

TRANSMITTAL MEMORANDUM

To: Ann Marie Gallant
From: Richard Berkson
Subject: Transmittal of Alameda Point Fiscal Analysis
Date: April 19, 2010

The Economics of Land Use



Attached is the Alameda Point Public Services Analysis, which estimates the fiscal impacts of SunCal development of Alameda Point on City revenues and service costs.

The findings are based on the land use program proposed by Measure B, and the analysis was prepared prior to the failure of the Measure B election. For purposes of analysis, the fiscal estimates and assumptions were predicated on SunCal's business plan assumptions which were still under review and were not finalized.

While many of the service requirements identified in the report will be required to serve SunCal's current development proposals, significant differences in product type and mix, pricing and absorption rates are likely to substantially change the conclusions.

*Economic & Planning Systems, Inc.
2501 Ninth Street, Suite 200
Berkeley, CA 94710-2515
510 841 9190 tel
510 841 9208 fax*

*Berkeley
Sacramento
Denver*

www.epsys.com

The Economics of Land Use



Revised Draft Report

Alameda Point Public Services Analysis

Prepared for:

City of Alameda

Prepared by:

Economic & Planning Systems, Inc.

*Economic & Planning Systems, Inc.
2501 Ninth Street, Suite 200
Berkeley, CA 94710-2515
510 841 9190 tel
510 841 9208 fax*

*Berkeley
Sacramento
Denver*

www.epsys.com

April 2010

EPS #14012

Table of Contents

1.	INTRODUCTION AND SUMMARY OF FINDINGS.....	1
	Summary of Findings.....	1
2.	PROJECT DESCRIPTION.....	8
3.	EXPENDITURES	9
	Fire Department	9
	Police	10
	Library.....	12
	Public Works	13
	Parks and Recreation.....	14
	Sports Complex	16
	General Government	16
	Planning and Building Services	16
4.	REVENUES	17
	Property Tax	17
	Sales Tax.....	17
	Utility Users Tax	17
	Alameda Power and Telecom	17
	Property Tax In-Lieu of Vehicle License Fees	17
	Business Licenses	17
	Franchise Fees.....	17
	Fines and Forfeitures	18
	Real Property Transfer Tax.....	18
	Construction Improvement Tax (Fund 164).....	18
	Alameda Free Library (Fund 210).....	18
	Gas Tax (Fund 211)	18
	XIXB Transportation Improvement (Fund 212)	18
	County Measure B (Fund 215)	19
	Urban Runoff (Fund 351)	19
	Sewer Service (Fund 602).....	19

APPENDIX A: Fiscal Impact Model

List of Tables and Figures

Table 1a: Fiscal Impact Summary by Fund (constant \$)	3
Table 1b: Fiscal Impact Detailed Summary (constant \$).....	5
Figure 1: Alameda Police Service Area Sectors and Points of Interest	11

1. INTRODUCTION AND SUMMARY OF FINDINGS

Economic & Planning Systems, Inc. (EPS) has been retained by the City of Alameda to prepare a fiscal impact analysis of the proposed development at Alameda Point, as submitted by SunCal Companies (SunCal), the master developer for the property. The purpose of the analysis is to determine whether the proposed development achieves the City's established policy of "fiscal neutrality", balancing the City's cost of providing municipal services against public revenues generated by the development project.¹

This report describes the fiscal impacts of SunCal's proposed development (the Project) at Alameda Point. This analysis evaluates Project impacts on the City's General Fund and certain affected Special Funds. The fiscal analysis is based on the City's FY2009/10 and FY2010/11 Resource Allocation Plan. Specific revenues and expenditures that would be affected by the Project were identified and estimated.

The fiscal analysis uses an average cost approach to estimate the additional General Fund and Special Fund costs to the City of providing services to the Project, and uses standard estimating procedures to estimate new revenues. The average cost approach provides a conservative, planning-level estimate of the costs of providing City services to the Project. In certain cases, where the additional costs cannot be spread proportionately to new development, the full incremental cost is shown. For example, when an additional engine company is required, the full cost is added in the year in which it is justified by demand.

The summary of key findings is provided below. Subsequent chapters describe key assumptions and methodology related to the project description, and estimates of costs and revenues. **Appendix A** provides detailed assumptions and calculations underlying the fiscal analysis. All costs and revenues are shown in constant 2009 dollars. Cost increases (above inflation) are included for salaries, benefits and other costs, in addition to the increases resulting from additional service demand.²

Summary of Findings

- 1. Fiscal impacts of the Project on the General Fund may be negative in initial years of development.** The shortfalls are due to the service costs associated with a significant amount of new infrastructure and limited resources available to fund services until tax revenues are generated by new development. The shortfalls during development will be funded by the developer. Any surplus revenues that exceed costs in subsequent years, as

¹ City of Alameda Resolution No. 13643, November 5, 2003

² It is probable that the fiscal results will change as the project description is refined during the planning process. Actual results will depend on a number of factors, including future economic cycles, State and local fiscal conditions, and decisions to be made by the City and the developer over the course of Project planning and buildout.

shown in **Tables 1a** and **1b**, will accrue to the City. Revenues decline after project buildout as sales of new development and related transfer taxes end.

- 2. Various revenues dedicated to Public Works-related services are insufficient to fund costs.** **Tables 1a** and **1b** show that dedicated revenues are insufficient to fully fund costs for road-related maintenance, urban runoff and sewer service, in addition to costs for landscape maintenance. These shortfalls, which could reach over \$5 million annually following buildout, will adversely affect Citywide maintenance services, require transfers from the General Fund, or require funding from assessments specific to Alameda Point.
- 3. Various measures will help to mitigate the impact on the City's General Fund.** The Project pro forma prepared by ARRA staff and consultants includes a tax assessment on residential and commercial property to fund public works costs to serve Alameda Point.
- 4. The analysis assumes that the Project will be responsible for funding existing public services, including police and public works currently serving the area, as well as service expansion.** The analysis includes the costs of existing services. As new development occurs and demand for services increases, additional service capacity will be required.
- 5. One fire engine company is likely to be required for the area by Phase 3.** This conclusion is based on ISO standards from the ICMA report, all of Alameda Point (except the Northwest Territories) is within a 2-mile distance standard, which is the standard for a fire truck, from Station 2. Approximately half of Alameda Point falls within the 1.5 mile distance standard applied by ICMA to a fire engine, using Station 2 as the source of the engine. The rest of the development is between 1.5 and 2 miles from Station 2. Further analysis by the City will be necessary to determine the specific timing, location and manner of service provision.

Table 1a
Fiscal Impact Summary by Fund (constant \$)
City of Alameda Public Services Analysis; EPS # 14012

Item	1	2	3	4	5	6	7	8	9	10
GENERAL FUND										
Revenues	\$0	\$0	\$726,058	\$4,315,987	\$6,054,589	\$6,252,110	\$7,300,981	\$8,558,070	\$9,846,520	\$12,466,231
Expenditures	<u>\$618,567</u>	<u>\$643,133</u>	<u>\$734,360</u>	<u>\$1,119,390</u>	<u>\$1,536,989</u>	<u>\$1,959,719</u>	<u>\$6,715,072</u>	<u>\$5,766,461</u>	<u>\$6,375,809</u>	<u>\$6,892,648</u>
Net	(\$618,567)	(\$643,133)	(\$8,302)	\$3,196,597	\$4,517,600	\$4,292,391	\$585,909	\$2,791,610	\$3,470,712	\$5,573,583
SPORTS AND RECREATION FACILITIES										
Revenues	\$0	\$0	\$0	\$244,915	\$489,830	\$734,745	\$979,660	\$979,660	\$979,660	\$979,660
Expenditures	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$221,450</u>	<u>\$442,900</u>	<u>\$664,350</u>	<u>\$885,800</u>	<u>\$885,800</u>	<u>\$885,800</u>	<u>\$885,800</u>
Net	\$0	\$0	\$0	\$23,465	\$46,930	\$70,395	\$93,860	\$93,860	\$93,860	\$93,860
PUBLIC WORKS										
Revenues	\$0	\$0	\$259,805	\$420,698	\$643,943	\$781,471	\$935,592	\$1,100,055	\$1,364,325	\$1,590,715
Expenditures	<u>\$1,507,447</u>	<u>\$2,095,668</u>	<u>\$2,662,743</u>	<u>\$3,181,194</u>	<u>\$3,513,520</u>	<u>\$3,845,960</u>	<u>\$4,163,730</u>	<u>\$4,539,512</u>	<u>\$4,866,222</u>	<u>\$5,104,424</u>
Net	(\$1,507,447)	(\$2,095,668)	(\$2,402,938)	(\$2,760,496)	(\$2,869,577)	(\$3,064,490)	(\$3,228,138)	(\$3,439,456)	(\$3,501,897)	(\$3,513,709)
LIBRARY										
Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$52,661	\$674,257	\$674,257	\$674,257
Expenditures	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$724,492</u>	<u>\$724,492</u>	<u>\$724,492</u>	<u>\$724,492</u>
Net	\$0	\$0	\$0	\$0	\$0	\$0	(\$671,831)	(\$50,235)	(\$50,235)	(\$50,235)

Source: Economic & Planning Systems, Inc.

Table 1a
Fiscal Impact Summary by Fund (constant \$)
City of Alameda Public Services Analysis; EPS # 14012

Item	11	12	13	14	15	Stabilized
GENERAL FUND						
Revenues	\$13,963,709	\$16,523,374	\$13,643,795	\$11,008,386	\$11,640,748	\$11,640,748
Expenditures	<u>\$7,759,915</u>	<u>\$8,135,578</u>	<u>\$8,190,603</u>	<u>\$8,330,013</u>	<u>\$8,470,140</u>	<u>\$8,543,291</u>
Net	\$6,203,794	\$8,387,796	\$5,453,192	\$2,678,373	\$3,170,608	\$3,097,457
SPORTS AND RECREATION FACILITIES						
Revenues	\$979,660	\$979,660	\$979,660	\$979,660	\$979,660	\$979,660
Expenditures	<u>\$885,800</u>	<u>\$885,800</u>	<u>\$885,800</u>	<u>\$885,800</u>	<u>\$885,800</u>	<u>\$885,800</u>
Net	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860
PUBLIC WORKS						
Revenues	\$1,929,609	\$2,302,133	\$2,302,133	\$2,164,348	\$2,164,348	\$2,164,348
Expenditures	<u>\$5,464,815</u>	<u>\$5,719,542</u>	<u>\$6,216,707</u>	<u>\$6,713,871</u>	<u>\$7,211,035</u>	<u>\$7,211,035</u>
Net	(\$3,535,205)	(\$3,417,409)	(\$3,914,573)	(\$4,549,523)	(\$5,046,687)	(\$5,046,687)
LIBRARY						
Revenues	\$674,257	\$674,257	\$674,257	\$674,257	\$674,257	\$674,257
Expenditures	<u>\$724,492</u>	<u>\$724,492</u>	<u>\$724,492</u>	<u>\$724,492</u>	<u>\$724,492</u>	<u>\$724,492</u>
Net	(\$50,235)	(\$50,235)	(\$50,235)	(\$50,235)	(\$50,235)	(\$50,235)

Source: Economic & Planning Systems, Inc.

Table 1b
Fiscal Impact Detailed Summary (constant \$)
City of Alameda Public Services Analysis; EPS # 14012

Item	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Stabilized
GENERAL FUND																
Revenues																
Property Taxes	\$0	\$0	\$0	\$18,787	\$275,711	\$417,289	\$565,676	\$716,288	\$858,581	\$1,068,424	\$1,366,369	\$1,607,505	\$1,955,852	\$2,254,291	\$2,254,291	\$2,254,291
Property Transfer Tax	\$0	\$0	\$412,326	\$3,719,921	\$4,564,445	\$4,215,615	\$4,505,380	\$5,155,040	\$5,750,716	\$7,541,066	\$7,858,632	\$9,412,318	\$5,728,605	\$2,410,792	\$2,410,792	\$2,410,792
Sales Tax	\$0	\$0	\$51,305	\$116,360	\$182,674	\$248,558	\$318,475	\$395,257	\$479,902	\$576,884	\$703,169	\$776,900	\$776,912	\$770,400	\$770,400	\$770,400
Transient Occupancy Tax	\$0	\$0	\$0	\$0	\$0	\$0	\$175,200	\$175,200	\$175,200	\$175,200	\$175,200	\$175,200	\$175,200	\$175,200	\$175,200	\$807,563
Utility Users Tax	\$0	\$0	\$92,550	\$202,714	\$324,821	\$442,150	\$570,227	\$706,962	\$860,118	\$1,030,290	\$1,260,172	\$1,389,742	\$1,389,742	\$1,389,742	\$1,389,742	\$1,389,742
Property Tax In-Lieu of VLF	\$0	\$0	\$0	\$24,580	\$360,740	\$545,980	\$740,129	\$937,190	\$1,123,366	\$1,397,924	\$1,787,756	\$2,103,258	\$2,559,034	\$2,949,511	\$2,949,511	\$2,949,511
Business Licenses	\$0	\$0	\$141,228	\$170,873	\$245,647	\$245,647	\$249,376	\$253,286	\$332,382	\$357,508	\$422,314	\$628,243	\$628,243	\$628,243	\$628,243	\$628,243
Franchise Fees	\$0	\$0	\$22,802	\$49,943	\$80,027	\$108,934	\$140,489	\$174,177	\$211,910	\$253,836	\$310,473	\$342,396	\$342,396	\$342,396	\$342,396	\$342,396
Fines & Forfeitures	\$0	\$0	\$5,848	\$12,808	\$20,524	\$27,937	\$36,030	\$44,669	\$54,346	\$65,099	\$79,624	\$87,811	\$87,811	\$87,811	\$87,811	\$87,811
Total Revenues	\$0	\$0	\$726,058	\$4,315,987	\$6,054,589	\$6,252,110	\$7,300,981	\$8,558,070	\$9,846,520	\$12,466,231	\$13,963,709	\$16,523,374	\$13,643,795	\$11,008,386	\$11,640,748	\$11,640,748
Expenditures																
Police	\$600,000	\$606,000	\$682,925	\$986,088	\$1,327,690	\$1,662,918	\$2,034,505	\$2,437,592	\$2,976,173	\$3,409,821	\$4,189,738	\$4,525,372	\$4,486,114	\$4,530,975	\$4,576,285	\$4,622,047
Fire (net of revenues)	\$0	\$0	(\$40,760)	(\$66,166)	(\$102,153)	(\$124,752)	\$4,182,211	\$2,750,294	\$2,734,367	\$2,724,522	\$2,695,290	\$2,658,292	\$2,684,875	\$2,711,724	\$2,738,841	\$2,766,230
Recreation Programs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parks	\$18,567	\$37,133	\$55,700	\$119,533	\$183,367	\$247,200	\$273,500	\$299,800	\$326,100	\$352,033	\$377,967	\$403,900	\$471,600	\$539,300	\$607,000	\$607,000
Planning and Building Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Government	\$0	\$0	\$36,495	\$79,936	\$128,086	\$174,352	\$224,856	\$278,775	\$339,168	\$406,272	\$496,921	\$548,014	\$548,014	\$548,014	\$548,014	\$548,014
Total Expenditures	\$618,567	\$643,133	\$734,360	\$1,119,390	\$1,536,989	\$1,959,719	\$6,715,072	\$5,766,461	\$6,375,809	\$6,892,648	\$7,759,915	\$8,135,578	\$8,190,603	\$8,330,013	\$8,470,140	\$8,543,291
Net Annual General Fund Impact	(\$618,567)	(\$643,133)	(\$8,302)	\$3,196,597	\$4,517,600	\$4,292,391	\$585,909	\$2,791,610	\$3,470,712	\$5,573,583	\$6,203,794	\$8,387,796	\$5,453,192	\$2,678,373	\$3,170,608	\$3,097,457
SPORTS AND RECREATION FACILITIES																
BallFields																
Revenues	\$0	\$0	\$0	\$92,515	\$185,030	\$277,545	\$370,060	\$370,060	\$370,060	\$370,060	\$370,060	\$370,060	\$370,060	\$370,060	\$370,060	\$370,060
Expenditures	\$0	\$0	\$0	\$69,050	\$138,100	\$207,150	\$276,200	\$276,200	\$276,200	\$276,200	\$276,200	\$276,200	\$276,200	\$276,200	\$276,200	\$276,200
Net Cost	\$0	\$0	\$0	\$23,465	\$46,930	\$70,395	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860
Aquatic Complex																
Revenues	\$0	\$0	\$0	\$152,400	\$304,800	\$457,200	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600
Expenditures	\$0	\$0	\$0	\$152,400	\$304,800	\$457,200	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600
Net Cost	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Annual Sports and Recreation Facilities Impact	\$0	\$0	\$0	\$23,465	\$46,930	\$70,395	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860

Table 1b
Fiscal Impact Detailed Summary (constant \$)
City of Alameda Public Services Analysis; EPS # 14012

Item	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Stabilized
PUBLIC WORKS																
Fund 211, Fund 212, and Fund 215																
Revenues																
Gas Tax (Fund 211)	\$0	\$0	\$10,489	\$22,975	\$36,813	\$50,111	\$64,626	\$80,123	\$97,481	\$116,767	\$142,821	\$157,506	\$157,506	\$157,506	\$157,506	\$157,506
XIXB Transportation Improvement Tax (Fund 212)	\$0	\$0	\$4,503	\$9,863	\$15,804	\$21,512	\$27,744	\$34,396	\$41,848	\$50,127	\$61,312	\$67,616	\$67,616	\$67,616	\$67,616	\$67,616
County Measure B Tax (Fund 215) O&M 36%	\$0	\$0	\$9,176	\$20,098	\$32,204	\$43,837	\$56,535	\$70,091	\$85,276	\$102,148	\$124,939	\$137,785	\$137,785	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$24,168	\$52,935	\$84,821	\$115,460	\$148,905	\$184,611	\$224,604	\$269,042	\$329,072	\$362,907	\$362,907	\$225,121	\$225,121	\$225,121
Expenditures (new infrastructure, inc. offsites)																
Road Maintenance (inc. offsite)	\$144,738	\$319,189	\$486,366	\$665,244	\$762,779	\$861,953	\$967,962	\$1,103,063	\$1,227,157	\$1,307,251	\$1,418,259	\$1,481,968	\$1,607,539	\$1,733,110	\$1,858,682	\$1,858,682
Curb and Gutters	\$16,694	\$36,188	\$54,997	\$74,323	\$85,982	\$97,796	\$110,164	\$125,275	\$139,347	\$148,609	\$160,785	\$168,503	\$183,643	\$198,784	\$213,924	\$213,924
Pedestrian/Bike Trails	\$1,998	\$3,997	\$5,995	\$12,865	\$19,735	\$26,606	\$29,436	\$32,267	\$35,098	\$37,889	\$40,680	\$43,471	\$50,758	\$58,044	\$65,330	\$65,330
Other Road Costs	\$25,586	\$51,172	\$76,758	\$93,527	\$110,295	\$127,063	\$141,370	\$155,678	\$169,985	\$181,220	\$192,455	\$203,690	\$225,483	\$247,276	\$269,070	\$269,070
PW Admin Costs	\$2,774	\$5,547	\$8,321	\$10,126	\$11,930	\$13,735	\$15,366	\$16,996	\$18,627	\$19,848	\$21,069	\$22,290	\$24,696	\$27,102	\$29,509	\$29,509
PW Ongoing Maint. Costs	\$36,849	\$73,698	\$110,547	\$134,525	\$158,502	\$182,480	\$204,145	\$225,810	\$247,475	\$263,695	\$279,915	\$296,135	\$328,104	\$360,073	\$392,043	\$392,043
Total Expenditures	\$228,638	\$489,791	\$742,983	\$990,609	\$1,149,224	\$1,309,633	\$1,468,444	\$1,659,089	\$1,837,690	\$1,958,512	\$2,113,162	\$2,216,055	\$2,420,222	\$2,624,390	\$2,828,557	\$2,828,557
Net Annual Impact	(\$228,638)	(\$489,791)	(\$718,816)	(\$937,674)	(\$1,064,403)	(\$1,194,173)	(\$1,319,539)	(\$1,474,478)	(\$1,613,085)	(\$1,689,470)	(\$1,784,091)	(\$1,853,149)	(\$2,057,316)	(\$2,399,268)	(\$2,603,435)	(\$2,603,435)
Urban Runoff (Fund 351)																
Revenues																
Storm Water Utility Fee	\$0	\$0	\$81,880	\$130,612	\$199,378	\$240,168	\$286,006	\$334,918	\$416,000	\$484,004	\$586,730	\$704,251	\$704,251	\$704,251	\$704,251	\$704,251
Expenditures (new infrastructure, inc. offsites)																
Storm Drainage and Outfalls	\$96,115	\$192,229	\$288,344	\$353,653	\$418,963	\$484,272	\$544,135	\$603,997	\$663,860	\$708,295	\$752,729	\$797,164	\$884,336	\$971,508	\$1,058,680	\$1,058,680
Net Annual Impact	(\$96,115)	(\$192,229)	(\$206,464)	(\$223,042)	(\$219,584)	(\$244,104)	(\$258,128)	(\$269,079)	(\$247,860)	(\$224,291)	(\$165,999)	(\$92,913)	(\$180,085)	(\$267,257)	(\$354,429)	(\$354,429)
Sewer Service																
Revenues																
City Sewer Service Fees (Fund 602)	\$0	\$0	\$153,757	\$237,151	\$359,744	\$425,843	\$500,681	\$580,526	\$723,721	\$837,669	\$1,013,807	\$1,234,975	\$1,234,975	\$1,234,975	\$1,234,975	\$1,234,975
Expenditures (new infrastructure, inc. offsites)																
Sewer Lines and Pump Stations	\$149,831	\$299,662	\$449,492	\$551,301	\$653,110	\$754,920	\$848,238	\$941,556	\$1,034,875	\$1,104,143	\$1,173,411	\$1,242,679	\$1,378,569	\$1,514,460	\$1,650,350	\$1,650,350
Net Annual Impact	(\$149,831)	(\$299,662)	(\$295,735)	(\$314,150)	(\$293,367)	(\$329,076)	(\$347,557)	(\$361,030)	(\$311,154)	(\$266,474)	(\$159,604)	(\$7,704)	(\$143,594)	(\$279,484)	(\$415,375)	(\$415,375)
Other Expenditures																
Landscaping																
Onsite	\$92,432	\$184,863	\$277,295	\$332,583	\$387,872	\$443,160	\$487,907	\$532,653	\$577,400	\$615,532	\$653,663	\$691,795	\$761,730	\$831,665	\$901,600	\$901,600
Offsite Improvements	\$38,636	\$72,500	\$98,074	\$194,603	\$198,426	\$204,117	\$227,949	\$284,937	\$329,380	\$348,055	\$401,961	\$401,961	\$401,961	\$401,961	\$401,961	\$401,961
Total Expenditures	\$131,068	\$257,364	\$375,369	\$527,187	\$586,297	\$647,277	\$715,856	\$817,590	\$906,780	\$963,586	\$1,055,624	\$1,093,756	\$1,163,691	\$1,233,626	\$1,303,561	\$1,303,561
Existing Infrastructure																
Total Expenditures	\$901,795	\$856,623	\$806,554	\$758,443	\$705,926	\$649,858	\$587,058	\$517,279	\$423,017	\$369,888	\$369,888	\$369,888	\$369,888	\$369,888	\$369,888	\$369,888
Net Annual Impact	(\$1,032,863)	(\$1,113,987)	(\$1,181,923)	(\$1,285,630)	(\$1,292,223)	(\$1,297,136)	(\$1,302,913)	(\$1,334,869)	(\$1,329,798)	(\$1,333,474)	(\$1,425,512)	(\$1,463,644)	(\$1,533,579)	(\$1,603,514)	(\$1,673,449)	(\$1,673,449)

Table 1b
Fiscal Impact Detailed Summary (constant \$)
City of Alameda Public Services Analysis; EPS # 14012

Item	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Stabilized
LIBRARY																
Library Revenues (Fund 210)																
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$52,661	\$674,257	\$674,257	\$674,257	\$674,257	\$674,257	\$674,257	\$674,257	\$674,257	\$674,257
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$52,661	\$674,257	\$674,257	\$674,257	\$674,257	\$674,257	\$674,257	\$674,257	\$674,257	\$674,257
Expenditures																
Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$724,492	\$724,492	\$724,492	\$724,492	\$724,492	\$724,492	\$724,492	\$724,492	\$724,492	\$724,492
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$724,492	\$724,492	\$724,492	\$724,492	\$724,492	\$724,492	\$724,492	\$724,492	\$724,492	\$724,492
Net Annual Library Impact	\$0	\$0	\$0	\$0	\$0	\$0	(\$671,831)	(\$50,235)	(\$50,235)	(\$50,235)	(\$50,235)	(\$50,235)	(\$50,235)	(\$50,235)	(\$50,235)	(\$50,235)

Source: Economic & Planning Systems, Inc.

2. PROJECT DESCRIPTION

SunCal's proposed development at Alameda Point will include a mix of residential and commercial uses. The development plan proposes 4,655 single-family and multi-family residential units, 3.5 million commercial square feet, and 70 acres of open space at buildout.³ The 70 acres of open space does not include the 51-acre proposed Sports Complex, evaluated separately from Parks/Open Space.

Of the 4,655 residential units, 25 percent are affordable. Residential units (market-rate and affordable) range in size from 800 to 2,500 square feet. Commercial development will consist of both retail and office uses. Additional adaptive reuse and commercial activity is planned for certain historic structures.

The proposed development is expected to occur in five phases. For purposes of the fiscal impact analysis, EPS assumes that each phase will be complete in three years with the first phase starting in 2011. The Project is expected to be complete by 2023.

³ Excludes Enterprise Park (24 acres).

3. EXPENDITURES

Fire Department

Current Staffing and Facilities

Citywide, the Fire Department operates four fire stations and is also responsible for water rescue calls.⁴ Emergency Medical Services (EMS) are provided by the City from Station 2, located on Pacific Avenue at Webster Street. A fifth station, Station 5, was located at Alameda Point, but was recently closed because of its low level of activity. Currently Station 2 is the nearest station to Alameda Point. The 2009/10 operating budget for the City's Fire Department is \$23,166,820.

Service Standards

Based on a report on fire/ EMS operations conducted by ICMA Consulting Services, the Insurance Standards Association (ISO) recommends a fire station with an engine company be located every 1.5 miles and a station with a ladder every two miles. This service standard will help to determine whether or not a new station is required at Alameda Point.

Project Impacts

Based on ISO standards from the ICMA report, all of Alameda Point (except the Northwest Territories) is within a 2-mile distance standard, which is the standard for a fire truck, from Station 2. Approximately half of Alameda Point falls within the 1.5 mile distance standard applied by ICMA to a fire engine, using Station 2 as the source of the engine.

This analysis assumes that fire service (an engine and an ambulance) will need to be located at Alameda Point prior to development of Phase 3, which is largely outside of the 1.5 mile standard for a fire engine from Station 2. Phase 3 occurs approximately midway through buildout, or about 5 years after development begins (e.g., by 2017 in the current analysis). The staffing for Station 5 is assumed to be five firefighters per shift: two on an ambulance and three on an engine. This level of staffing is consistent with the ICMA recommendations for Station 5 had it not been closed, with the exclusion of a captain recommended by ICMA. The staffing is similar to the current staffing of Station 4 which serves Bay Farm Island, an area with a population similar to Alameda Point buildout and a significant commercial/industrial business park. The cost per firefighter is assumed to increase by inflation plus 1 percent annually.

Estimated calls for service when fire service is added equal about 1,500 calls for service annually (including about 460 calls for service reported from Station 5 during 2008). This number of calls is greater than the 600 to 800 calls to which the Bay Farm Island Station 4 responds; the area, population and commercial base is generally comparable.

⁴ EPS interview with Michael Fisher and David Kapler, Fire Chief, of the Alameda Fire Department in January 2008.

The specific timing, staffing and equipment will need to be determined through more detailed analysis, including whether the existing facility should be expanded, relocated, or consolidated with a new multifunction station.

Police

Current Staffing and Facilities

The City of Alameda Police Department operates one police station, which is located on Oak Street between Lincoln Avenue and Times Way.⁵ The City of Alameda is divided into five police service area sectors and 25 beats. The police service area sectors are shown on **Figure 1**. Sectors 2 and 3 are the busiest. Alameda Point is located within Sector 5. Sector 5 is patrolled by one beat which is staffed by one patrol officer per shift, amounting to a need for five patrol officers so that the beat can be patrolled 24 hours per day, 7 days per week. Busier sectors staff approximately three beats, resulting in a need for approximately 15 officers to patrol the sector 24/7. Each officer works four ten-hour days per week.

The Police Department currently employs 99 sworn police officers (1.31 sworn officers per 1,000 residents). The Department staffs one officer per vehicle, and the average life span of a vehicle is four years or 85,000 miles—ideally three years.

According to a report on police operations conducted by ICMA Consulting Services, between July 2007 and June 2008 the Alameda Police Department responded to 52,200 calls for service, of which 48,100 included a patrol unit as either the primary responder or a secondary unit.

Service Standards

Response times vary depending upon the urgency of the call. Priority One calls have an average response time of 5.4 minutes, while Priority Four calls have an average response time of 29.8 minutes.

Project Impacts

This analysis assumes that the Project will be responsible for the existing police protection services provided by Sector 5 in addition to additional costs as new development occurs. Increases in police service costs are estimated using the citywide average number of sworn officers per 1,000 population.

Additionally, the Project will be responsible for providing police protection services for the Collaborative units, which is estimated to be an annual cost based on service calls to existing Collaborative residential units.

⁵ EPS interview with Walter Tibbet, Police Chief; Craig Ojala, Captain; and Michael Noonan, Lieutenant in January 2008.

Figure 1
Alameda Police Service Area Sectors and Points of Interest



11

The analysis indicates that approximately fifteen additional officers, or a total of three beats, will be required to serve new development, assuming an average cost of \$245,000 per officer. The cost per officer includes equipment replacement and is assumed to increase by inflation plus 1 percent annually. In addition to the three beats required to serve new development, an additional one to two beats may be required depending on the type, amount, and timing of commercial development. Retail development typically requires a higher ratio of officers. Depending on the amount of retail development there may be need for additional officer(s) beyond the fourteen required to serve new development. The potential costs of these additional officers are not included in the analysis because of the uncertainty of commercial absorption.

Library

Current Staffing and Facilities

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).⁶ 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, but transportation options to and from Alameda Point are currently limited.

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. As of July 1, 2008, the West End Branch is open noon to 8:00 p.m. on Mondays, 10:00 a.m. to 6:00 p.m. on Tuesdays, Wednesdays, and Thursdays, and 10:00 a.m. to 5:00 p.m. on Saturdays. It is closed on Fridays and Sundays. The West End Branch staffs a librarian, a technician, and an aide.

The most recent strategic plan was approved in August 2008. The Library Board recently initiated a master planning effort for branch improvements. The Strategic Plan outlines branch improvements.

Project Impacts

Based on the Strategic Plan, the Library Department recommends a new 15,000-square foot library to serve the new development and the West End, as a whole, before closing the existing West End Branch. The construction of a new library facility is not required. The new library could be located in currently proposed commercial or mixed-use space. According to the Library Department, the new library will be open for seven hours a day, six days a week. Staffing will consist of one senior librarian, three librarians, and three library technicians. Other costs include collections, utilities, and supplies. The total operating cost for the new facility will be approximately \$724,500 per year. This cost is partially offset by the special tax received by the Alameda Free Library Fund (Fund 210 is described in **Chapter 4**). It is assumed that the new library will be built in Phase 3.

⁶ EPS interview with Jane Chisaki, the Library Director, in January 2008.

Public Works

Current Staffing and Facilities

The City of Alameda's Public Works Department (PWD) employs 74 FTE and has a 2009/2010 operating budget of \$29.5 million.⁷ The PWD is responsible for the maintenance of 138 miles of streets (measured in centerline miles), 10 miles of bike lanes, 77 traffic signals, 160 miles of sanitary sewers, and 41 miles of storm sewers.⁸ Of the 138 miles of streets, there are 16 miles at the Alameda Naval Base, 35 miles of collector streets, and 87 miles of residential streets.

On average, Alameda's roadways have a Pavement Condition Index (PCI) of 61 (out of 100). The average PCI of the roadways at the Alameda Naval Base is 52, somewhat lower than the City's average. After major storm events, the PWD also repairs the public piers.

At Alameda Point, the PWD is responsible for maintaining City Hall West, the Mini Corporation Yard (Building #6), the O'Club, and two storage facilities (Building #397 and the first floor of Wing 1 of Building #2). Elsewhere in the City, the PWD maintains the City's four fire stations, the Fire Department's Headquarters facility, the Police Department, City Hall, the City's libraries, the Mastick Senior Center, and all of the City's Parks and Recreation facilities. The PWD is also responsible for City-wide fleet maintenance.

The PWD is partially funded through non-General Fund dedicated revenue sources, including the gas tax, the Measure B sales tax, construction tax, dwelling unit tax, sewer fees, and storm drainage fees, described more fully in **Chapter 4**.

Project Impacts

According to the development program the proposed development will include approximately 63,500 linear feet of roads with varying widths.⁹ Given the amount of roads and the corresponding widths, there are approximately 2.2 million square feet of road. New infrastructure maintenance costs are estimated by applying "per square foot" or "per linear foot" costs to the estimated square feet or linear feet of road. Maintenance costs for new infrastructure are phased in as residential and commercial development occurs at Alameda Point. The analysis assumes a schedule of slurry sealing roads every 5 years, with major reconstruction after 20 years. These costs are amortized over a 20-year period, resulting in an average annual expenditure of \$0.65 per square foot. Other infrastructure costs include curbs, sidewalks, signs, striping, traffic signals, street lights, in-pavement lights, pedestrian/bike trails maintenance, and landscape maintenance.

⁷ City of Alameda Resource Allocation Plan Fiscal Year 2009-2010 Annual Budget and Fiscal Year 2010-2011 Budget Forecast

⁸ EPS interview with Matt Naclerio, Public Works Director; and Marge McLean in January 2008.

⁹ Excludes 215 acres in the Northwest Territory. Any roads in this area are assumed to be private.

In addition to the new infrastructure requirements, the Project will be responsible for some existing infrastructure that is presently maintained by the City and currently paid for by base revenues. These include City direct costs, existing utilities for City maintained buildings, and maintenance of City-occupied buildings for Alameda Point. There are a number of buildings in Alameda Point that are occupied and maintained by the City, such as the Officers Club and City Hall West. As the Project develops, the maintenance of the grounds associated with the buildings will become the responsibility of the Project, and is included in the analysis. Existing infrastructure maintenance costs are generally assumed to phase out as new infrastructure is installed at Alameda Point. It is possible that some portion of the street and/or curb and landscaping will be maintained by homeowners associations.

Based on the estimated service requirements of Alameda Point, it will be necessary to evaluate the capacity of the current City corporation yard serving the area and determine additional improvements, if any, that will be required. The City recommends a three-acre corporation yard. As of November 2009 the exact location of the corporation yard has not been identified. Further analysis is required to determine the costs associated with the corporation yard. Additionally, there are a number of off-site roadway improvements that may require both street and landscaping maintenance. These projects include 490,450 square feet of streets, 363,325 square feet of landscape/ sidewalk areas, and 25,040 linear feet of curbs and gutters. EPS estimates that the cost of maintaining these areas is approximately \$751,000 annually at buildout, which is included in the fiscal analysis.¹⁰

Also included in the fiscal analysis are Project impacts on the PWD non-General Fund dedicated revenue sources. Costs associated with Urban Runoff Fund (described in **Chapter 4**), which is responsible for storm drain maintenance, will increase as new infrastructure is installed at Alameda Point. Currently the City spends approximately \$6.8 million to perform drainage maintenance, street sweeping, and on-going capital repair on 41 miles of street, resulting in an average cost of \$165,850 per road mile.

Sewer service costs (Fund 602 described in **Chapter 4**) will also increase as new infrastructure is installed at Alameda Point. Currently the City spends approximately \$10.6 million to perform sewer maintenance and on-going capital repair on 85 miles of street, resulting in an average cost of \$124,710 per road mile.

Parks and Recreation

Current Staffing and Facilities

The Recreation and Parks Department maintains approximately 236 acres of park space and operates 102 youth programs, serving nearly 24,000 youth, and 96 senior programs, serving nearly 167,000 seniors.¹¹

¹⁰ Assumes street maintenance costs of \$0.65 per square foot, landscaping maintenance costs of \$1.00 per square foot, and curb and gutter maintenance costs of \$1.20 per square foot.

¹¹ EPS interview with Dale Lillard, the Parks and Recreation Director, in January 2008.

At Alameda Point, the Recreation and Parks Department currently operates a 58,000-square foot Gym, the Officer's Club and the multi-use athletic field adjacent to the Gym. The Gym, which is the only gym site in the City's inventory of recreational facilities, provides a venue for a wide variety of both youth and adult sports and fitness-related activities. The former Officer's Club serves as a banquet and conference site for a large number of private rentals and community events. It also houses a number of special interest classes and special events annually. Each of these sites operates on a cost recovery basis with no funding provided by the City's General Fund. The current annual budget for the Gym is \$65,000 and the annual budget for the Officer's Club is \$50,000. Because of the nature of the programs the number of staff assigned to the facilities can vary depending on the number and type of programming offered.

The existing four-acre multi-use athletic field provides turf space for soccer and baseball. The site is used by a number of nonprofit community groups as well as the Alameda Unified School District, although the site is exclusively maintained by City staff. Since both the Gym and Officer's Club operate on a cost recovery basis, they each have the potential to expand their offerings. While each facility is frequently booked, especially during the evening hours of their respective peak seasons, they do have capacity to hold more events.¹² The introduction of any additional park sites or facilities would be funded partially through cost recovery, but they also would need to include a funding source for on-going maintenance and operations.

The Alameda Recreation and Park Department (ARPD) also maintains public bike paths and hiking trails that are located within City parks. Otherwise, bike paths and hiking trails are maintained by PWD. Additionally, the City owns two boat ramps that are considered park space. The City has a share agreement with the school district with respect to swimming pools. The City's share is 40 percent and the School District's share is 60 percent. Two other pools in the City are leased to nonprofit operators.

The Park Division currently maintains 155 acres of athletic fields, courts, boat ramps, two pools and a historical museum. The average cost per acre is approximately \$10,000.¹³ However, this estimate is subject to great variation depending on the individual site. For instance it is much more expensive to maintain athletic fields than tennis or basketball courts. On average, Recreation Programs recover close to 100 percent of their costs, or 40 percent of the entire Recreation Division budget.

Project Impacts

SunCal's proposed development at Alameda Point includes 61 acres of parks. Assuming all acres of parks are under the purview of the ARPD, park expenditure estimates are based on the average cost per acre of \$10,000. Since recreation programs recover nearly 100 percent of their costs, no Project expenditures are estimated for recreation programs.

¹² The Gym's peak season coincides with the basketball season, which runs approximately November to March. The Officer's Club's peak season is late spring, summer, and early fall.

¹³ Based on EPS interview with Dale Lillard in November 2009.

Sports Complex

The proposed Sports Complex will occupy approximately 51 acres and may include a renovated gymnasium with indoor basketball, a multi-use building, sports fields, tennis courts, an aquatic center, sand volleyball, play areas for younger children, and a BMX/mountain biking area. The proposed Sports Complex is expected to be funded by the development at Alameda Point.

The aquatics center is assumed to be an indoor facility with one 50-meter by 25-yard pool, a 25-meter by 25-yard pool, water play area, restrooms, and concession area. The aquatics center staff will be employees of an outside vendor operating the facility on a contractual basis. Staff is assumed to include one full-time coordinator and one full-time maintenance/custodian. Other costs include management fees, materials and supplies, contractual services, and utilities. The estimated cost is \$609,600 annually. However, revenues from fees and charges (e.g. swim lessons, recreation swim, rentals, concessions, etc.) are expected to fully offset operating costs.

The sports fields are assumed to include six soccer fields and 4 softball fields with all weather turf. Staffing is assumed to consist of 1 full-time and 1 part-time staff person. Other costs include utilities, equipment supplies, contractual services, and tools. The estimated cost is \$276,200 annually. Revenues are expected to be generated from user fees, tournament rentals, and concessions. Annual revenues generated by the sports fields are estimated to exceed operating costs.

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 2009/10 operating budget for general government is \$10,937,500.¹⁴ It is assumed that 33 percent of the costs of these programs will increase as the number of City residents increases.

The City currently maintains \$3.15 million in risk management and workers' compensation loss reserves to provide excess coverage to meet potential costs of covered claims and losses. The amounts are determined annually by an actuarial firm. It is assumed that 5 percent of the reserve amounts will increase as the number of City residents increases.

Project Impacts

General government expenditures are estimated on a per unit basis.

Planning and Building Services

Planning and Building Services are fully funded by fees; therefore, the Project has no fiscal impact on the cost of these services.

¹⁴ Excludes \$3.15 million in risk management and workers' compensation loss reserves, which are part of the City Attorney budget.

4. REVENUES

Property Tax

Property tax equal to 1 percent of assessed value will be generated by the Project. Alameda Point is in a redevelopment area. Property tax growth, less pass-throughs and funds set aside for affordable housing purposes, is retained by the Redevelopment Agency for funding of capital improvements. However, the City receives 26.5 percent of the initial tier of pass-throughs for General Fund purposes.

Sales Tax

Sales tax of 1 percent goes to the City. The estimates from the Project are based on a Citywide average per resident.

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 resident.

Alameda Power and Telecom

No increase in revenue from this source is expected as a result of new development. The transfers of Alameda Power and Telecom funds to the General Fund are based on a cost allocation calculation which is not affected by the amount of gross revenues.

Property Tax In-Lieu of Vehicle License Fees

Recent changes in the State budget converted a significant portion of Motor Vehicle License Fee subventions, previously distributed by the State based on a per-capita formula, into property tax distributions. These distributions increase over time based on assessed value growth within each entity. The estimates of the amount generated by the Project are based on the Project's proportionate contributions to Citywide assessed value growth.

Business Licenses

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

Franchise Fees

Franchise fees are received by the City from utility providers serving the community. The estimates from the Project are based on Citywide average per resident.

Fines and Forfeitures

Revenue from fines and fees are received by the City from parking code violations, planning appeal fees, and animal control enforcement. The estimates from the Project are based on Citywide averages per resident.

Real Property Transfer Tax

The City receives a property transfer tax of \$12.00 per \$1,000 of transferred value upon sale of property. The City will receive the tax upon sale of the newly developed units, as well as the resale of built units. It is assumed that in any given year, an average of 4.7 percent of the built residential development will be resold and generate transfer tax. The existing City turnover rate is about 4.7 percent.

Approximately 20 percent of new commercial development is assumed to be subject to transfer tax; the balance is assumed to be "build to suit" for owner/occupants, for example as part of a campus development for a single large user. Additionally, it is assumed that in any given year, an average of 5 percent of the built commercial development will be resold and generate transfer tax.

After the Project is built out, these revenues will decline since there will no longer be substantial taxes generated by the sale of new development. Transfer tax revenues could differ to the extent that turnover rates exceed Citywide averages, or economic cycles reduce sales activity.

Construction Improvement Tax (Fund 164)

The City receives a 1 percent tax on new construction for capital improvement projects and Public Works annual maintenance. The revenues generated by the Project are not estimated because the fee will be waived per the Development Initiative.

Alameda Free Library (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.

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.

XIXB Transportation Improvement (Fund 212)

The fund accounts for revenues from State Proposition 42 (gasoline sales tax) and are used to fund capital projects under the Traffic Congestion Relief Act. The estimates from the Project are based on Citywide average per resident.

County Measure B (Fund 215)

The City receives a share of the proceeds of a one-half cent sales tax increase approved by voters in November 2000, administered by the Alameda County Transportation Improvement Authority (ACTIA). Measure B funds are used for capital projects, such as resurfacing, sidewalks, and traffic signal upgrades. Funds are also used to maintain street infrastructure (e.g. pothole patching, controller replacement, signal pole painting, etc.).

The City's share of Measure B funds is based 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).

Sewer Service (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 \$178.95 per Equivalent Dwelling Unit (EDU).



APPENDIX A
Fiscal Impact Model

Table of Contents
Fiscal Impact Analysis
City of Alameda Public Services Analysis; EPS # 14012

Category	Table	Title
Fiscal Impact Summary Tables		
	A-1a	Fiscal Impact Summary by Fund
	A-1b	Fiscal Impact Summary
Assumptions and Projections Tables		
	A-2	Citywide General Assumptions and Data, Year 2009
	A-3	Budget Summary and Estimating Factors
	A-4	Project Description and Assumptions at Buildout
	A-4a	Project Description -- Annual
	A-4b	Project Description -- Cumulative
	A-5	Land and Building Value Assumptions
	A-6	Project Assessed Value
	A-7a	Population and Employment Projections -- Annual
	A-7b	Population and Employment Projections Totals
Revenues Tables		
	A-8	Detailed Project Revenues
	A-9	General Fund Property Tax and Transfer Tax Revenue
	A-10	Property Tax In-Lieu of VLF
Expenditures Tables		
	A-11	Detailed Project Expenditures
	A-12	Fire Station 5 Existing Cost Estimate
	A-13	Fire Station 5 Cost Estimate
	A-14	Police Cost Estimate
	A-15	Public Works Department Service and Cost Estimate
	A-16	Urban Runoff (Fund 351) Revenue Estimates
	A-17	Sewer Service Fee (Fund 602) Revenue Estimates
	A-18	Sports Complex Cost Estimate
	A-19	Library Cost Estimate

Table A-1a
Fiscal Impact Summary by Fund (constant \$)
City of Alameda Public Services Analysis; EPS # 14012

Item	1	2	3	4	5	6	7	8	9	10
GENERAL FUND										
Revenues	\$0	\$0	\$726,058	\$4,315,987	\$6,054,589	\$6,252,110	\$7,300,981	\$8,558,070	\$9,846,520	\$12,466,231
Expenditures	<u>\$618,567</u>	<u>\$643,133</u>	<u>\$734,360</u>	<u>\$1,119,390</u>	<u>\$1,536,989</u>	<u>\$1,959,719</u>	<u>\$6,715,072</u>	<u>\$5,766,461</u>	<u>\$6,375,809</u>	<u>\$6,892,648</u>
Net	(\$618,567)	(\$643,133)	(\$8,302)	\$3,196,597	\$4,517,600	\$4,292,391	\$585,909	\$2,791,610	\$3,470,712	\$5,573,583
SPORTS AND RECREATION FACILITIES										
Revenues	\$0	\$0	\$0	\$244,915	\$489,830	\$734,745	\$979,660	\$979,660	\$979,660	\$979,660
Expenditures	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$221,450</u>	<u>\$442,900</u>	<u>\$664,350</u>	<u>\$885,800</u>	<u>\$885,800</u>	<u>\$885,800</u>	<u>\$885,800</u>
Net	\$0	\$0	\$0	\$23,465	\$46,930	\$70,395	\$93,860	\$93,860	\$93,860	\$93,860
PUBLIC WORKS										
Revenues	\$0	\$0	\$259,805	\$420,698	\$643,943	\$781,471	\$935,592	\$1,100,055	\$1,364,325	\$1,590,715
Expenditures	<u>\$1,507,447</u>	<u>\$2,095,668</u>	<u>\$2,662,743</u>	<u>\$3,181,194</u>	<u>\$3,513,520</u>	<u>\$3,845,960</u>	<u>\$4,163,730</u>	<u>\$4,539,512</u>	<u>\$4,866,222</u>	<u>\$5,104,424</u>
Net	(\$1,507,447)	(\$2,095,668)	(\$2,402,938)	(\$2,760,496)	(\$2,869,577)	(\$3,064,490)	(\$3,228,138)	(\$3,439,456)	(\$3,501,897)	(\$3,513,709)
LIBRARY										
Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$52,661	\$674,257	\$674,257	\$674,257
Expenditures	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$724,492</u>	<u>\$724,492</u>	<u>\$724,492</u>	<u>\$724,492</u>
Net	\$0	\$0	\$0	\$0	\$0	\$0	(\$671,831)	(\$50,235)	(\$50,235)	(\$50,235)

Source: Economic & Planning Systems, Inc.

Table A-1a
Fiscal Impact Summary by Fund (constant \$
City of Alameda Public Services Analysis; EPS # 14011

Item	11	12	13	14	15	Stabilized
GENERAL FUND						
Revenues	\$13,963,709	\$16,523,374	\$13,643,795	\$11,008,386	\$11,640,748	\$11,640,748
Expenditures	<u>\$7,759,915</u>	<u>\$8,135,578</u>	<u>\$8,190,603</u>	<u>\$8,330,013</u>	<u>\$8,470,140</u>	<u>\$8,543,291</u>
Net	\$6,203,794	\$8,387,796	\$5,453,192	\$2,678,373	\$3,170,608	\$3,097,457
SPORTS AND RECREATION FACILITIES						
Revenues	\$979,660	\$979,660	\$979,660	\$979,660	\$979,660	\$979,660
Expenditures	<u>\$885,800</u>	<u>\$885,800</u>	<u>\$885,800</u>	<u>\$885,800</u>	<u>\$885,800</u>	<u>\$885,800</u>
Net	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860
PUBLIC WORKS						
Revenues	\$1,929,609	\$2,302,133	\$2,302,133	\$2,164,348	\$2,164,348	\$2,164,348
Expenditures	<u>\$5,464,815</u>	<u>\$5,719,542</u>	<u>\$6,216,707</u>	<u>\$6,713,871</u>	<u>\$7,211,035</u>	<u>\$7,211,035</u>
Net	(\$3,535,205)	(\$3,417,409)	(\$3,914,573)	(\$4,549,523)	(\$5,046,687)	(\$5,046,687)
LIBRARY						
Revenues	\$674,257	\$674,257	\$674,257	\$674,257	\$674,257	\$674,257
Expenditures	<u>\$724,492</u>	<u>\$724,492</u>	<u>\$724,492</u>	<u>\$724,492</u>	<u>\$724,492</u>	<u>\$724,492</u>
Net	(\$50,235)	(\$50,235)	(\$50,235)	(\$50,235)	(\$50,235)	(\$50,235)

Source: Economic & Planning Systems, Inc.

Table A-1b
Fiscal Impact Detailed Summary (constant \$)
City of Alameda Public Services Analysis; EPS # 14012

Item	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Stabilized
GENERAL FUND																
Revenues																
Property Taxes	\$0	\$0	\$0	\$18,787	\$275,711	\$417,289	\$565,676	\$716,288	\$858,581	\$1,068,424	\$1,366,369	\$1,607,505	\$1,955,852	\$2,254,291	\$2,254,291	\$2,254,291
Property Transfer Tax	\$0	\$0	\$412,326	\$3,719,921	\$4,564,445	\$4,215,615	\$4,505,380	\$5,155,040	\$5,750,716	\$7,541,066	\$7,858,632	\$9,412,318	\$5,728,605	\$2,410,792	\$2,410,792	\$2,410,792
Sales Tax	\$0	\$0	\$51,305	\$116,360	\$182,674	\$248,558	\$318,475	\$395,257	\$479,902	\$576,884	\$703,169	\$776,900	\$776,912	\$770,400	\$770,400	\$770,400
Transient Occupancy Tax	\$0	\$0	\$0	\$0	\$0	\$0	\$175,200	\$175,200	\$175,200	\$175,200	\$175,200	\$175,200	\$175,200	\$175,200	\$175,200	\$807,563
Utility Users Tax	\$0	\$0	\$92,550	\$202,714	\$324,821	\$442,150	\$570,227	\$706,962	\$860,118	\$1,030,290	\$1,260,172	\$1,389,742	\$1,389,742	\$1,389,742	\$1,389,742	\$1,389,742
Property Tax In-Lieu of VLF	\$0	\$0	\$0	\$24,580	\$360,740	\$545,980	\$740,129	\$937,190	\$1,123,366	\$1,397,924	\$1,787,756	\$2,103,258	\$2,559,034	\$2,949,511	\$2,949,511	\$2,949,511
Business Licenses	\$0	\$0	\$141,228	\$170,873	\$245,647	\$245,647	\$249,376	\$253,286	\$332,382	\$357,508	\$422,314	\$628,243	\$628,243	\$628,243	\$628,243	\$628,243
Franchise Fees	\$0	\$0	\$22,802	\$49,943	\$80,027	\$108,934	\$140,489	\$174,177	\$211,910	\$253,836	\$310,473	\$342,396	\$342,396	\$342,396	\$342,396	\$342,396
Fines & Forfeitures	\$0	\$0	\$5,848	\$12,808	\$20,524	\$27,937	\$36,030	\$44,669	\$54,346	\$65,099	\$79,624	\$87,811	\$87,811	\$87,811	\$87,811	\$87,811
Total Revenues	\$0	\$0	\$726,058	\$4,315,987	\$6,054,589	\$6,252,110	\$7,300,981	\$8,558,070	\$9,846,520	\$12,466,231	\$13,963,709	\$16,523,374	\$13,643,795	\$11,008,386	\$11,640,748	\$11,640,748
Expenditures																
Police	\$600,000	\$606,000	\$682,925	\$986,088	\$1,327,690	\$1,662,918	\$2,034,505	\$2,437,592	\$2,976,173	\$3,409,821	\$4,189,738	\$4,525,372	\$4,486,114	\$4,530,975	\$4,576,285	\$4,622,047
Fire (net of revenues)	\$0	\$0	(\$40,760)	(\$66,166)	(\$102,153)	(\$124,752)	\$4,182,211	\$2,750,294	\$2,734,367	\$2,724,522	\$2,695,290	\$2,658,292	\$2,684,875	\$2,711,724	\$2,738,841	\$2,766,230
Recreation Programs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parks	\$18,567	\$37,133	\$55,700	\$119,533	\$183,367	\$247,200	\$273,500	\$299,800	\$326,100	\$352,033	\$377,967	\$403,900	\$471,600	\$539,300	\$607,000	\$607,000
Planning and Building Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Government	\$0	\$0	\$36,495	\$79,936	\$128,086	\$174,352	\$224,856	\$278,775	\$339,168	\$406,272	\$496,921	\$548,014	\$548,014	\$548,014	\$548,014	\$548,014
Total Expenditures	\$618,567	\$643,133	\$734,360	\$1,119,390	\$1,536,989	\$1,959,719	\$6,715,072	\$5,766,461	\$6,375,809	\$6,892,648	\$7,759,915	\$8,135,578	\$8,190,603	\$8,330,013	\$8,470,140	\$8,543,291
Net Annual General Fund Impact	(\$618,567)	(\$643,133)	(\$8,302)	\$3,196,597	\$4,517,600	\$4,292,391	\$585,909	\$2,791,610	\$3,470,712	\$5,573,583	\$6,203,794	\$8,387,796	\$5,453,192	\$2,678,373	\$3,170,608	\$3,097,457
SPORTS AND RECREATION FACILITIES																
BallFields																
Revenues	\$0	\$0	\$0	\$92,515	\$185,030	\$277,545	\$370,060	\$370,060	\$370,060	\$370,060	\$370,060	\$370,060	\$370,060	\$370,060	\$370,060	\$370,060
Expenditures	\$0	\$0	\$0	\$69,050	\$138,100	\$207,150	\$276,200	\$276,200	\$276,200	\$276,200	\$276,200	\$276,200	\$276,200	\$276,200	\$276,200	\$276,200
Net Cost	\$0	\$0	\$0	\$23,465	\$46,930	\$70,395	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860
Aquatic Complex																
Revenues	\$0	\$0	\$0	\$152,400	\$304,800	\$457,200	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600
Expenditures	\$0	\$0	\$0	\$152,400	\$304,800	\$457,200	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600
Net Cost	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Annual Sports and Recreation Facilities Impact	\$0	\$0	\$0	\$23,465	\$46,930	\$70,395	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860	\$93,860

Table A-1b
Fiscal Impact Detailed Summary (constant \$)
City of Alameda Public Services Analysis; EPS # 14012

Item	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Stabilized
PUBLIC WORKS																
Fund 211, Fund 212, and Fund 215																
Revenues																
Gas Tax (Fund 211)	\$0	\$0	\$10,489	\$22,975	\$36,813	\$50,111	\$64,626	\$80,123	\$97,481	\$116,767	\$142,821	\$157,506	\$157,506	\$157,506	\$157,506	\$157,506
XIXB Transportation Improvement Tax (Fund 212)	\$0	\$0	\$4,503	\$9,863	\$15,804	\$21,512	\$27,744	\$34,396	\$41,848	\$50,127	\$61,312	\$67,616	\$67,616	\$67,616	\$67,616	\$67,616
County Measure B Tax (Fund 215) O&M 36%	\$0	\$0	\$9,176	\$20,098	\$32,204	\$43,837	\$56,535	\$70,091	\$85,276	\$102,148	\$124,939	\$137,785	\$137,785	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$24,168	\$52,935	\$84,821	\$115,460	\$148,905	\$184,611	\$224,604	\$269,042	\$329,072	\$362,907	\$362,907	\$225,121	\$225,121	\$225,121
Expenditures (new infrastructure, inc. offsites)																
Road Maintenance (inc. offsite)	\$144,738	\$319,189	\$486,366	\$665,244	\$762,779	\$861,953	\$967,962	\$1,103,063	\$1,227,157	\$1,307,251	\$1,418,259	\$1,481,968	\$1,607,539	\$1,733,110	\$1,858,682	\$1,858,682
Curb and Gutters	\$16,694	\$36,188	\$54,997	\$74,323	\$85,982	\$97,796	\$110,164	\$125,275	\$139,347	\$148,609	\$160,785	\$168,503	\$183,643	\$198,784	\$213,924	\$213,924
Pedestrian/Bike Trails	\$1,998	\$3,997	\$5,995	\$12,865	\$19,735	\$26,606	\$29,436	\$32,267	\$35,098	\$37,889	\$40,680	\$43,471	\$50,758	\$58,044	\$65,330	\$65,330
Other Road Costs	\$25,586	\$51,172	\$76,758	\$93,527	\$110,295	\$127,063	\$141,370	\$155,678	\$169,985	\$181,220	\$192,455	\$203,690	\$225,483	\$247,276	\$269,070	\$269,070
PW Admin Costs	\$2,774	\$5,547	\$8,321	\$10,126	\$11,930	\$13,735	\$15,366	\$16,996	\$18,627	\$19,848	\$21,069	\$22,290	\$24,696	\$27,102	\$29,509	\$29,509
PW Ongoing Maint. Costs	\$36,849	\$73,698	\$110,547	\$134,525	\$158,502	\$182,480	\$204,145	\$225,810	\$247,475	\$263,695	\$279,915	\$296,135	\$328,104	\$360,073	\$392,043	\$392,043
Total Expenditures	\$228,638	\$489,791	\$742,983	\$990,609	\$1,149,224	\$1,309,633	\$1,468,444	\$1,659,089	\$1,837,690	\$1,958,512	\$2,113,162	\$2,216,055	\$2,420,222	\$2,624,390	\$2,828,557	\$2,828,557
Net Annual Impact	(\$228,638)	(\$489,791)	(\$718,816)	(\$937,674)	(\$1,064,403)	(\$1,194,173)	(\$1,319,539)	(\$1,474,478)	(\$1,613,085)	(\$1,689,470)	(\$1,784,091)	(\$1,853,149)	(\$2,057,316)	(\$2,399,268)	(\$2,603,435)	(\$2,603,435)
Urban Runoff (Fund 351)																
Revenues																
Storm Water Utility Fee	\$0	\$0	\$81,880	\$130,612	\$199,378	\$240,168	\$286,006	\$334,918	\$416,000	\$484,004	\$586,730	\$704,251	\$704,251	\$704,251	\$704,251	\$704,251
Expenditures (new infrastructure, inc. offsites)																
Storm Drainage and Outfalls	\$96,115	\$192,229	\$288,344	\$353,653	\$418,963	\$484,272	\$544,135	\$603,997	\$663,860	\$708,295	\$752,729	\$797,164	\$884,336	\$971,508	\$1,058,680	\$1,058,680
Net Annual Impact	(\$96,115)	(\$192,229)	(\$206,464)	(\$223,042)	(\$219,584)	(\$244,104)	(\$258,128)	(\$269,079)	(\$247,860)	(\$224,291)	(\$165,999)	(\$92,913)	(\$180,085)	(\$267,257)	(\$354,429)	(\$354,429)
Sewer Service																
Revenues																
City Sewer Service Fees (Fund 602)	\$0	\$0	\$153,757	\$237,151	\$359,744	\$425,843	\$500,681	\$580,526	\$723,721	\$837,669	\$1,013,807	\$1,234,975	\$1,234,975	\$1,234,975	\$1,234,975	\$1,234,975
Expenditures (new infrastructure, inc. offsites)																
Sewer Lines and Pump Stations	\$149,831	\$299,662	\$449,492	\$551,301	\$653,110	\$754,920	\$848,238	\$941,556	\$1,034,875	\$1,104,143	\$1,173,411	\$1,242,679	\$1,378,569	\$1,514,460	\$1,650,350	\$1,650,350
Net Annual Impact	(\$149,831)	(\$299,662)	(\$295,735)	(\$314,150)	(\$293,367)	(\$329,076)	(\$347,557)	(\$361,030)	(\$311,154)	(\$266,474)	(\$159,604)	(\$7,704)	(\$143,594)	(\$279,484)	(\$415,375)	(\$415,375)
Other Expenditures																
Landscaping																
Onsite	\$92,432	\$184,863	\$277,295	\$332,583	\$387,872	\$443,160	\$487,907	\$532,653	\$577,400	\$615,532	\$653,663	\$691,795	\$761,730	\$831,665	\$901,600	\$901,600
Offsite Improvements	\$38,636	\$72,500	\$98,074	\$194,603	\$198,426	\$204,117	\$227,949	\$284,937	\$329,380	\$348,055	\$401,961	\$401,961	\$401,961	\$401,961	\$401,961	\$401,961
Total Expenditures	\$131,068	\$257,364	\$375,369	\$527,187	\$586,297	\$647,277	\$715,856	\$817,590	\$906,780	\$963,586	\$1,055,624	\$1,093,756	\$1,163,691	\$1,233,626	\$1,303,561	\$1,303,561
Existing Infrastructure																
Total Expenditures	\$901,795	\$856,623	\$806,554	\$758,443	\$705,926	\$649,858	\$587,058	\$517,279	\$423,017	\$369,888	\$369,888	\$369,888	\$369,888	\$369,888	\$369,888	\$369,888
Net Annual Impact	(\$1,032,863)	(\$1,113,987)	(\$1,181,923)	(\$1,285,630)	(\$1,292,223)	(\$1,297,136)	(\$1,302,913)	(\$1,334,869)	(\$1,329,798)	(\$1,333,474)	(\$1,425,512)	(\$1,463,644)	(\$1,533,579)	(\$1,603,514)	(\$1,673,449)	(\$1,673,449)

Table A-1b
Fiscal Impact Detailed Summary (constant \$)
City of Alameda Public Services Analysis; EPS # 14012

Item	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Stabilized
LIBRARY																
Library Revenues (Fund 210)																
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$52,661	\$674,257	\$674,257	\$674,257	\$674,257	\$674,257	\$674,257	\$674,257	\$674,257	\$674,257
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$52,661	\$674,257	\$674,257	\$674,257	\$674,257	\$674,257	\$674,257	\$674,257	\$674,257	\$674,257
Expenditures																
Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$724,492	\$724,492	\$724,492	\$724,492	\$724,492	\$724,492	\$724,492	\$724,492	\$724,492	\$724,492
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$724,492	\$724,492	\$724,492	\$724,492	\$724,492	\$724,492	\$724,492	\$724,492	\$724,492	\$724,492
Net Annual Library Impact	\$0	\$0	\$0	\$0	\$0	\$0	(\$671,831)	(\$50,235)	(\$50,235)	(\$50,235)	(\$50,235)	(\$50,235)	(\$50,235)	(\$50,235)	(\$50,235)	(\$50,235)

Source: Economic & Planning Systems, Inc.

Table A-2
Citywide General Assumptions and Data, Year 2009
City of Alameda Public Services Analysis; EPS # 14012

Item	City	Source
Population	74,683	CA Department of Finance
Housing Units	31,997	CA Department of Finance
Employees	27,056	ABAG Projections 2009 (1)
Resident Equivalent	0.50	
Daytime Population	88,211	
Day and Night Population	101,739	

(1) Annual growth rate derived from 2005 and 2010 job estimates to generate a 2009 estimate.

Table A-3
Budget Summary and Estimating Factors
City of Alameda Public Services Analysis; EPS # 14012

Item	2009-10 Proposed General Fund	%	Estimating Factor	
REVENUE ASSUMPTIONS				
Property Tax				
City Share of Pass Throughs, net after ERAF (1)		26.5%	share of pass through, net after ERAF	
Transfer Tax (2)				
Turnover rates		\$12.00	per \$1,000 of AV at transfer	
Residential - Market Rate		4.70%	annually	
Commercial		5.00%	annually	
Sales Tax (3)				
	\$5,150,000	\$68.96	per resident AND	
		\$0.00	per square foot of new retail space (4)	
		\$1.82	per construction employee (5)	
Transient Occupancy Tax				
Full-Service Hotel (6)		\$4,216	per room per year	
Hostel/ Dormitory (7)		\$1,168	per room per year	
Utility Users Tax				
	\$9,290,200	\$124.40	per resident	
Franchise Fees (8)				
	\$2,288,860	\$30.65	per resident	
Business License Tax				
	\$1,750,000	\$64.68	per employee	
Fines & Forfeitures (9)				
	\$587,000	\$7.86	per resident	
Motor Vehicle in Lieu				
	\$250,000	\$3.35	per resident	
Gas Tax				
	\$1,052,900	\$14.10	per resident	
EXPENDITURE ASSUMPTIONS (10)				
Planning and Building Services (11)				
	\$0	\$0.00	per daytime population	
Parks (12)				
		\$10,000	per acre	
Recreation Programs (13)				
	\$0	\$0.00	per resident	
Sports Complex (14)				
	\$93,860	\$93,860	annually	
Police (15)				
Collaborative share	\$21,066,160	\$319.18	per call for service (See Table A-14)	
		\$352,837	based on service calls to existing collaborative residential units	
Fire				
	\$21,320,363	96%	\$3,215	per call for service (See Table A-13)
Public Works				
Administration (16)	\$350,000	\$0.01	per road area (sq. ft.)	
Ongoing Maintenance (17)	\$4,650,000	\$0.17	per road area (sq. ft.)	
Maintenance of City-Occupied (18)	\$275,367	\$275,367	annually	
Buildings at Alameda Point				
Library (19)				
	\$724,492	\$724,492	annually	
General Government (20)				
General Government (excluding Loss Reserves)	\$10,937,500	33%	\$112.80	per unit
Risk Management Loss Reserve (21)	\$1,250,000	5%	\$1.95	per unit
Workers' Compensation Loss Reserve (21)	\$1,900,000	5%	\$2.97	per unit

(1) From Alameda County Auditor Controller

(2) In 2006, the turnover rate for single-family residential units in the City of Alameda was approximately 4.7 percent.

(3) Includes 1% Sales Tax. Excludes Prop 172 Sales Tax and Sales Tax in lieu (Triple Flip) (09-10).

(4) Conservatively, assumes all new retail sales tax is generated by new residents, rather than by new retail square footage.

(5) Assumes 10% of construction employees spend an average of \$7 in Alameda per workday per year (260 workdays per year).

(6) Assumes an average daily rate of \$165 and 70% occupancy.

(7) Assumes hostel has 150 rooms (combination of private rooms and dorms) with an average of 2 beds per room for a total of 300 beds. Nightly hostel rates are on a per bed basis. Assumes an average daily rate of \$32 per bed or \$64 per room and 50% occupancy.

(8) Franchise Fees include: PG&E, Garbage, and Cable (09-10). Does not include AMP Electricity Franchise Fees as they are annual fees that do not vary with population growth.

(9) Revenue derived from parking violations and animal control enforcement.

(10) Citywide expenditures used to calculate per resident costs are net of dedicated program revenues and charges for service.

(11) Planning and Building services is fully funded by fees.

(12) Average unit cost based on Parks and Recreation Department estimate.

(13) Recreation Programs is fully funded by fees.

(14) Source: Alameda Park & Rec Dept, estimated operating budget for sports complex net of revenue. Operating costs will be phased in as construction is complete

(15) Police Dept. Salaries FY09-10. Does not include Supplies and Services, Capital Outlay, Debt, and Equipment Replacement. Approximately 66,000 calls for service each year.

(16) Administration represents 7% of FY07-08 budget. Based on interviews with Public Works staff (April 2009) the applicable department budget was determined to be \$5 million. Administration costs estimated at 7% of \$5 million.

(17) Estimated \$4.65 million department budget excluding Administration costs. Includes the ongoing repairs of sidewalks, graffiti removal, repair of streets, inspection and repair of traffic signals and parking meters, street sweeping, pruning trees, maintaining medians, repairing and installing street signs, and installing painted street markings.

(18) Based on ARRA Cash Flow (2008-2017). Buildings and Grounds Maintenance cost for FY 08-09.

(19) Based on operating expenses for a new 15,000 sq. ft. library. Cost estimate from Library Department.

(20) Includes City Council, City Attorney, City Clerk, City Manager, Finance, and Human Services.

(21) Assumes only 5% of the Loss Reserve amount is variable because the annual reserve amounts are primarily based on the City's loss history. An increase in population would result in a minimal increase in the number of liability claims filed against the City, and therefore a minimal increase in the Loss Reserves.

Sources: City of Alameda 2008-2010 Proposed Budget/Financial Plan; City of Alameda; and Economic & Planning Systems, Inc.

**Table A-4
Project Description and Assumptions at Buildout
City of Alameda Public Services Analysis; EPS # 14012**

Description	Total Units or Sq. Ft.	Residents or Employees per Unit (1)	Total Residents or Employees at Buildout
Residential (1)			
Market-Rate Units	3,385	2.4 /unit	8,124
Affordable Units	961	2.4 /unit	2,306
Reuse	<u>309</u>	2.4 /unit	<u>742</u>
Residential Subtotal	4,655		11,172
Commercial			
New Commercial (2)	3,032,000	2.75 per 1,000 S.F.	8,338
Adaptive Reuse	<u>500,000</u>	2.75 per 1,000 S.F.	<u>1,375</u>
Commercial Subtotal	3,532,000		9,713
Hotel			
Full-Service	150		
Hostel/ Dormitory	<u>150</u>		
Hotel Subtotal	300		
Open Space			
Parks (Net Acres) (3)	61		
Marina (Net Acres)	9		
Sports Complex	<u>51</u>		
Open Space Subtotal	121		
Infrastructure			
Streets (linear ft.)	69,650		
Streets (sq. ft.)	2,369,060		

(1) Include market-rate and affordable units with a mix of single family, duplexes, small townhomes, multifamily podium, mixed-use and reuse.

(2) Includes 350,000 square feet of retail.

(3) Excludes 24-acre Enterprise Park.

Sources: Alameda Point Development Initiative; Economic & Planning Systems, Inc.

**Table A-4a
Project Description -- Annual
City of Alameda Public Services Analysis; EPS # 14012**

Description	TOTAL	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
ANNUAL INCREMENT																	
Residential																	
Market Rate Units	3,385	0	0	165	309	265	273	403	341	484	450	505	190	0	0	0	0
Affordable Units	961	0	0	145	60	100	120	26	117	29	120	0	244	0	0	0	0
Reuse	<u>309</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>44</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>265</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Residential	4,655	0	0	310	369	409	393	429	458	513	570	770	434	0	0	0	0
Hotel Rooms																	
Full-Service	150	0	0	0	0	0	0	0	0	0	0	0	0	0	0	150	0
Hostel/ Dormitory	<u>150</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>150</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Hotel Rooms	300	0	0	0	0	0	0	150	0	0	0	0	0	0	0	150	0
Commercial																	
New Commercial	3,032,000	0	0	627,319	0	253,713	0	20,965	21,986	444,677	141,261	364,343	1,157,737	0	0	0	0
Adaptive Reuse	<u>500,000</u>	<u>0</u>	<u>0</u>	<u>166,667</u>	<u>166,667</u>	<u>166,667</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Commercial	3,532,000	0	0	793,986	166,667	420,379	0	20,965	21,986	444,677	141,261	364,343	1,157,737	0	0	0	0
Open Space																	
Parks (1)	61	2	2	2	6	6	6	3	3	3	3	3	3	7	7	7	0
Marina	9	0	0	0	0	0	9	0	0	0	0	0	0	0	0	0	0
Sports Complex	51	0	0	0	13	13	13	13	0	0	0	0	0	0	0	0	0
Infrastructure (2)																	
Streets (linear ft.)	69,650	6,323	6,323	6,323	4,297	4,297	4,297	3,938	3,938	3,938	2,923	2,923	2,923	5,735	5,735	5,735	0
Streets (sq. ft.)	2,369,060	222,673	222,673	222,673	144,893	144,893	144,893	130,920	130,920	130,920	98,013	98,013	98,013	193,187	193,187	193,187	0
Pedestrian/Bike Trails (linear ft.) (3)	39,120	1,197	1,197	1,197	4,114	4,114	4,114	1,695	1,695	1,695	1,671	1,671	1,671	4,363	4,363	4,363	0
Landscaping (sq. ft.)	901,600	92,432	92,432	92,432	55,288	55,288	55,288	44,747	44,747	44,747	38,132	38,132	38,132	69,935	69,935	69,935	0
Curb and Gutter (linear ft.) (4)	153,230	13,911	13,911	13,911	9,453	9,453	9,453	8,664	8,664	8,664	6,431	6,431	6,431	12,617	12,617	12,617	0

(1) Excludes 24-acre Enterprise Park.

(2) Based on the CBG engineering report.

(3) Total of 391,200 square feet. Excludes trails in Enterprise Park. Assumes an average trail width of 10 feet.

(4) Assumed to be 2.2 times the amount of roadway in linear feet to account for lengthier curbs and gutters proposed for West Atlantic Avenue.

Source: Alameda Point Development Initiative; Economic & Planning Systems, Inc.

**Table A-4b
Project Description -- Cumulative
City of Alameda Public Services Analysis; EPS # 14012**

Description	TOTAL	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
CUMULATIVE																	
Residential																	
Market Rate Units	3,385	0	0	165	474	739	1,012	1,415	1,756	2,240	2,690	3,195	3,385	3,385	3,385	3,385	3,385
Affordable Units	961	0	0	145	205	305	425	451	568	597	717	717	961	961	961	961	961
Reuse	<u>309</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>44</u>	<u>44</u>	<u>44</u>	<u>44</u>	<u>44</u>	<u>44</u>	<u>309</u>	<u>309</u>	<u>309</u>	<u>309</u>	<u>309</u>	<u>309</u>
Total Residential	4,655	0	0	310	679	1,088	1,481	1,910	2,368	2,881	3,451	4,221	4,655	4,655	4,655	4,655	4,655
Hotel Rooms																	
Full-Service	150	0	0	0	0	0	0	0	0	0	0	0	0	0	0	150	150
Hostel/ Dormitory	<u>150</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>	<u>150</u>
Total Hotel Rooms	300	0	0	0	0	0	0	150	150	150	150	150	150	150	150	300	300
Commercial																	
New Commercial	3,032,000	0	0	627,319	627,319	881,032	881,032	901,997	923,982	1,368,659	1,509,920	1,874,263	3,032,000	3,032,000	3,032,000	3,032,000	3,032,000
Adaptive Reuse	<u>500,000</u>	<u>0</u>	<u>0</u>	<u>166,667</u>	<u>333,333</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>
Total Commercial	3,532,000	0	0	793,986	960,652	1,381,032	1,381,032	1,401,997	1,423,982	1,868,659	2,009,920	2,374,263	3,532,000	3,532,000	3,532,000	3,532,000	3,532,000
Open Space																	
Parks	61	2	4	6	12	18	25	27	30	33	35	38	40	47	54	61	61
Marina	9	0	0	0	0	0	9	9	9	9	9	9	9	9	9	9	9
Sports Complex	51	0	0	0	13	26	38	51	51	51	51	51	51	51	51	51	51
Infrastructure																	
Streets (linear ft.)	69,650	6,323	12,647	18,970	23,267	27,563	31,860	35,798	39,737	43,675	46,598	49,522	52,445	58,180	63,915	69,650	69,650
Streets (sq. ft.)	2,369,060	222,673	445,347	668,020	812,913	957,807	1,102,700	1,233,620	1,364,540	1,495,460	1,593,473	1,691,487	1,789,500	1,982,687	2,175,873	2,369,060	2,369,060
Pedestrian/Bike Trails (linear ft.)	39,120	1,197	2,393	3,590	7,704	11,818	15,932	17,627	19,322	21,017	22,688	24,359	26,031	30,394	34,757	39,120	39,120
Landscaping (sq. ft.)	901,600	92,432	184,863	277,295	332,583	387,872	443,160	487,907	532,653	577,400	615,532	653,663	691,795	761,730	831,665	901,600	901,600
Curb and Gutter (linear ft.)	153,230	13,911	27,823	41,734	51,187	60,639	70,092	78,756	87,421	96,085	102,516	108,948	115,379	127,996	140,613	153,230	153,230

Source: Alameda Point Development Initiative; Economic & Planning Systems, Inc.

**Table A-5
Land and Building Value Assumptions
City of Alameda Public Services Analysis; EPS # 14012**

Item	Average Price (per unit/per sq. ft.)
<u>Residential</u>	
Market-Rate Units	\$716,000
Affordable Units	\$173,500
Reuse	\$239,500
<u>Commercial</u>	
New Commercial (1)	\$375
Adaptive Reuse	\$103

(1) Includes 350,000 square feet of retail.

Source: Economic & Planning Systems, Inc.

Table A-6
Project Assessed Value
Alameda Point Redevelopment; EPS #14012

Item	Total	1	2	3	4	5	6	7	8	9
Market-Rate Residential										
Assessed Value (1)	\$2,423,660,000	\$0	\$0	\$118,140,000	\$221,244,000	\$189,740,000	\$195,468,000	\$288,548,000	\$244,156,000	\$346,544,000
Cumulative (1)	\$2,423,660,000	\$0	\$0	\$118,140,000	\$339,384,000	\$529,124,000	\$724,592,000	\$1,013,140,000	\$1,257,296,000	\$1,603,840,000
Below Market-Rate Residential										
Assessed Value (2)	\$166,733,500	\$0	\$0	\$25,157,500	\$10,410,000	\$17,350,000	\$20,820,000	\$4,511,000	\$20,299,500	\$5,031,500
Cumulative (2)	\$166,733,500	\$0	\$0	\$25,157,500	\$35,567,500	\$52,917,500	\$73,737,500	\$78,248,500	\$98,548,000	\$103,579,500
Residential Reuse										
Cumulative	309	0	0	0	0	44	44	44	44	44
Assessed Value (3)	\$74,005,500	\$0	\$0	\$0	\$0	\$10,538,000	\$0	\$0	\$0	\$0
Cumulative (3)	\$74,005,500	\$0	\$0	\$0	\$0	\$10,538,000	\$10,538,000	\$10,538,000	\$10,538,000	\$10,538,000
Total Residential Assessed Value	\$2,664,399,000	\$0	\$0	\$143,297,500	\$231,654,000	\$217,628,000	\$216,288,000	\$293,059,000	\$264,455,500	\$351,575,500
Cumulative	\$2,664,399,000	\$0	\$0	\$143,297,500	\$374,951,500	\$592,579,500	\$808,867,500	\$1,101,926,500	\$1,366,382,000	\$1,717,957,500
Total Residential Assessed Value (inflated at 2%)	\$3,064,878,612	\$0	\$0	\$149,086,719	\$245,833,078	\$235,567,546	\$238,799,429	\$330,032,032	\$303,776,243	\$411,926,733
Cumulative (inflated at 2%)	\$3,064,878,612	\$0	\$0	\$149,086,719	\$394,919,797	\$630,487,343	\$869,286,772	\$1,199,318,804	\$1,503,095,047	\$1,915,021,780
New Commercial										
Assessed Value (4)	\$1,137,000,186	\$0	\$0	\$235,244,571	\$0	\$95,142,277	\$0	\$7,861,846	\$8,244,662	\$166,753,914
Cumulative (4)	\$1,137,000,186	\$0	\$0	\$235,244,571	\$235,244,571	\$330,386,848	\$330,386,848	\$338,248,695	\$346,493,357	\$513,247,271
Commercial Reuse										
Assessed Value (5)	\$51,500,000	\$0	\$0	\$17,166,667	\$17,166,667	\$17,166,667	\$0	\$0	\$0	\$0
Cumulative (5)	\$51,500,000	\$0	\$0	\$17,166,667	\$34,333,333	\$51,500,000	\$51,500,000	\$51,500,000	\$51,500,000	\$51,500,000
Total Project Assessed Value (constant \$)	\$3,852,899,186	\$0	\$0	\$395,708,738	\$248,820,667	\$329,936,944	\$216,288,000	\$300,920,846	\$272,700,162	\$518,329,414
Cumulative (constant \$)	\$3,852,899,186	\$0	\$0	\$395,708,738	\$644,529,405	\$974,466,348	\$1,190,754,348	\$1,491,675,195	\$1,764,375,357	\$2,282,704,771

Note: Based on the Calthorpe Land Use Plan.

(1) Based on the average value of \$716,000 per unit.

(2) Based on the average value of \$173,500 per unit.

(3) Based on the average value of \$239,500 per unit.

(4) Based on the average new commercial value of \$375 per square foot; includes 350,000 square feet of retail uses.

(5) Based on the average commercial reuse value of \$103 per square foot.

Table A-6
Project Assessed Value
Alameda Point Redevelopment; EPS #14012

Item	Total	10	11	12	13	14	15	16
Market-Rate Residential								
Assessed Value (1)	\$2,423,660,000	\$322,200,000	\$361,580,000	\$136,040,000	\$0	\$0	\$0	\$0
Cumulative (1)	\$2,423,660,000	\$1,926,040,000	\$2,287,620,000	\$2,423,660,000	\$2,423,660,000	\$2,423,660,000	\$2,423,660,000	\$2,423,660,000
Below Market-Rate Residential								
Assessed Value (2)	\$166,733,500	\$20,820,000	\$0	\$42,334,000	\$0	\$0	\$0	\$0
Cumulative (2)	\$166,733,500	\$124,399,500	\$124,399,500	\$166,733,500	\$166,733,500	\$166,733,500	\$166,733,500	\$166,733,500
Residential Reuse								
Cumulative	309	44	309	309	309	309	309	309
Assessed Value (3)	\$74,005,500	\$0	\$63,467,500	\$0	\$0	\$0	\$0	\$0
Cumulative (3)	\$74,005,500	\$10,538,000	\$74,005,500	\$74,005,500	\$74,005,500	\$74,005,500	\$74,005,500	\$74,005,500
Total Residential Assessed Value	\$2,664,399,000	\$343,020,000	\$425,047,500	\$178,374,000	\$0	\$0	\$0	\$0
Cumulative	\$2,664,399,000	\$2,060,977,500	\$2,486,025,000	\$2,664,399,000	\$2,664,399,000	\$2,664,399,000	\$2,664,399,000	\$2,664,399,000
Total Residential Assessed Value (inflated at 2%)	\$3,064,878,612	\$409,940,653	\$518,130,531	\$221,785,649	\$0	\$0	\$0	\$0
Cumulative (inflated at 2%)	\$3,064,878,612	\$2,324,962,433	\$2,843,092,963	\$3,064,878,612	\$3,064,878,612	\$3,064,878,612	\$3,064,878,612	\$3,064,878,612
New Commercial								
Assessed Value (4)	\$1,137,000,186	\$52,972,704	\$136,628,668	\$434,151,543	\$0	\$0	\$0	\$0
Cumulative (4)	\$1,137,000,186	\$566,219,975	\$702,848,643	\$1,137,000,186	\$1,137,000,186	\$1,137,000,186	\$1,137,000,186	\$1,137,000,186
Commercial Reuse								
Assessed Value (5)	\$51,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cumulative (5)	\$51,500,000	\$51,500,000	\$51,500,000	\$51,500,000	\$51,500,000	\$51,500,000	\$51,500,000	\$51,500,000
Total Project Assessed Value (constant \$)	\$3,852,899,186	\$395,992,704	\$561,676,168	\$612,525,543	\$0	\$0	\$0	\$0
Cumulative (constant \$)	\$3,852,899,186	\$2,678,697,475	\$3,240,373,643	\$3,852,899,186	\$3,852,899,186	\$3,852,899,186	\$3,852,899,186	\$3,852,899,186

Note: Based on the Calthorpe Land Use Plan.

(1) Based on the average value of \$716,000 per unit.

(2) Based on the average value of \$173,500 per unit.

(3) Based on the average value of \$239,500 per unit.

(4) Based on the average new commercial value of \$375 per square foot; includes 350,000 square feet of retail uses.

(5) Based on the average commercial reuse value of \$103 per square foot.

Table A-7a
Population and Employment Projections -- Annual
City of Alameda Public Services Analysis; EPS # 14012

Item	Total	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Residential Population																	
Market Rate Units	8,124	0	0	396	742	636	655	967	818	1,162	1,080	1,212	456	0	0	0	0
Affordable Units	2,306	0	0	348	144	240	288	62	281	70	288	0	586	0	0	0	0
Reuse	<u>742</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>106</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>636</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Residents	11,172	0	0	744	886	982	943	1,030	1,099	1,231	1,368	1,848	1,042	0	0	0	0
Commercial Employees																	
New Commercial	8,338	0	0	1,725	0	698	0	58	60	1,223	388	1,002	3,184	0	0	0	0
Adaptive Reuse	<u>1,375</u>	<u>0</u>	<u>0</u>	<u>458</u>	<u>458</u>	<u>458</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Commercial Employees	9,713	0	0	2,183	458	1,156	0	58	60	1,223	388	1,002	3,184	0	0	0	0
Construction Employees (1)	23,200	0	0	0	2,190	1,435	1,898	1,303	1,843	1,702	3,156	2,525	3,571	3,578	0	0	0

(1) Construction employment based on annual assessed building values. Assumes labor represents 30% of AV and average annual salary of \$55,000 (from U.S. Bureau of Labor Statistics May 2007 Occupational Employment and Wage Estimates for Construction and Extraction Occupations in the Oakland-Fremong-Hayward MSA).

Source: Alameda Point Development Initiative; Economic & Planning Systems, Inc.

Table A-7b
Population and Employment Projections Totals
City of Alameda Public Services Analysis; EPS # 14012

Item	Total	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Residents - Annual		-	-	744	886	982	943	1,030	1,099	1,231	1,368	1,848	1,042	-	-	-	-
Residents - Cumulative	11,172	-	-	744	1,630	2,611	3,554	4,584	5,683	6,914	8,282	10,130	11,172	11,172	11,172	11,172	11,172
Commercial Employees - Annual		-	-	2,183	458	1,156	-	58	60	1,223	388	1,002	3,184	-	-	-	-
Commercial Employees - Cumulative	9,713	-	-	2,183	2,642	3,798	3,798	3,855	3,916	5,139	5,527	6,529	9,713	9,713	9,713	9,713	9,713
Construction Employees - Annual		-	-	-	2,190	1,435	1,898	1,303	1,843	1,702	3,156	2,525	3,571	3,578	-	-	-
Construction Employees - Cumulative	23,200	-	-	-	2,190	3,625	5,522	6,825	8,668	10,370	13,526	16,051	19,622	23,200	23,200	23,200	23,200
Daytime Population - Annual (1)		-	-	1,836	1,115	1,560	943	1,058	1,129	1,843	1,562	2,349	2,633	-	-	-	-
Daytime Population - Cumulative	16,029	-	-	1,836	2,950	4,510	5,453	6,512	7,641	9,484	11,046	13,395	16,029	16,029	16,029	16,029	16,029
Day and Night time Pop - Annual (2)		-	-	2,927	1,344	2,138	943	1,087	1,160	2,454	1,756	2,850	4,225	-	-	-	-
Day and Night time Pop - Cumulative	20,885	-	-	2,927	4,271	6,409	7,352	8,439	9,599	12,053	13,810	16,660	20,885	20,885	20,885	20,885	20,885

(1) Daytime population represents the total number of residents plus 0.5 multiplied by the number of employees.

(2) Day and night time population represents the total number of residents plus the total number of employees.

Source: Alameda Point Development Initiative; Economic & Planning Systems, Inc.

**Table A-8
Detailed Project Revenues
City of Alameda Public Services Analysis; EPS # 14012**

Item	Estimating Factor (1)	TOTAL	1	2	3	4	5	6	7	8	9
Property Tax	See Table A-9	\$15,613,354	0	0	0	18,787	275,711	417,289	565,676	716,288	858,581
Property Transfer Tax	See Table A-9	\$66,096,440	0	0	412,326	3,719,921	4,564,445	4,215,615	4,505,380	5,155,040	5,750,716
Sales Tax	\$68.96 per resident	\$6,895,372	0	0	51,305	112,374	180,063	245,105	316,104	391,903	476,804
	\$1.82 per construction employee (2)	\$42,224	0	0	0	3,986	2,611	3,453	2,371	3,354	3,098
TOT (Full-Service Hotel)	\$4,216 per room per year (3)	\$1,264,725	0	0	0	0	0	0	0	0	0
TOT (Hostel/ Dorm)	\$1,168 per room per year (4)	\$1,752,000	0	0	0	0	0	0	175,200	175,200	175,200
Utility Users Tax	\$124.40 per resident	\$12,438,715	0	0	92,550	202,714	324,821	442,150	570,227	706,962	860,118
Franchise Fees	\$30.65 per resident	\$3,064,571	0	0	22,802	49,943	80,027	108,934	140,489	174,177	211,910
Business Licenses	\$64.68 per employee	\$5,559,477	0	0	141,228	170,873	245,647	245,647	249,376	253,286	332,382
Fines & Forfeitures	\$7.86 per resident	\$785,938	0	0	5,848	12,808	20,524	27,937	36,030	44,669	54,346
Property Tax in Lieu of VLF	See Table A-10	\$20,428,491	0	0	0	24,580	360,740	545,980	740,129	937,190	1,123,366
Total Revenues		\$133,941,306	\$0	\$0	\$726,058	\$4,315,987	\$6,054,589	\$6,252,110	\$7,300,981	\$8,558,070	\$9,846,520

(1) See **Table A-3**, unless otherwise noted.

(2) Assumes 10% of construction employee spends an average of \$7 in Alameda per workday per year (260 workdays per year).

(3) Assumes 150 rooms with an average daily rate of \$165 and 70% occupancy

(4) Assumes 150 rooms (combination of private rooms and dorms) with an average of 2 beds per room. Hostel rates are on a per bed basis. Assumes an average rate of \$32 per bed or \$64 per room and 50% occupancy.

Sources: City of Alameda; Economic & Planning Systems, Inc.

**Table A-8
Detailed Project Revenues
City of Alameda Public Services Analysis; EPS # 14012**

Item	Estimating Factor (1)	TOTAL	10	11	12	13	14	15	16
Property Tax	See Table A-9	\$15,613,354	1,068,424	1,366,369	1,607,505	1,955,852	2,254,291	2,254,291	2,254,291
Property Transfer Tax	See Table A-9	\$66,096,440	7,541,066	7,858,632	9,412,318	5,728,605	2,410,792	2,410,792	2,410,792
Sales Tax	\$68.96 per resident	\$6,895,372	571,139	698,573	770,400	770,400	770,400	770,400	770,400
	\$1.82 per construction employee (2)	\$42,224	5,745	4,595	6,500	6,512	0	0	0
TOT (Full-Service Hotel)	\$4,216 per room per year (3)	\$1,264,725	0	0	0	0	0	632,363	632,363
TOT (Hostel/ Dorm)	\$1,168 per room per year (4)	\$1,752,000	175,200	175,200	175,200	175,200	175,200	175,200	175,200
Utility Users Tax	\$124.40 per resident	\$12,438,715	1,030,290	1,260,172	1,389,742	1,389,742	1,389,742	1,389,742	1,389,742
Franchise Fees	\$30.65 per resident	\$3,064,571	253,836	310,473	342,396	342,396	342,396	342,396	342,396
Business Licenses	\$64.68 per employee	\$5,559,477	357,508	422,314	628,243	628,243	628,243	628,243	628,243
Fines & Forfeitures	\$7.86 per resident	\$785,938	65,099	79,624	87,811	87,811	87,811	87,811	87,811
Property Tax in Lieu of VLF	See Table A-10	\$20,428,491	<u>1,397,924</u>	<u>1,787,756</u>	<u>2,103,258</u>	<u>2,559,034</u>	<u>2,949,511</u>	<u>2,949,511</u>	<u>2,949,511</u>
Total Revenues		\$133,941,306	\$12,466,231	\$13,963,709	\$16,523,374	\$13,643,795	\$11,008,386	\$11,640,748	\$11,640,748

(1) See **Table A-3**, unless otherwise noted.

(2) Assumes 10% of construction employee spends an average of \$7 in Alameda per workday per year (260 workdays per year).

(3) Assumes 150 rooms with an average daily rate of \$165 and 70% occupancy

(4) Assumes 150 rooms (combination of private rooms and dorms) with an average of 2 beds per room. Hostel rates are on a per bed basis. Assumes an average rate of \$32 per bed or \$64 per room and 50% occupancy.

Sources: City of Alameda; Economic & Planning Systems, Inc.

**Table A-9
General Fund Property Tax and Transfer Tax Revenue
City of Alameda Public Services Analysis; EPS # 14012**

Item	Total	1	2	3	4	5	6	7	8	9
PROPERTY TAX REVENUE										
Tax Increment (Pass-Throughs) (1)	\$58,918,315	\$0	\$0	\$0	\$70,893	\$1,040,420	\$1,574,674	\$2,134,626	\$2,702,973	\$3,239,928
City General Fund Allocation at 26.50% (2)	\$15,613,354	\$0	\$0	\$0	\$18,787	\$275,711	\$417,289	\$565,676	\$716,288	\$858,581
PROPERTY TRANSFER TAX REVENUE										
Value of Transferred Property										
<u>Land Sales (3)</u>	\$825,668,262	\$0	\$0	\$34,360,510	\$96,691,142	\$98,601,381	\$49,215,160	\$90,496,661	\$40,606,480	\$100,520,711
<u>Building Sales (4)</u>										
Residential	\$3,064,878,612	\$0	\$0	\$0	\$149,086,719	\$245,833,078	\$235,567,546	\$238,799,429	\$330,032,032	\$303,776,243
Commercial	\$1,137,000,186	\$0	\$0	\$0	\$235,244,571	\$0	\$95,142,277	\$0	\$7,861,846	\$8,244,662
Adaptive Reuse	<u>\$51,500,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$17,166,667</u>	<u>\$17,166,667</u>	<u>\$17,166,667</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Subtotal	\$4,253,378,798	\$0	\$0	\$0	\$401,497,957	\$262,999,745	\$347,876,490	\$238,799,429	\$337,893,878	\$312,020,905
<u>Turnover of Existing Product</u>										
Cumulative Residential Value	\$3,064,878,612	\$0	\$0	\$0	\$149,086,719	\$394,919,797	\$630,487,343	\$869,286,772	\$1,199,318,804	\$1,503,095,047
Cumulative Commercial Value	\$1,137,000,186	\$0	\$0	\$0	\$235,244,571	\$235,244,571	\$330,386,848	\$330,386,848	\$338,248,695	\$346,493,357
Residential Turnover at 4.70% (5)	\$988,123,652	\$0	\$0	\$0	\$0	\$7,007,076	\$18,561,230	\$29,632,905	\$40,856,478	\$56,367,984
Commercial Turnover at 5.00%	\$350,466,067	\$0	\$0	\$0	\$0	\$11,762,229	\$11,762,229	\$16,519,342	\$16,519,342	\$16,912,435
Total Assessed Value Subject to Transfer (6)	\$5,508,036,630	\$0	\$0	\$34,360,510	\$309,993,442	\$380,370,430	\$351,301,288	\$375,448,338	\$429,586,702	\$479,226,305
Total Transfer Tax Revenue at \$12.00 per \$1,000 A.V. (7)	\$66,096,440	\$0	\$0	\$412,326	\$3,719,921	\$4,564,445	\$4,215,615	\$4,505,380	\$5,155,040	\$5,750,716

(1) Per Health and Safety Code 33607.5(b), 33607.5(c), and 33607.5(d), the community that formed the redevelopment area receives a share of the pass-throughs established in years 1-10, with no share of subsequent increased pass-through percentages.

(2) From Alameda County Auditor Controller

(3) Based on the SunCal pro forma; excludes land sales for affordable units.

(4) Assumed to be a year after land sales to reflect the development period before occupancy.

(5) In 2006, the turnover rate for single-family residential units in the City of Alameda was approximately 4.7 percent.

(6) Assumes 20% of commercial building sales subject to transfer.

(7) From the City of Alameda

Source: City of Alameda; Economic & Planning Systems, Inc.

**Table A-9
General Fund Property Tax and Transfer Tax Revenue
City of Alameda Public Services Analysis; EPS # 14012**

Item	Total	10	11	12	13	14	15	16
PROPERTY TAX REVENUE								
Tax Increment (Pass-Throughs) (1)	\$58,918,315	\$4,031,788	\$5,156,110	\$6,066,058	\$7,380,573	\$8,506,758	\$8,506,758	\$8,506,758
City General Fund Allocation at 26.50% (2)	\$15,613,354	\$1,068,424	\$1,366,369	\$1,607,505	\$1,955,852	\$2,254,291	\$2,254,291	\$2,254,291
PROPERTY TRANSFER TAX REVENUE								
Value of Transferred Property								
<u>Land Sales (3)</u>	\$825,668,262	\$95,174,489	\$118,682,379	\$101,319,347	\$0	\$0	\$0	\$0
<u>Building Sales (4)</u>								
Residential	\$3,064,878,612	\$411,926,733	\$409,940,653	\$518,130,531	\$221,785,649	\$0	\$0	\$0
Commercial	\$1,137,000,186	\$166,753,914	\$52,972,704	\$136,628,668	\$434,151,543	\$0	\$0	\$0
Adaptive Reuse	<u>\$51,500,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Subtotal	\$4,253,378,798	\$578,680,647	\$462,913,357	\$654,759,199	\$655,937,192	\$0	\$0	\$0
<u>Turnover of Existing Product</u>								
Cumulative Residential Value	\$3,064,878,612	\$1,915,021,780	\$2,324,962,433	\$2,843,092,963	\$3,064,878,612	\$3,064,878,612	\$3,064,878,612	\$3,064,878,612
Cumulative Commercial Value	\$1,137,000,186	\$513,247,271	\$566,219,975	\$702,848,643	\$1,137,000,186	\$1,137,000,186	\$1,137,000,186	\$1,137,000,186
Residential Turnover at 4.70% (5)	\$988,123,652	\$70,645,467	\$90,006,024	\$109,273,234	\$133,625,369	\$144,049,295	\$144,049,295	\$144,049,295
Commercial Turnover at 5.00%	\$350,466,067	\$17,324,668	\$25,662,364	\$28,310,999	\$35,142,432	\$56,850,009	\$56,850,009	\$56,850,009
Total Assessed Value Subject to Transfer (6)	\$5,508,036,630	\$628,422,140	\$654,885,960	\$784,359,844	\$477,383,759	\$200,899,304	\$200,899,304	\$200,899,304
Total Transfer Tax Revenue at \$12.00 per \$1,000 A.V. (7)	\$66,096,440	\$7,541,066	\$7,858,632	\$9,412,318	\$5,728,605	\$2,410,792	\$2,410,792	\$2,410,792

(1) Per Health and Safety Code 33607.5(b), 33607.5(c), and 33607.5(d), the community that formed the redevelopment area receives a share of the pass-throughs established in years 1-10, with no share of subsequent increased pass-through percentages.

(2) From Alameda County Auditor Controller

(3) Based on the SunCal pro forma; excludes land sales for affordable units.

(4) Assumed to be a year after land sales to reflect the development period before occupancy.

(5) In 2006, the turnover rate for single-family residential units in the City of Alameda was approximately 4.7 percent.

(6) Assumes 20% of commercial building sales subject to transfer.

(7) From the City of Alameda

Source: City of Alameda; Economic & Planning Systems, Inc.

Table A-10
Property Tax In-Lieu of VLF
City of Alameda Public Services Analysis; EPS # 14012

Item	1	2	3	4	5	6	7	8	9
Current Property Tax In-Lieu of VLF	\$5,737,300	\$5,737,300	\$5,737,300	\$5,737,300	\$5,737,300	\$5,737,300	\$5,737,300	\$5,737,300	\$5,737,300
City Assessed Value (1)	\$8,273,544,343	\$8,273,544,343	\$8,273,544,343	\$8,273,544,343	\$8,273,544,343	\$8,273,544,343	\$8,273,544,343	\$8,273,544,343	\$8,273,544,343
Cumulative Project Assessed Value	\$0	\$0	\$0	\$35,446,398	\$520,210,030	\$787,336,994	\$1,067,312,785	\$1,351,486,348	\$1,619,963,845
% Increase in Assessed Value	0.00%	0.00%	0.00%	0.43%	6.29%	9.52%	12.90%	16.34%	19.58%
Total Property Tax In-Lieu of VLF (2)	\$0	\$0	\$0	\$24,580	\$360,740	\$545,980	\$740,129	\$937,190	\$1,123,366

(1) City of Alameda 2007 assessed value.

(2) Total property tax in-lieu of VLF rises at the same rate as the increase in assessed value.

Source: City of Alameda 2008/09 Budget; Economic & Planning Systems, Inc.

Table A-10
Property Tax In-Lieu of VLF
City of Alameda Public Services Analysis; EPS # 14012

Item	10	11	12	13	14	15	16
Current Property Tax In-Lieu of VLF	\$5,737,300	\$5,737,300	\$5,737,300	\$5,737,300	\$5,737,300	\$5,737,300	\$5,737,300
City Assessed Value (1)	\$8,273,544,343	\$8,273,544,343	\$8,273,544,343	\$8,273,544,343	\$8,273,544,343	\$8,273,544,343	\$8,273,544,343
Cumulative Project Assessed Value	\$2,015,893,993	\$2,578,055,235	\$3,033,029,202	\$3,690,286,331	\$4,253,378,798	\$4,253,378,798	\$4,253,378,798
% Increase in Assessed Value	24.37%	31.16%	36.66%	44.60%	51.41%	51.41%	51.41%
Total Property Tax In-Lieu of VLF (2)	\$1,397,924	\$1,787,756	\$2,103,258	\$2,559,034	\$2,949,511	\$2,949,511	\$2,949,511

(1) City of Alameda 2007 assessed value.

(2) Total property tax in-lieu of VLF rises at the same rate as the increase in assessed value.

Source: City of Alameda 2008/09 Budget; Economic & Planning Systems, Inc

**Table A-11
Detailed Project Expenditures
City of Alameda Public Services Analysis; EPS # 14012**

Item	Amount per unit	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Fire (1)	See Tables A-12 and A-13	\$0	\$0	(\$40,760)	(\$66,166)	(\$102,153)	(\$124,752)	\$4,182,211	\$2,750,294	\$2,734,367	\$2,724,522	\$2,695,290	\$2,658,292	\$2,684,875	\$2,711,724	\$2,738,841	\$2,766,230
Police	See Table A-14	\$600,000	\$606,000	\$682,925	\$986,088	\$1,327,690	\$1,662,918	\$2,034,505	\$2,437,592	\$2,976,173	\$3,409,821	\$4,189,738	\$4,525,372	\$4,486,114	\$4,530,975	\$4,576,285	\$4,622,047
Public Works	See Table A-15	\$1,507,447	\$2,095,668	\$2,662,743	\$3,181,194	\$3,513,520	\$3,845,960	\$4,163,730	\$4,539,512	\$4,866,222	\$5,104,424	\$5,464,815	\$5,719,542	\$6,216,707	\$6,713,871	\$7,211,035	\$7,211,035
Recreation Programs	Fully offset by fee revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parks (2)	\$10,000 per acre	\$18,567	\$37,133	\$55,700	\$119,533	\$183,367	\$247,200	\$273,500	\$299,800	\$326,100	\$352,033	\$377,967	\$403,900	\$471,600	\$539,300	\$607,000	\$607,000
Sports and Recreation Facilities (3)	See Table A-18																
Cumulative % of Facilities in Place		0%	0%	0%	25%	50%	75%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Ballfields and Grounds Costs		\$0	\$0	\$0	\$69,050	\$138,100	\$207,150	\$276,200	\$276,200	\$276,200	\$276,200	\$276,200	\$276,200	\$276,200	\$276,200	\$276,200	\$276,200
Aquatic Center		\$0	\$0	\$0	\$152,400	\$304,800	\$457,200	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600	\$609,600
Total Expenditures		\$0	\$0	\$0	\$221,450	\$442,900	\$664,350	\$885,800	\$885,800	\$885,800	\$885,800	\$885,800	\$885,800	\$885,800	\$885,800	\$885,800	\$885,800
Planning and Building Services	Fully offset by fee revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Library	See Table A-19	\$0	\$0	\$0	\$0	\$0	\$0	\$50,235	\$50,235	\$50,235	\$50,235	\$50,235	\$50,235	\$50,235	\$50,235	\$50,235	\$50,235
General Government	\$117.73 per unit	\$0	\$0	\$36,495	\$79,936	\$128,086	\$174,352	\$224,856	\$278,775	\$339,168	\$406,272	\$496,921	\$548,014	\$548,014	\$548,014	\$548,014	\$548,014

(1) Fire expenditures based on estimated cost of operations, staffing and maintenance for Fire Station No. 5. See Tables A-12 and A-13.
(2) Unit cost based on estimate from Parks and Recreation Department. Excludes Sports Complex.
(3) Costs were assumed to phase in as Sports Complex infrastructure investment is made at Alameda Point. Phasing schedule is based on the percent of Sports Complex investment to date.

Sources: Economic & Planning Systems, Inc.

**Table A-12
New Fire Station Cost Estimate
City of Alameda Public Services Analysis; EPS # 14012**

Item	Staff per Shift	Total Staff (1)	FY09/10 Annual Salary	Taxes and Benefits (2)	Compensation	Overtime (3)	Materials and Supplies (4)	Contractual Services (5)	Total Operating Costs
Fire Fighters	5	18	\$92,118	\$44,217	\$2,385,856	\$167,010	\$51,057	\$127,643	\$2,731,567

(1) Based on the ratio of the number of firefighters each shift to the total number of firefighters in the department.

(2) Benefits assumed to be 48% of annual salary based on ARRA Station 5 budget for FY05/06.

(3) Overtime assumed to be 7% of annual salary and benefits based on ARRA Station 5 budget for FY05/06.

(4) Materials and Supplies assumed to be 2% of compensation and overtime based on Emergency Services Division FY09/10 budget.

(5) Contractual Services assumed to be 5% of compensation and overtime based on Emergency Services Division FY09/10 budget.

Source: City of Alameda; ARRA Budget FY05/06; City of Alameda Resource Allocation Plan; Economic & Planning Systems, Inc.

Table A-13
Fire Station Projected Cost Estimate
City of Alameda Public Services Analysis; EPS # 14012

Item	Assumption	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Base Calls for Service (1)	459 annually	459	459	459	459	459	459	459	459	459	459	459	459	459	459	459	459
New Calls for Service (2)	0.064 per daytime pop	0	0	118	189	289	349	417	489	607	707	858	1,026	1,026	1,026	1,026	1,026
Total Calls for Service		459	459	577	648	748	808	876	948	1,066	1,166	1,317	1,485	1,485	1,485	1,485	1,485
Number of Additional Staff Required (3)	18 per station	0	0	0	0	0	0	18	18	18	18	18	18	18	18	18	18
Estimated Cost (4)	See Table A-12	\$0	\$0	\$0	\$0	\$0	\$0	\$2,731,567	\$2,731,567	\$2,731,567	\$2,731,567	\$2,731,567	\$2,731,567	\$2,731,567	\$2,731,567	\$2,731,567	\$2,731,567
Post Employment Benefits (5)	\$75,000 per new staff	\$0	\$0	\$0	\$0	\$0	\$0	\$1,350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Less Ambulance Revenue (6)	\$21.77 per daytime pop	\$0	\$0	(\$39,956)	(\$64,220)	(\$98,167)	(\$118,697)	(\$141,735)	(\$166,318)	(\$206,424)	(\$240,428)	(\$291,556)	(\$348,876)	(\$348,876)	(\$348,876)	(\$348,876)	(\$348,876)
Total New Station Cost		\$0	\$0	(\$39,956)	(\$64,220)	(\$98,167)	(\$118,697)	\$3,939,832	\$2,565,249	\$2,525,142	\$2,491,139	\$2,440,011	\$2,382,691	\$2,382,691	\$2,382,691	\$2,382,691	\$2,382,691
Total Station Cost (with cost increase) (7)	1% annually	\$0	\$0	(\$40,760)	(\$66,166)	(\$102,153)	(\$124,752)	\$4,182,211	\$2,750,294	\$2,734,367	\$2,724,522	\$2,695,290	\$2,658,292	\$2,684,875	\$2,711,724	\$2,738,841	\$2,766,230

- (1) The number of Station 5 runs from the ICMA Data Assessment Report for data collected from 12/1/2007 - 11/30/2008.
(2) Based on the ICMA Data Assessment Report for data collected from 12/1/2007 - 11/30/2008. 5,649 calls per year divided by the daytime population.
(3) Based on the ratio of the number of firefighters each shift to the total number of firefighters in the department (see **Table A-12**).
(4) Assumes Station 2 currently has additional capacity to serve the new development and will not need a new engine company until 2017. Estimated cost of additional company is \$2.6 million (see **Table A-12**).
(5) Benefits paid to employees after retirement. Assumed to be a one-time cost of \$75,000 per additional staff. Based on meeting with Ann Marie Gallant on September 3, 2009.
(6) Based on citywide ambulance fees of \$1,920,000 divided by daytime population.
(7) Real increase above inflation.

Sources: City of Alameda Fire Department; Economic & Planning Systems, Inc.

Table A-14
Police Department Cost Estimate
City of Alameda Public Services Analysis; EPS # 14012

Item	Assumption	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Existing Police Costs (1)		\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
New Police Costs																	
Additional Police Officers	1.3 officers per 1,000 population (2)	0	0	1	2	3	5	6	8	9	11	13	15	15	15	15	15
Net Cost	\$245,000 per officer (3)	\$0	\$0	\$241,631	\$529,250	\$848,046	\$1,154,372	\$1,488,758	\$1,845,748	\$2,245,608	\$2,689,897	\$3,290,077	\$3,628,361	\$3,628,361	\$3,628,361	\$3,628,361	\$3,628,361
Post Employment Benefits (4)	\$75,000 per new officer	\$0	\$0	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$150,000	\$75,000	\$150,000	\$75,000	\$0	\$0	\$0	\$0
Collaborative Share Cost (5)		<u>\$352,837</u>	<u>\$352,837</u>	<u>\$352,837</u>	<u>\$352,837</u>	<u>\$352,837</u>	<u>\$352,837</u>	<u>\$352,837</u>	<u>\$352,837</u>	<u>\$352,837</u>	<u>\$352,837</u>	<u>\$352,837</u>	<u>\$352,837</u>	<u>\$352,837</u>	<u>\$352,837</u>	<u>\$352,837</u>	<u>\$352,837</u>
Total New Cost		\$352,837	\$352,837	\$669,468	\$957,087	\$1,275,884	\$1,582,210	\$1,916,596	\$2,273,586	\$2,748,446	\$3,117,735	\$3,792,915	\$4,056,198	\$3,981,198	\$3,981,198	\$3,981,198	\$3,981,198
Total Police Cost		\$600,000	\$600,000	\$669,468	\$957,087	\$1,275,884	\$1,582,210	\$1,916,596	\$2,273,586	\$2,748,446	\$3,117,735	\$3,792,915	\$4,056,198	\$3,981,198	\$3,981,198	\$3,981,198	\$3,981,198
Total Police Cost (with cost increase) (6)	1% annually	\$600,000	\$606,000	\$682,925	\$986,088	\$1,327,690	\$1,662,918	\$2,034,505	\$2,437,592	\$2,976,173	\$3,409,821	\$4,189,738	\$4,525,372	\$4,486,114	\$4,530,975	\$4,576,285	\$4,622,047

(1) City of Alameda estimate.

(2) Based on total number of officers (99 officers) including Chief of Police, Police Captains, Police Lieutenants, Police Sergeants, and Police Officers in FY08/09 from the Resource Allocation Plan FY09/10 Annual Budget and FY10/11 Budget Forecast.

(3) Based on FY09/10 total police budget.

(4) Benefits paid to employees after retirement. Assumed to be a one-time cost of \$75,000 per additional officer. Based on meeting with Ann Marie Gallant on September 3, 2009.

(5) Based on annual cost to serve Collaborative units from prior analysis.

(6) Real increase above inflation.

Sources: City of Alameda Police Department; Economic & Planning Systems, Inc.

**Table A-15
Public Works Department Cost Estimate
City of Alameda Public Services Analysis; EPS # 14012**

Item	Assumptions	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
New Infrastructure																	
Cumulative % of New Infrastructure in Place		6.7%	14.6%	23.4%	31.8%	41.0%	50.9%	61.9%	74.1%	90.7%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Road Maintenance (capital cost)	(1) \$0.65 per sq. ft.	\$144,738	\$289,475	\$434,213	\$528,394	\$622,574	\$716,755	\$801,853	\$886,951	\$972,049	\$1,035,758	\$1,099,466	\$1,163,175	\$1,288,746	\$1,414,318	\$1,539,889	\$1,539,889
Curb and Gutters (capital cost)	(2) \$1.20 per linear ft.	\$16,694	\$33,387	\$50,081	\$61,424	\$72,767	\$84,110	\$94,508	\$104,905	\$115,302	\$123,020	\$130,737	\$138,455	\$153,595	\$168,736	\$183,876	\$183,876
Landscape Maintenance	(3) \$1.00 per sq. ft.	\$92,432	\$184,863	\$277,295	\$332,583	\$387,872	\$443,160	\$487,907	\$532,653	\$577,400	\$615,532	\$653,663	\$691,795	\$761,730	\$831,665	\$901,600	\$901,600
Pedestrian/Bike Trails Maintenance	(4) \$1.67 per linear ft.	<u>\$1,998</u>	<u>\$3,997</u>	<u>\$5,995</u>	<u>\$12,865</u>	<u>\$19,735</u>	<u>\$26,606</u>	<u>\$29,436</u>	<u>\$32,267</u>	<u>\$35,098</u>	<u>\$37,889</u>	<u>\$40,680</u>	<u>\$43,471</u>	<u>\$50,758</u>	<u>\$58,044</u>	<u>\$65,330</u>	<u>\$65,330</u>
Subtotal		\$255,861	\$511,722	\$767,584	\$935,266	\$1,102,949	\$1,270,631	\$1,413,704	\$1,556,776	\$1,699,849	\$1,812,198	\$1,924,547	\$2,036,896	\$2,254,829	\$2,472,762	\$2,690,695	\$2,690,695
Other Road Costs (capital cost)	(5) 10% of road maint. subtotal	\$25,586	\$51,172	\$76,758	\$93,527	\$110,295	\$127,063	\$141,370	\$155,678	\$169,985	\$181,220	\$192,455	\$203,690	\$225,483	\$247,276	\$269,070	\$269,070
PW Admin Costs	\$0.01 per sq. ft.	\$2,774	\$5,547	\$8,321	\$10,126	\$11,930	\$13,735	\$15,366	\$16,996	\$18,627	\$19,848	\$21,069	\$22,290	\$24,696	\$27,102	\$29,509	\$29,509
PW Ongoing Maint. Costs	\$0.17 per sq. ft.	\$36,849	\$73,698	\$110,547	\$134,525	\$158,502	\$182,480	\$204,145	\$225,810	\$247,475	\$263,695	\$279,915	\$296,135	\$328,104	\$360,073	\$392,043	\$392,043
Offsite Improvements																	
Landscaping for Stargell/Webster Intersection Improvements	(6) \$38,636 per year	\$38,636	\$38,636	\$38,636	\$38,636	\$38,636	\$38,636	\$38,636	\$38,636	\$38,636	\$38,636	\$38,636	\$38,636	\$38,636	\$38,636	\$38,636	\$38,636
Pavement Area Maintenance	(7) \$0.65 per sq. ft.	\$0	\$29,714	\$52,153	\$136,850	\$140,204	\$145,198	\$166,109	\$216,112	\$255,108	\$271,493	\$318,793	\$318,793	\$318,793	\$318,793	\$318,793	\$318,793
Landscape/Sidewalk Areas	(7) \$1.00 per sq. ft.	\$0	\$33,864	\$59,438	\$155,967	\$159,790	\$165,481	\$189,313	\$246,301	\$290,744	\$309,419	\$363,325	\$363,325	\$363,325	\$363,325	\$363,325	\$363,325
Curb and Gutters	(7) \$1.20 per linear ft.	\$0	\$2,801	\$4,916	\$12,899	\$13,215	\$13,686	\$15,657	\$20,370	\$24,045	\$25,590	\$30,048	\$30,048	\$30,048	\$30,048	\$30,048	\$30,048
Total New PW Expenditures		\$359,706	\$747,154	\$1,118,353	\$1,517,796	\$1,735,521	\$1,956,910	\$2,184,299	\$2,476,678	\$2,744,470	\$2,922,098	\$3,168,787	\$3,309,811	\$3,583,913	\$3,858,016	\$4,132,118	\$4,132,118
Existing Infrastructure																	
<u>Total Expenditures FY08/09</u>																	
% of Existing Infrastructure Remaining	(8)	93.3%	85.4%	76.6%	68.2%	59.0%	49.1%	38.1%	25.9%	9.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
City Direct Costs	(9) \$569,857	\$531,907	\$486,735	\$436,666	\$388,556	\$336,038	\$279,971	\$217,170	\$147,392	\$53,130	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Utilities	(10) \$94,521	\$94,521	\$94,521	\$94,521	\$94,521	\$94,521	\$94,521	\$94,521	\$94,521	\$94,521	\$94,521	\$94,521	\$94,521	\$94,521	\$94,521	\$94,521	\$94,521
Maintenance of City-Occupied Buildings	(11) \$275,367 per year	<u>\$275,367</u>	<u>\$275,367</u>	<u>\$275,367</u>	<u>\$275,367</u>	<u>\$275,367</u>	<u>\$275,367</u>	<u>\$275,367</u>	<u>\$275,367</u>	<u>\$275,367</u>	<u>\$275,367</u>	<u>\$275,367</u>	<u>\$275,367</u>	<u>\$275,367</u>	<u>\$275,367</u>	<u>\$275,367</u>	<u>\$275,367</u>
Total Existing PW Expenditures		\$901,795	\$856,623	\$806,554	\$758,443	\$705,926	\$649,858	\$587,058	\$517,279	\$423,017	\$369,888	\$369,888	\$369,888	\$369,888	\$369,888	\$369,888	\$369,888
Other Expenditures																	
Storm Drainage and Outfalls (Fund 351)	(12) \$80,000 per road mile	\$96,115	\$192,229	\$288,344	\$353,653	\$418,963	\$484,272	\$544,135	\$603,997	\$663,860	\$708,295	\$752,729	\$797,164	\$884,336	\$971,508	\$1,058,680	\$1,058,680
Sewer Lines and Pump Stations (Fund 602)	(13) \$124,710 per road mile	\$149,831	\$299,662	\$449,492	\$551,301	\$653,110	\$754,920	\$848,238	\$941,556	\$1,034,875	\$1,104,143	\$1,173,411	\$1,242,679	\$1,378,569	\$1,514,460	\$1,650,350	\$1,650,350
TOTAL EXPENDITURES		\$1,507,447	\$2,095,668	\$2,662,743	\$3,181,194	\$3,513,520	\$3,845,960	\$4,163,730	\$4,539,512	\$4,866,222	\$5,104,424	\$5,464,815	\$5,719,542	\$6,216,707	\$6,713,871	\$7,211,035	\$7,211,035
Gas Tax (Fund 211)	\$14.10 per resident	\$0	\$0	\$10,489	\$22,975	\$36,813	\$50,111	\$64,626	\$80,123	\$97,481	\$116,767	\$142,821	\$157,506	\$157,506	\$157,506	\$157,506	\$157,506
Urban Runoff (Fund 351)	see Table A-16	\$0	\$0	\$81,880	\$130,612	\$199,378	\$240,168	\$286,006	\$334,918	\$416,000	\$484,004	\$586,730	\$704,251	\$704,251	\$704,251	\$704,251	\$704,251
City Sewer Service Fees (Fund 602)	see Table A-17	\$0	\$0	\$153,757	\$237,151	\$359,744	\$425,843	\$500,681	\$580,526	\$723,721	\$837,669	\$1,013,807	\$1,234,975	\$1,234,975	\$1,234,975	\$1,234,975	\$1,234,975
Construction Improvement Tax (Fund 164)	waived, per initiative	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
XIXB Transportation Improvement (Fund 212)	\$6.05 per capita	\$0	\$0	\$4,503	\$9,863	\$15,804	\$21,512	\$27,744	\$34,396	\$41,848	\$50,127	\$61,312	\$67,616	\$67,616	\$67,616	\$67,616	\$67,616
County Measure B Tax (Fund 215)	(14) \$34.50 per capita (expires 2022)	\$0	\$0	\$25,671	\$56,227	\$90,095	\$122,639	\$158,164	\$196,090	\$238,571	\$285,771	\$349,534	\$385,472	\$385,472	\$385,472	\$385,472	\$385,472
Streets and Roads - O&M (65% S&R)	35.7%	\$0	\$0	\$9,176	\$20,098	\$32,204	\$43,837	\$56,535	\$70,091	\$85,276	\$102,148	\$124,939	\$137,785	\$137,785	\$0	\$0	\$0
Streets and Roads - Planning (35% S&R)	19.2%	\$0	\$0	\$4,941	\$10,822	\$17,341	\$23,604	\$30,442	\$37,742	\$45,918	\$55,003	\$67,275	\$74,192	\$74,192	\$0	\$0	\$0
Peds and Bikes	7.4%	\$0	\$0	\$1,911	\$4,186	\$6,708	\$9,130	\$11,775	\$14,599	\$17,762	\$21,276	\$26,023	\$28,698	\$28,698	\$0	\$0	\$0
Paratransit	5.9%	\$0	\$0	\$1,520	\$3,330	\$5,336	\$7,263	\$9,367	\$11,613	\$14,129	\$16,924	\$20,700	\$22,828	\$22,828	\$0	\$0	\$0
Ferries	<u>31.6%</u>	<u>\$0</u>	<u>\$0</u>	<u>\$8,122</u>	<u>\$17,791</u>	<u>\$28,507</u>	<u>\$38,805</u>	<u>\$50,045</u>	<u>\$62,045</u>	<u>\$75,487</u>	<u>\$90,422</u>	<u>\$110,597</u>	<u>\$121,968</u>	<u>\$121,968</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
	100.0%	\$0	\$0	\$25,671	\$56,227	\$90,095	\$122,639	\$158,164	\$196,090	\$238,571	\$285,771	\$349,534	\$385,472	\$385,472	\$0	\$0	\$0
TOTAL REVENUES		\$0	\$0	\$276,300	\$456,827	\$701,834	\$860,273	\$1,037,220	\$1,226,054	\$1,517,620	\$1,774,339	\$2,154,204	\$2,549,820	\$2,549,820	\$2,164,348	\$2,164,348	\$2,164,348

Table A-15
Public Works Department Cost Estimate
City of Alameda Public Services Analysis; EPS # 14012

- (1) Road maintenance, curb and gutters, landscape maintenance, PW administration costs, and landscaping for Stargell/Webster Intersection Improvements costs at buildout are used to size the fiscal payment.
- (1) Based on optimum annual unit costs provided by the Public Works Department. Includes slurry and overlay work. Assumes periodic (5-year) slurry seal, 20-year reconstruction; costs amortized over 20 years.
- (2) Based on optimum annual unit costs provided by the Public Works Department. Assumed to be 2.2 times the amount of roadway in linear feet to account for lengthier curbs and gutters proposed for West Atlantic Avenue.
- (3) Based on optimum annual unit costs provided by the Public Works Department.
- (4) Assumes a trail maintenance cost estimate of \$7,800 per linear foot. Based on trails maintenance costs in other jurisdictions.
- (5) Estimated by EPS based on optimum annual unit costs provided by the Public Works Department. Includes driveways, signs, striping, traffic signals, street lights, and in pavement lights.
- (6) Based on email from J. Ott, dated 10/15/2008.
- (7) Based on optimum annual unit costs provided by the Public Works Department. Includes 490,450 square feet in pavement areas, 363,325 square feet in off-site improvements, and 12,520 linear feet of roadway from the CBG Infrastructure Master Plan. Curbs and gutters assumed to be 2 time the amount of roadway in linear feet.
- (8) Existing infrastructure maintenance costs were generally assumed to phase out as new infrastructure is installed at Alameda Point. Phasing schedule is based in the percent of total residential units constructed to date.
- (9) Based on ARRA Cash Flow (2008-2017) FY 08-09.
- (10) Total master metered amount is \$945,209 from ARRA Cash Flow (2008-2017) FY 08-09. Assumes 10% of the total amount is for City maintained buildings and the remaining amount will be paid for through lease revenues.
- (11) Included as a General Fund expense because the buildings are occupied by departments and services that provide General Fund services, and only a portion are occupied by ARRA Administration. Amount per unit based on ARRA Cash Flow (2008-2017).
- (12) Based on current citywide cost of \$4 million for drainage maintenance and \$2.8 million for ongoing capital repair (email from M. Naclerio dated Sept. 15, 2009). 85 miles assumes (see sewer); actual annual amount spent on 41 mile subset of total miles.
- (13) Based on current citywide cost of \$6 million for sewer maintenance and \$4.6 million for ongoing capital repair on 85 miles of street (email from M. Naclerio dated Sept. 15, 2009).
- (14) Actual Measure B allocation is based on several different formulas. For example, local streets and roads funding is based on a formula that takes in to account population and road miles while paratransit funding is based on the number of Alameda resident receiving Social Security benefits.

Sources: City of Alameda Public Works Dept., Alameda Point Administration Budget, and Economic & Planning Systems, Inc.

**Table A-16
Urban Runoff (Fund 351) Revenue Estimates
City of Alameda Public Services Analysis; EPS # 14012**

Item	Assumptions	1	2	3	4	5	6	7	8	9	10	11	12	13
Commercial														
Gross Area (1)	9,844,560	0	0	2,213,034	464,541	1,171,702	0	58,434	61,280	1,239,425	393,728	1,015,514	3,226,901	0
Impervious Area	80% of gross area	0	0	1,770,427	371,633	937,361	0	46,748	49,024	991,540	314,982	812,412	2,581,521	0
Annual Equivalent Residential Units (ERU) (2)	3,938	0	0	885	186	469	0	23	25	496	157	406	1,291	0
Cumulative ERU		0	0	885	1,071	1,540	1,540	1,563	1,588	2,083	2,241	2,647	3,938	3,938
Storm Water Utility Fee	\$56.15 per ERU	\$0	\$0	\$49,705	\$60,138	\$86,455	\$86,455	\$87,767	\$89,144	\$116,981	\$125,824	\$148,633	\$221,109	\$221,109
Residential														
Single Family Units (3)	2,022	0	0	135	160	178	171	186	199	223	248	334	189	0
Multi-Family Units (4)	2,633	<u>0</u>	<u>0</u>	<u>175</u>	<u>209</u>	<u>231</u>	<u>222</u>	<u>243</u>	<u>259</u>	<u>290</u>	<u>322</u>	<u>436</u>	<u>245</u>	<u>0</u>
Total Annual Units	4,655	0	0	310	369	409	393	429	458	513	570	770	434	0
Cumulative Units		0	0	310	679	1,088	1,481	1,910	2,368	2,881	3,451	4,221	4,655	4,655
Annual Single Family ERU	1 ERU per unit	0	0	310	369	409	393	429	458	513	570	770	434	0
Annual Multi-family ERU (5)	1.5 ERU per unit	<u>0</u>	<u>0</u>	<u>263</u>	<u>313</u>	<u>347</u>	<u>333</u>	<u>364</u>	<u>389</u>	<u>435</u>	<u>484</u>	<u>653</u>	<u>368</u>	<u>0</u>
Total Annual ERU	8,605	0	0	573	682	756	726	793	847	948	1,054	1,423	802	0
Cumulative ERU		0	0	573	1,255	2,011	2,738	3,531	4,377	5,325	6,379	7,802	8,605	8,605
Storm Water Utility Fee	\$56.15 per ERU	\$0	\$0	\$32,175	\$70,473	\$112,924	\$153,713	\$198,239	\$245,775	\$299,019	\$358,179	\$438,098	\$483,143	\$483,143
Total Cumulative ERU		0	0	1,458	2,326	3,551	4,277	5,094	5,965	7,409	8,620	10,449	12,542	12,542
Urban Runoff (Fund 351)	\$56.15 per ERU	\$0	\$0	\$81,880	\$130,612	\$199,378	\$240,168	\$286,006	\$334,918	\$416,000	\$484,004	\$586,730	\$704,251	\$704,251

(1) Gross area is equivalent to land area. Commercial gross area estimated at 226 acres based on email from Matt Naclerio dated Sept. 30, 2009.

(2) Based on City of Alameda Resolution No. 13370, the number of ERU is equal to the impervious area divided by 2,000 square feet.

(3) Based on the development program. These include duplexes and small townhomes, as well as single family units.

(4) According to the Storm Water Fee Fact Sheet, provided by M. Naclerio (Sept. 15, 2009) multi-family units are defined as having five or more dwelling units. As such, these include mixed use, multi-family podium, and reuse units.

(5) Actual fee revenue will vary depending on the mix of multi-family and condominium units. Based on email from M. Naclerio, dated Sept. 30, 2009, multi-family units have a factor of 1.5 ERU per unit, while condominiums are 0.3 ERU per unit.

Source: City of Alameda; Economic & Planning Systems, Inc.

Table A-17
Sewer Service Fee (Fund 602) Revenue Estimates
City of Alameda Public Services Analysis; EPS # 14012

Item	Assumptions	1	2	3	4	5	6	7	8	9	10	11	12	13
Annual Equivalent Dwelling Units (EDU)														
Commercial														
Office (1,2)	0.75 EDU/1,000 sq. ft.	0	0	536	113	284	0	14	15	300	95	246	782	0
Retail (1,2)	0.40 EDU/1,000 sq. ft.	<u>0</u>	<u>0</u>	<u>31</u>	<u>7</u>	<u>17</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>18</u>	<u>6</u>	<u>14</u>	<u>46</u>	<u>0</u>
Subtotal	2,527	0	0	568	119	301	0	15	16	318	101	261	828	0
Residential														
Single Family (3)	1 EDU per unit	0	0	124	148	164	157	172	183	205	228	308	174	0
Multifamily (3)	1 EDU per unit	0	0	186	221	245	236	257	275	308	342	462	260	0
Revenue Estimates														
Commercial EDU	\$178.92 per EDU	\$0	\$0	\$101,618	\$21,331	\$53,802	\$0	\$2,683	\$2,814	\$56,912	\$18,079	\$46,630	\$148,172	\$0
Single Family Residential	\$178.92 per EDU	\$0	\$0	\$22,186	\$26,409	\$29,271	\$28,126	\$30,703	\$32,778	\$36,714	\$40,794	\$55,107	\$31,061	\$0
Multifamily Residential	\$161.04 per EDU	\$0	\$0	\$29,953	\$35,654	\$39,519	\$37,973	\$41,452	\$44,254	\$49,568	\$55,076	\$74,400	\$41,935	\$0
Total Annual Revenue		\$0	\$0	\$153,757	\$83,394	\$122,593	\$66,099	\$74,838	\$79,846	\$143,194	\$113,949	\$176,138	\$221,168	\$0
Total Cumulative Revenue		\$0	\$0	\$153,757	\$237,151	\$359,744	\$425,843	\$500,681	\$580,526	\$723,721	\$837,669	\$1,013,807	\$1,234,975	\$1,234,975

- (1) Assumes that 350,000 square foot of commercial is retail and the remaining commercial space is office.
(2) The number of equivalent dwelling units (EDU) is based on sewer EDU factors provided by M. Naclerio via email dated 9/16/09.
(3) Based on the development program, assumes 40% of the residential units are single family and 60% are multi-family.

Source: City of Alameda; Economic & Planning Systems, Inc.

Table A-18
Sports and Recreation Facilities
City of Alameda Public Services Analysis; EPS # 14012

Item	Annual Cost
<u>BallFields and Grounds [1]</u>	
Expenditures	
Vehicle-Related (fuel)	\$4,800
Equipment Supplies	\$30,000
Contractual Services	\$40,000
Tools	\$5,000
Field Lighting	\$25,000
Other Site Lighting	\$5,000
Water	\$38,000
Garbage	\$10,500
Labor	<u>\$117,900</u>
Subtotal	\$276,200
Revenue	
Soccer Fields [2]	\$158,400
Soccer Tournament Rentals	\$35,000
Softball Fields [3]	\$92,160
Softball Tournament Rentals	\$25,000
Softball Miscellaneous Rentals	\$35,000
Concessions	\$24,500
Subtotal	\$370,060
Net Cost	(\$93,860)
<u>Aquatic Complex</u>	
Expenditures	
Labor	\$384,600
Management Fee	\$20,000
Materials/ Supplies	\$51,000
Contractual Services	\$64,000
Utilities	<u>\$90,000</u>
Subtotal	\$609,600
Revenue	
Lessons	\$329,000
Classes	\$35,600
Recreation Swim	\$60,000
Lap Swim	\$40,000
Swim Team Rentals	\$40,000
Private Rentals	\$35,000
Concessions	\$25,000
Meets	\$25,000
Youth Birthday Rentals	<u>\$20,000</u>
Subtotal	\$609,600
Net Cost	\$0
Total Net Costs	(\$93,860)

[1] Assumes all weather turf (6 soccer fields, 4 softball fields).

[2] Assumes 3,690 hours annually at \$40 per hour.

[3] Assumes 2,304 hours annually at \$40 per hour.

Source: Alameda Recreation & Parks Department, memo from D. Lillard dated Sept. 3, 2009;
Economic & Planning Systems, Inc.

Table A-19
Library Cost Estimate at Buildout (1)
City of Alameda Public Services Analysis; EPS # 14012

Item	Amount
Revenues	
Special Taxes (2,3)	\$674,257
Expenditures	
<u>Staff</u>	
Librarians (4)	\$340,000
Library Technicians (5)	\$190,000
Custodian	\$60,000
Library Aide (6)	<u>\$11,000</u>
Subtotal	\$601,000
<u>Collections</u>	
Books and Manuals (7)	\$47,000
Periodicals and Subscriptions	\$7,000
Forms Printing	\$1,500
Book Processing Supplies	<u>\$8,000</u>
Subtotal	\$63,500
<u>Utilities</u>	
Water	\$5,720
Electricity	\$25,000
Sewer	\$400
Natural Gas	<u>\$1,500</u>
Subtotal	\$32,620
Janitorial & Office Supplies	\$16,800
Data & Phone Lines (8)	\$3,872
Public Copy Machine	\$2,100
Alarm Monitoring	<u>\$4,600</u>
Total Expenditures	\$724,492
Net Fiscal Impact	(\$50,235)

(1) Assumes a new 15,500 square foot facility open 6 days a week, 7 hours a day.

(2) Based on 1.75 cents per \$100 in AV (see **Table A-1**).

(3) User fees are not estimated because they are not a significant and stable source of revenue.

(4) Includes 1 FT senior librarian and 3 FT librarians.

(5) Includes 3 FT library technicians.

(6) Approximately 1,000 hours per year (no FT equivalent).

(7) Not the initial collection.

(8) Assumes 6 phone lines, 1 data connection, and a cellular phone which the city uses the line item to pay for internet connection.

Source: Library Department, email from Jane Chisaki (Sept. 22, 2009); Economic & Planning Systems, Inc.