\$0	\$0	\$0	\$0	\$7,019	\$7,019
Multi-Family Residential Unit ERUs	\$56.15 per ERU	\$56,347	\$11,033	\$0	\$67,380	\$42,113	\$109,493
Commercial Square Feet ERUs	\$56.15 per ERU	\$6,065	\$10,045	\$18,952	\$35,062	\$186,047	\$221,109
		\$62,411	\$21,078	\$18,952	\$102,442	\$235,179	\$337,620

Methodology based on Alameda Point Public Services Analysis conducted by EPS, June 2010.

¹ See Table C.

² Revenue Assumptions per Table G.

³ Total estimated ERUs are derived from the Alameda Point Public Services Analysis conducted by EPS, June 2010. Total distributed by phase based on corresponding square footage.

Supporting Table 3 – Sewer Service Revenues

		Phase A				Balance of AP	Buildout
		Phase 1	Phase 2	Phase 3	Total		
Single family residential unit	¹	0	0	0	0	125	125
Multi-family residential units	¹	669	131	0	800	500	1,300
Residential units	¹	669	131	0	800	625	1,425
Non-retail commercial square feet	¹	0	100,000	300,000	400,000	2,800,000	3,200,000
Retail commercial square feet	¹	96,000	59,000	0	155,000	145,000	300,000
Build-out Equivalent Dwelling Units ²							
Single Family Residential Unit EDUs	1.00 per unit	0	0	0	0	125	125
Multi-Family Residential Unit EDUs	1.00 per unit	669	131	0	800	500	1,300
Non-retail commercial EDUs	0.75 per 1,000 sq. ft.	0	75	225	300	2,100	2,400
Retail commercial EDUs	0.40 per 1,000 sq. ft.	38	24	0	62	58	120
		707	230	225	1,162	2,783	3,945
Annual City Sewer Service Fee Revenues ²							
Single Family Residential Unit EDUs	\$278.76 per EDU	\$0	\$0	\$0	\$0	\$34,845	\$34,845
Multi-Family Residential Unit EDUs	\$250.92 per EDU	\$167,865	\$32,871	\$0	\$200,736	\$125,460	\$326,196
Non-retail commercial EDUs	\$278.76 per EDU	\$0	\$20,907	\$62,721	\$83,628	\$585,396	\$669,024
Retail commercial EDUs	\$278.76 per EDU	\$10,704	\$6,579	\$0	\$17,283	\$16,168	\$33,451
		\$178,570	\$60,356	\$62,721	\$301,647	\$761,869	\$1,063,516

¹ See Table C.

² Revenue Assumptions per Table G.

Supporting Table 4 – Alameda Fire Costs

<u>Personnel Services</u>					
<u>Engine Crew:</u>					
Classification	# FTE	Salary	Benefits³	Salary / Benefits	Total
Captain	4	\$174,220	\$94,079	\$268,299	\$1,073,197
Apparatus Operator	4	\$152,934	\$82,584	\$235,518	\$942,072
Firefighter	4	\$140,459	\$75,848	\$216,307	\$865,230
					\$2,880,499
<u>Fire Prevention:</u>					
Classification	# FTE	Salary	Benefits	Salary / Benefits	Total
Captain	1	\$174,220	\$94,079	\$268,299	\$268,299
Sr. Fire Code Compliance Officer	0.5	\$81,205	\$43,851	\$125,056	\$62,528
					\$330,827
<u>Total Costs</u>			Emergency Ops & EMS	Fire Prevention	Total
Personnel Services			\$2,880,499	\$330,827	\$3,211,326
Materials & Supplies			\$679,045	\$8,800	\$687,845
Contract Services			\$752,560	\$51,485	\$804,045
Fixed Charges ²			\$1,506,031	\$8,381	\$1,514,412
Department Revenues (ambulance and inspection fees)			(\$2,459,464)	(\$200,300)	(\$2,659,764)
Total			\$3,358,671	\$199,193	\$3,557,864

¹ Alameda Fire Department.

² Includes Equipment Replacement, Fleet and Facilities Maintenance, Worker's Comp, Risk, Unemployment Insurance, Computer and Telephone Service/Maintenance.

³ Includes OPEB equal to 12% of salary.