

**Chula Vista Planning Commission
Agenda Statement
6/24/2020**

**676 Moss Street
Proposed General Plan Amendments**

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A. JUSTIFICATION REPORT

**676 Moss Street
General Plan Amendment, Rezone,
Site Development Plan, Tentative Map**

General Plan Amendment Justification Report

Prepared for:

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INTRODUCTION

SLF – Moss Street, LLC, proposes an amendment to the City of Chula Vista’s General Plan (General Plan) to re-designate a 7-acre site from Limited Industrial (IL) to High Residential (RH) and concurrently rezone from ILP to R-3 to allow a new 141-unit townhome condominium development. The project site is located at 676 Moss Street (site) within the Harborside neighborhood of the City of Chula Vista (City). The site lies within the Southwest Planning Area and Montgomery Subarea, as defined in the General Plan (Section 8.2). The project will bring in-demand, high-density housing to southwest Chula Vista. The project is more compatible with, complements, and strengthens the neighboring residential developments by removing a noxious industrial use from an otherwise residential street. Additionally, the Residential High General Plan designation is compatible with the existing Limited Industrial designations to the north and west, as well as any potential redevelopment on the neighboring site. The project represents best land use planning practices by creating an alignment of uses on both sides of Moss Street between Colorado and Industrial.

The proximity to other high-density housing, regional transit options, commercial businesses, and public facilities creates the opportunity to develop a pedestrian-friendly, transit-accessible housing project that aligns with the goals and policies of the General Plan.

The property has been historically used for industrial purposes, specifically, industrial repair, fabrication, and salvage. It is currently occupied by five businesses with an estimated 30 to 40 employees.

The site is currently subject to a Limited Industrial Precise Plan. The precise plan would no longer apply to the site after the General Plan Amendment and zone change.

EXISTING SITE CONDITIONS

The site is near the corner of Moss Street and Industrial Boulevard in the City of Chula Vista with an area of approximately 6.9 acres. County Assessor’s Parcel Numbers (APNs) 618-010-26, -31, and -32 will be affected by the amendment and rezone.

Currently, the site is used by multiple industrial businesses for fabrication, repair, and salvage work. There are four permanent structures currently on the site: three warehouses and one metal canopy. These structures were constructed during the 1960s; no significant investment has occurred on the site for decades.

The site is approximately 650 feet east of Interstate 5 (I-5) and directly north of a single-family home neighborhood, designated as low density (RLM) in the General Plan. It is bordered by industrial facilities to the north and southwest, designated as IL in the General Plan. A mobile home park, designated as medium density (RM) in the General Plan, is about 550 feet to the southwest, across Industrial Boulevard. Directly west is one small industrial building and rail tracks, designated as IL and Open Space (OS), respectively, in the General Plan. Farther north is a large residential block, consisting of high density (RH), RLM, and RM properties. Directly to the east are high-density residential apartments and a lightly used

parking facility for the Sweetwater Union High School District. Farther east is a mixed-use commercial corridor (MUR), part of the South Broadway Corridor District.

Direct access to the site is currently provided on the north side of Moss Street. Regional access is provided by I-5 via the Industrial Boulevard exit to the west and Interstate 805 via the L Street exit to the east. Public transit access is provided by the Palomar Street trolley station approximately 0.65 miles to the south and H Street station approximately 1.3 miles to the north. A bus stop on Broadway and Moss (0.3 miles from the site) is served by MTS 932, which provides north-south service and connections to different trolley stations. Current pedestrian access to the site is limited, as there is no sidewalk along the frontage. The Chula Vista Pedestrian Master Plan (CVPMP) specifically calls for the construction of sidewalk along Moss Street in front of the site (CVPMP, p. 159).

The site contains a double-barrel 10-foot by 12-foot box culvert which bisects the site (Telegraph Canyon). The site also contains a short rail spur easement which will be relinquished prior to construction.

The site is entirely developed and consists of almost completely disturbed land cover. Existing vegetation is limited to a few small trees along the eastern edge and some minor scrub vegetation along the rail spur. There are no natural watercourses or other features on the site.

PROPOSED AMENDMENTS

The project proposes an amendment to the General Plan to change the land use designation of the project site from Limited Industrial (IL) to High Density Residential (RH). The project also proposes to rezone the site from Limited Industrial Precise Plan (ILP) to High Density Residential (R-3).

The new land use would be limited exclusively to a multi-family condominium complex. Eighteen townhouse and courtyard-style buildings with 141 residential units would be constructed, achieving a density of approximately 20 dwelling units per acre (du/ac).

The desired development schedule is:

| Date | Action |
|--------|----------------------------|
| 6/2020 | Entitlement Approval |
| 8/2020 | Final Engineering Approval |
| 9/2021 | Construction Start |
| 9/2022 | Occupancy |

The following applications associated with the project are being filed concurrently with the General Plan Amendment application.

- Rezone Application (ILP to R-3)
- Design Review
- Tentative Map
- Variance – for a front yard setback on Moss Street
- Preliminary Environmental Review

LAND USE CONSIDERATIONS

Changes to the General Plan land use designation are proposed to allow the development of a multi-family community. The proposed development will provide much-needed for-sale, high-density housing for individuals and families in southwest Chula Vista, a market that is currently underserved. The project will improve the pedestrian streetscape in front of the site on Moss Street, resulting in a friendlier, more walkable neighborhood. The site is near other multi-family housing developments, commercial businesses, and two trolley stops. The project will complement the adjacent apartment complex and single-family neighborhood and complete a logical continuum of residential land uses while preserving industrial uses west of Colorado Avenue, as specifically called for in the General Plan. In addition, the project will provide a logical land use transition and buffer from the low/medium-density single-family residential south of Moss Street to the limited industrial north of the project site.

The project does not result in any isolated residential uses and creates a continuous high-density residential neighborhood on Moss Street between Broadway and Colorado Avenue. Given the site's subregional location, the land use conversion is logical and consistent with the Southwest Area Plan in the General Plan. The adjacent industrial land will remain continuous along Industrial Boulevard west of Colorado Avenue, and no illogical or isolated uses are proposed. No other industrial lands are proposed to be converted or changed as a part of the project.

In addition to improving neighborhood character and existing land use compatibilities, the proposed high-density housing is compatible with any potential future uses on adjacent properties as well as a new trolley station at L Street and Industrial Boulevard. The project would complement and be supportive of transit-focused mixed-use, urban core residential, and commercial visitor redevelopment along L Street. Furthermore, the project would act as an ideal transition from single-family homes to any potential high-intensity development along L Street. The site is designed to not preclude future redevelopment.

The proposed density of this project is 20.1 du/ac, consistent with the 3 to 28 du/ac of the surrounding residential developments. This meets SANDAG and MTS minimum density metrics needed to support a trolley station. The project will increase the density of the area by 20 du/ac, as there are currently no residential units on the site. No other areas will require amendments or zone changes to accommodate the project.

The project neither induces nor discourages redevelopment or conversion of adjacent industrial lands. Regardless of whether long-term redevelopment occurs along L Street, the townhome condominiums represent the highest and best use for the site through their high compatibility and by acting as a good neighbor to all surrounding properties.

ECONOMIC CONSIDERATIONS

The project will provide much-needed high-density housing for a variety of family sizes. These new residents will provide a labor base for growing businesses in the City. Property value and public services costs will increase significantly with the proposed development.

The project is anticipated to generate approximately \$311,000 in net revenue over a 20-year timeframe, replacing a use that currently creates a net deficit of approximately \$29,000 over the same time period¹. Additionally, the development will pay over \$1.35 million in park fees that would not otherwise be contributed.

The project will result in the loss of 7 acres of industrial land and fewer than 40 jobs from the existing operations at the property.² Investigations into nearby industrial vacancies show there is available industrially zoned space that may absorb the uses on-site. The existing operations and jobs may not necessarily be lost as they can be relocated to other sites nearby in Chula Vista.

The jobs-housing balance will be minimally affected by the proposed condominiums. The project may result in a loss of 0.05 percent of jobs in the City. The project would result in a 0.16 percent increase in housing units, resulting in a 0.2 percent shift in the jobs-housing balance, assuming the jobs do not relocate to other facilities within the City.³

ENVIRONMENTAL CONSIDERATIONS

The site is fully disturbed and is an active industrial use. It contains few, if any, biological resources as it is almost completely disturbed. There are no known natural watercourses or visual corridors located on-site. The value of neighboring properties will benefit from the replacement of industrial equipment and outdoor operations with context-sensitive modern architecture and more compatible land uses.

Hazardous materials may have been stored on-site by past operators. Phase 1 and Phase 2 environmental assessments were performed by Environmental Management Strategies, Inc., and are included in this submittal. Low levels of metals, hydrocarbons, and VOCs were detected, but the risk of health threats and building intrusion was determined to be low. No site remediation is recommended or required. During construction, proper sediment and erosion control and pollution best management practices will be used to prevent pollutant transport from the site.

1. Based on the 676 Moss Street Fiscal Impact Analysis prepared by Kosmont Companies, April 2020.

2. There were up to 37 full-time employees on the site in January 2020. Hawthorne Equipment Rental plans to move its operations and 14 employees roughly 500 feet east to the former amusement center site on Industrial Boulevard.

3. Based on the SANDAG Regional Growth forecast of 82,146 civilian jobs and 88,186 housing units in Chula Vista in 2020.

The site is approximately 600 feet away from I-5 and is adjacent to the railroad. It is approximately 1,000 feet away from MSCP subarea 237. The project will not impact MSCP-designated lands.

HOUSING DEVELOPMENT CONSIDERATIONS

The project proposes 141 units in 18 townhouse- and courtyard-style buildings, and include 32 two-bedroom units and 109 three-bedroom units. Approximately 75 of the three-bedroom units would have the opportunity to add a fourth bedroom. The site would provide housing for approximately 355 people.⁴ Additionally, the project will provide high-quality, high-density, for-sale housing in southwest Chula Vista, a market that is currently underserved.

The units will be available in a variety of types and sizes, which will result in different price points and target markets. Prices will be affected by the number of bedrooms, bathrooms, private open spaces (such as roof decks), unit location, and other options such as materials and fixtures. Prices are projected to start under the FHA Mortgage Limit, allowing for a down payment of 3.5 percent. The City Housing Division has stated this project is allowed a waiver for the inclusionary requirement because the project is located in a census tract defined as an “Area of Low/Moderate Income Concentration.” The project is not subject to any local or state density bonuses.

INFRASTRUCTURE CONSIDERATIONS

No off-site improvements to the existing infrastructure are needed to support the project. The onsite wastewater utilities will include a subterranean private pump system to serve approximately 86 units or 61 percent of the project, all north of the Telegraph Canyon Channel box culvert drainage facility. The Project will construct one private eight-inch sewer lateral connecting to existing public utilities on Moss Street. The Sweetwater Authority provides water service to the existing buildings and would provide service for the new condominiums as well. Sewer service is provided by the City. Water for the site will connect to an existing water main on Moss Street.

Electricity is provided by San Diego Gas & Electric, which would provide power for the site after construction. Solid waste removal is provided by Republic Services. The site was designed to facilitate easy removal of waste by service vehicles, and the planned trash enclosures will ensure litter and waste are not transported around or from the site.

An existing double-barrel 10-foot by 12-foot box-culvert bisects the site. It will be unaffected by the proposed development, as a 5-foot minimum setback is provided from it to each building. Drainage will flow down gentle slopes, away from the center of the site, into bioretention basins and proprietary stormwater management best management practices.

4. Based on the City’s density rate for RH land uses of 2.52 persons per dwelling.

Harborside Elementary School is approximately 0.25 miles south of the site and is approximately a 5-minute walk. Chula Vista High School is approximately 1-mile northeast of the site and is within 25 minutes of walking distance.

The site is between two trolley stations that provide regional public transit access. The Palomar Street station is approximately 0.65 miles south on Industrial Boulevard, and the H Street station is approximately 1.3 miles north on Industrial Boulevard. These distances translate to approximately a 14-minute walk and 6-minute bicycle ride to Palomar, or a 35-minute walk and 10-minute bicycle ride to H Street. Blue Line trolleys run every 7.5 minutes during peak hours, every 15 minutes during off-peak hours, and every 30 minutes during late night service (9:00 p.m. to 1:00 a.m.). While the site is just outside the preferred 0.5-mile distance from the Palomar Street station, it has a high degree of pedestrian accessibility to transportation options.

The site is approximately 0.3 miles away (a 6-minute walk) from the Broadway and Moss bus stops, which are serviced by the MTS 932 line. MTS 932 runs seven days a week, with headways ranging from 15 minutes to an hour.

In the future, it is possible an L Street trolley station will be constructed. The condominiums would provide appropriate density for development within a 0.25-mile radius of a trolley station. The project would neither require nor preclude the construction of an L Street station, and it provides the ability for future connections to L Street and Arizona Street.

PUBLIC BENEFIT CONSIDERATIONS

The project proposes the creation of 141 residential units to help meet the need for increased housing accessibility and ownership in the Southwest Planning Area. The project will replace existing, blighted industrial facilities and operations with structures and uses that are more compatible with the adjacent to residential land uses. The residential development and improvements will create a more cohesive community character along Moss Street, and frontage improvements will ensure the neighborhood becomes more walkable, friendly, and accessible for all residents. The new units will strengthen a neighborhood well serviced by transit and will provide potential customers to local businesses. The density is similar to the neighboring high-density apartment complex and higher than the neighboring low-density residential to the south. The condominiums will provide an excellent and natural transition from the single-family homes to more intensive industrial uses along L Street. Finally, the project will generate significant net revenue for the City over a 20-year time frame.

GENERAL PLAN CONSISTENCY

The following summarizes how the project is consistent with the objectives, goals, and policies designated in each element of the General Plan. A full consistency analysis is submitted separately.

Housing

This project is consistent with the Housing Element of the General Plan. It directly works toward the goal of providing more homeownership opportunities in the City and the Southwest Planning Area. Specifically, it encourages the provision of a wide range of housing choices (Objective H5) and aligns with Policy H 5.2.1 to increase homeownership rates within the Southwest Planning Area by providing high-density, for-sale dwelling units. With an assortment of two- to four-bedroom units, different levels of private open space, and other options, the development would provide housing for a range of family sizes. The project would preserve existing neighborhoods and remove potentially nuisance businesses currently adjacent to residential developments. This, in turn, would unify and strengthen community character and the image for the neighborhood on Moss Street (Housing Theme 1).

Land Use and Transportation

This project would help accomplish the goals and themes of the Land Use and Transportation (LUT) Element. The project's access to mixed-use commercial areas and regional transit hubs positions it to provide improved mobility for residents by creating a safe, balanced, and walkable community (Goal LUT 6.1). The project proposes a mix of unit types and sizes, which provides the development the ability to "respond to diverse community needs in terms of density, size, location, and cost" (Policy LUT 1.9). The LUT Element also calls for the City to "pursue higher density residential categories and retail demand that are not being met within the City" (Policy LUT 1.8). The proposed project directly helps the City meet its goal by adding for-sale, high-density units in southwest Chula Vista, in an area recognized as a high-quality transit corridor.

The project also meets the policies and goals of the Southwest Planning Area. The project complements and enhances the value of existing residential neighborhoods in the Southwest Planning Area by reducing "adverse land use impacts" created by the industrial businesses currently operating on the site (Objective LUT 35). By providing for-sale housing, the project helps accommodate anticipated population growth (Objective LUT 36). The project is consistent with Policy LUT 42.5, which states uses "west of Colorado Street" should be designated as Light Industrial. The project site is east of Colorado Avenue. The adjoining property west of Colorado Avenue is proposed to remain Light Industrial. As a whole, the project directly implements the policies and objectives in the LUT Element by increasing land use compatibilities, stabilizing a residential neighborhood, and complementing and strengthening the mixed-use residential in the South Broadway District.

Environment

The project is consistent with the policies listed in the Environmental Element of the General Plan. The project will remove potentially harmful industrial uses and convert the land into a transit-accessible, high-density residential facility. The project will comply with local, state, and federal environmental requirements regarding habitat preservation and stormwater runoff management. The project proposes several stormwater treatment and retention best management practices to comply with the San Diego MS4 Permit (Policy E 2.3 to E 2.5). The project is consistent with Chula Vista’s MSCP Subarea Plan (Policy E 1.1) and, therefore, no biological resources will be affected. Replacement of the existing industrial operations will eliminate potential sources of airborne contaminants, noise, and other potentially noxious activities adjacent to existing residential communities.

Economic Development

The project is generally consistent with the broad goals and policies laid out in the Economic Development Element. It helps the City follow Policy ED 2.3 to pursue a “diverse supply of housing types and costs” by providing a mix of two- to four-bedroom units with different floor areas, private open space, and options for sale. It also provides moderate-high income, for-sale housing in the Southwest Planning Area, which currently has limited options for this market.

The Fiscal Impact Analysis shows the project would replace a use that creates a net deficit with one that creates a net benefit. The project provides a significant capital investment into an underutilized and underinvested site, which benefits the neighborhood and City as a whole.

While the project would not directly encourage the preservation and expansion of existing industrial uses in areas designated as industrial (Policy ED 1.3), the 7-acre area proposed to be converted represents less than 0.4 percent of the total limited industrial lands (7/1,885 acres)⁵ and does not adversely affect the vitality of the remaining industrial land uses or operations. Rather, it provides a clear and more logical transition between the industrial uses and residential neighborhood. This project would not directly create any permanent jobs, but it would provide much-needed housing in support of regional job growth. It is also projected to support approximately 600 construction jobs during development and provide new, modern housing in support of the projected 2,000 new jobs in the Bayfront Development Project⁶.

A detailed Employment Lands Analysis conducted by Kosmont Companies found the projected demand for industrial lands in 2050 is approximately 888 acres, which is far exceeded by the currently designated lands of approximately 2,145 acres. The 7-acre conversion would not substantially affect the City’s potential for industrial development or employment capacity. The property’s zoning does not allow office uses, so the proposed rezone would have no effect on the City’s capacity for office centered employment uses.

5. City of Chula Vista General Plan, Table 5-6 , accessed May 2020.

6. <https://www.chulavistaca.gov/residents/chula-vista-bayfront>

Growth Management

The project does not conflict with the policies or objectives listed in the Growth Management Element of the General Plan. Crucially, this project achieves Goal GM 3 to “Create and preserve vital neighborhoods” by paying for its proportional share of infrastructure and by creating a vibrant and varied neighborhood with a diversity of housing types. The surrounding land uses include high-density apartments, mixed-use residential-commercial, low-density detached homes, medium-density detached homes, and medium-high density mobile homes. This project would introduce another type of housing, market-rate condominiums, to better support the diversity of housing needs in southwest Chula Vista.

The project does not directly induce or facilitate any growth or conversion on adjacent industrial lands, and no land use changes are needed on adjacent properties to accommodate the project. If, however, the industrial land on the same block was eventually converted, the loss of industrial lands would account for approximately 2 percent of the City’s total designated limited industrial lands (37/1,885 acres). It would represent a loss of roughly 8 percent of the industrial lands in the Industrial Boulevard Corridor, which contains approximately 470 acres of industrial lands.⁷ The project does not propose any land use conversions on adjacent properties. If adjacent lands were converted to different uses, the condominiums would have a high degree of compatibility with any potential uses.

Public Facilities

This project does not conflict with the policies or objectives listed in the Public Facilities Element. Rather, the project is a good example of smart growth that invests in higher-density residential developments in areas of existing infrastructure and capacity. It will provide adequate utility service to each structure and will not add a significant burden to the water or sewer districts. The project will not require the construction of new fire or police stations. The project is designed so there is adequate access and turning radii for the largest fire vehicles (Policy PFS 6.1), and a new fire-loop will be added to provide adequate water pressure for the complex (Policy PFS 6.2). The project proposes a comprehensive drainage and stormwater management plan, with different bioretention and proprietary best management practices to retain and treat stormwater flows on-site, aligning with NPDES requirements and General Plan policies. Additionally, the site is located within walking distance to schools and parks, providing residents with easy access to public facilities.

As a condition of the project, the rail spur on-site will be removed. Currently, only one business utilizes the spur, and the spur is not accessible to adjacent properties. The removal of the spur will not affect the industrial viability of the adjacent properties. The spur is not a public facility.

7. See Industrial Land Analysis, Appendix A, Exhibit 6

CONCLUSION

The project will increase the quality of life of Chula Vista residents by creating a stronger, more logical, and unified residential neighborhood with a clearer transition between residential and industrial uses, a consistent land use frontage, and a more attractive and pedestrian-friendly streetscape along Moss Street. The project will increase housing availability for a variety of incomes and family sizes and grant the opportunity for Chula Vista residents to plant deep roots in the community through homeownership. The project works to accomplish the broad goals and policies laid out in the General Plan through the creation of compatible land uses, establishment of high-density housing on transit-accessible sites, and provision of street improvements in an area identified as deficient by City staff. The project represents the most compatible use for all existing and potential future uses and does not induce or preclude redevelopment of the nearby industrial lands. The condominium complex is thoughtfully designed to match the neighborhood's context and will result in an increased sense of place and community for residents and neighbors.

B. GENERAL PLAN AMENDMENT CONTENT

**676 Moss Street
General Plan Amendment, Rezone,
Site Development Plan, Tentative Map**

**Proposed General Plan Amendment:
Changes to Text, Tables, and Graphics**

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PROPOSED GENERAL PLAN AMENDMENTS

The table below summarizes the amendments required by the 676 Moss Street project for applicable tables and figures in the City of Chula Vista General Plan. The following pages show the existing and proposed figures and the specific redlined changes to the tables.

| Text, Table, or Figure | Title | Page | Amendment Required |
|------------------------|---|---------|--|
| LUT Figure 5-12 | General Plan Land Use Diagram | LUT-45 | Change the land use designation for the site. |
| LUT Table 5-5 | Chula Vista Projected Population in 2030 | LUT-54 | Change the projected population for the Southwest Planning Area. Change the Project Population for the Total. |
| LUT Table 5-6 | General Plan Land Use Distribution in 2030 (Acreages) | LUT-56 | Change the number of acres designated for high density residential in the Southwest Planning Area and total. Change the number of acres designated for limited industrial in the Southwest Planning Area and total. |
| LUT Table 5-7 | General Plan Land Use in 2030 | LUT-57 | Change the 2030 Acres for High Density Residential and Limited Industrial. Change the 2030 High Density Residential Dwelling Units. Change the 2030 Total Dwelling Units. |
| LUT Figure 5-22 | South Broadway District Map | LUT-152 | Add "Res. High" along Moss Street on the site's location. |
| HOUSING Table B-1 | General Plan Residential Land Use Designations | AB-4 | Increase acreage of High Density Residential Units by 7. |

LUT: Land Use and Transportation Element; HOUSING: Housing Element

LUT Figure 5-12: Existing

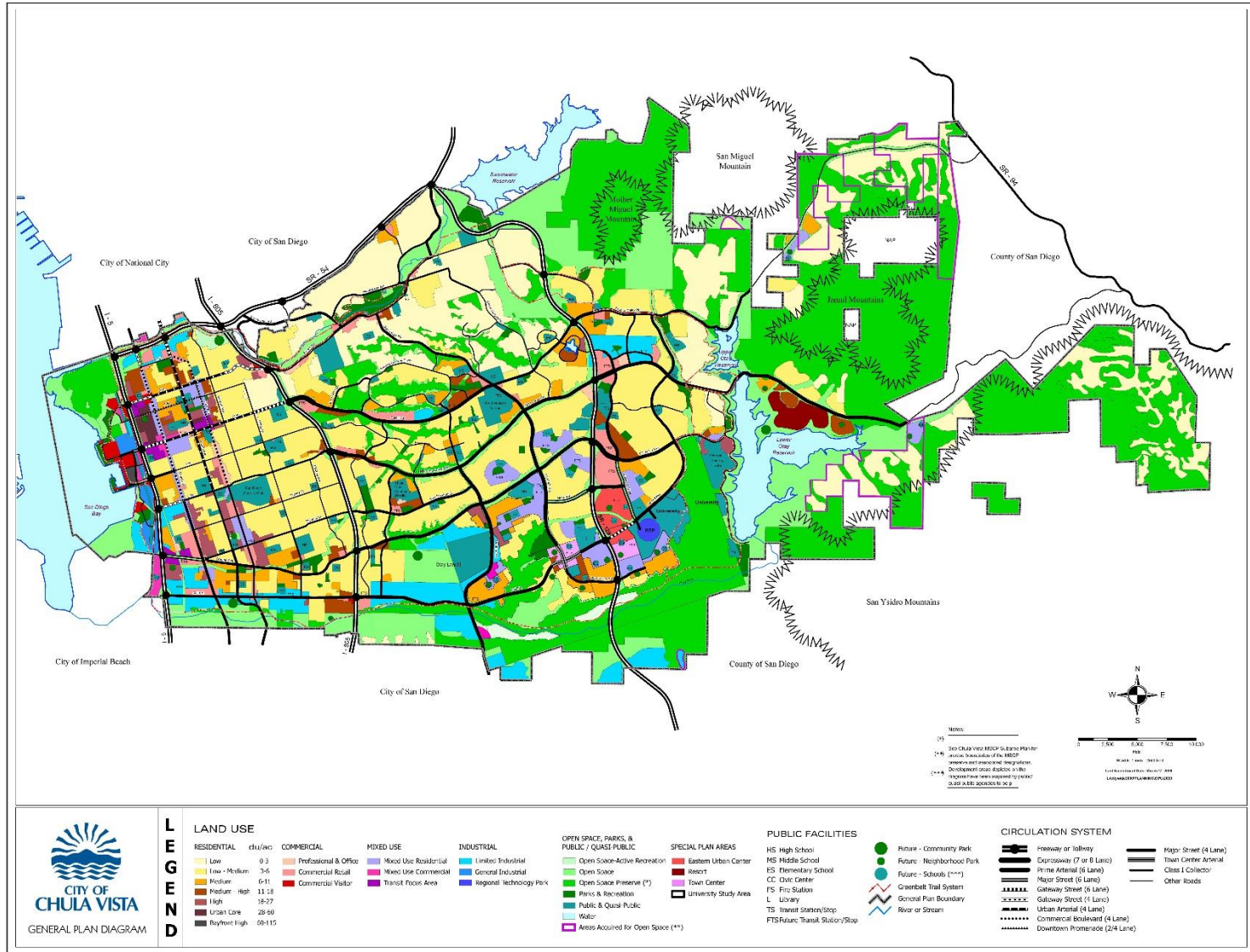


Figure 5-12



LUT Figure 5-12: Proposed

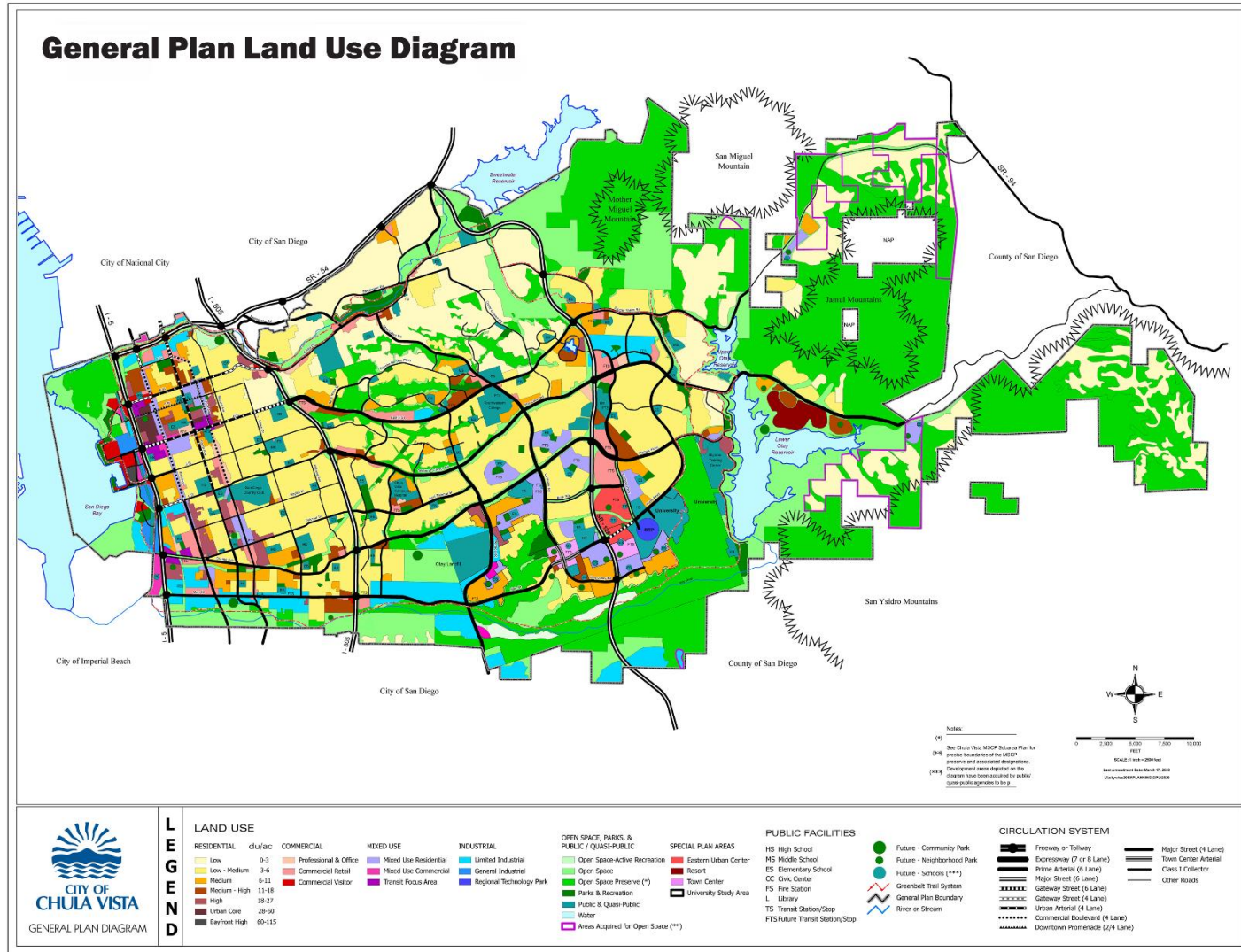


Figure 5-12



LUT Table 5-5 Redlined Changes



LAND USE AND TRANSPORTATION ELEMENT
CHAPTER 5

University Study Area

The University Study Area is applied to four focus areas that are located on the site of the future university and surrounding properties in the East Area Plan, and includes the University Campus; University Village; the Regional Technology Park; and the Eastern Urban Center. The purpose of the University Study Area is to develop a coordinated strategy to address the important relationships between the Focus Areas and the need for coordinated development to enhance the economic and community success and vitality of the District. This Study Area is further described in LUT Section 10.5.4



4.10 Projected Population and Projected Land Use

4.10.1 Projected Population

At build-out in 2030, the overall Chula Vista Planning Area will accommodate a population of approximately ~~401,544~~ ^{401,908}, an increase of about 80% percent over the 2004 estimated population of 222,300. The Planning Area also includes lands outside the City's 2004 corporate boundary. This reflects an overall annual growth rate of about 2.7 percent over the next 26 years. The City's annual growth rate over the past 30 years was about 4.6 percent, not including the annexation of the inhabited Montgomery community in 1985, which included approximately 26,000 residents. Table 5.5, Chula Vista Projected Population in 2030, below, shows the current estimated and projected populations for Chula Vista by Planning Area. Additional historic population growth information can be found in Chapter 3, Section 3.1, Chula Vista in Perspective.

TABLE 5-5
CHULA VISTA PROJECTED POPULATION IN 2030

| Planning Area | Year 2004* | Year 2030** |
|-------------------------------|------------|---------------------------------------|
| Bayfront | 0 | 4,860 |
| Southwest | 53,560 | 72,401 ^{72,765} |
| Northwest | 56,930 | 89,090 |
| East (incorporated area) | 98,710 | 209,557 |
| East (unincorporated area)*** | 13,100 | 25,937 |
| TOTAL | 222,300 | 401,845 ^{401,908} |

* Source: Year 2004 population estimate derived from State DOF Jan. 1, 2004 estimate for the City of Chula Vista and 2000 Census for unincorporated area.
 ** Year 2030 population estimate derived using year 2010 Census and State DOF factors Jan. 1, 2013 estimate for the City of Chula Vista.
 *** "East (unincorporated area)" includes the Sweetwater and East Otay Ranch Planning Subareas, with most of the growth occurring in the East Otay Ranch Planning Subarea.

LUT Table 5-6 Redlined Changes



LAND USE AND TRANSPORTATION ELEMENT
 CHAPTER 5

TABLE 5-6
 GENERAL PLAN LAND USE DISTRIBUTION IN 2030 (ACREAGES)

| General Plan Land Use Designation | Total General Plan Area | Bay-front | North-west | South-west | East | | |
|--|-------------------------|--------------|--------------|--------------------|---------------------------|-------------------------------|------------------------------|
| | | | | | East Chula Vista Subareas | Unincorp. Sweet-water Subarea | Unincorp. Otay Ranch Subarea |
| RESIDENTIAL | | | | | | | |
| Low | 6,977 | | 64 | | 1,560 | 2,453 ¹ | 2,900 |
| Low Medium | 8,010 | | 1,354 | 1,401 | 4,737 | 307 | 211 |
| Medium | 1,604 | | 187 | 288 | 1,025 | 32 | 72 |
| Medium High | 665 | | 143 | 113 | 312 | | 97 |
| High | 532 525 | | 124 | 246 253 | 148 | | |
| Urban Core | 84 | | 84 | | | | |
| Bayfront High | 14 | 14 | | | | | |
| COMMERCIAL | | | | | | | |
| Retail | 826 | | 115 | 202 | 477 | 32 | |
| Visitor | 148 | 135 | 11 | 2 | | | |
| Professional & Admin. | 160 | 13 | 61 | 7 | 67 | 12 | |
| MIXED USE | | | | | | | |
| Mixed Use Residential | 933 | | 174 | 98 | 611 | | 50 |
| Mixed Use Commercial | 135 | 25 | 37 | 58 | 15 | | |
| Mixed Use Transit Focus Area | 122 | | 83 | 39 | | | |
| INDUSTRIAL | | | | | | | |
| Limited Industrial | 1,878 1,885 | 62 | 116 | 377 384 | 1,107 | | 216 |
| Regional Technology Park | 85 | | | | 85 | | |
| General Industrial | 175 | 175 | | | | | |
| PUBLIC, QUASI PUBLIC AND OPEN SPACE | | | | | | | |
| Public/Quasi-Public | 2,901 | 55 | 225 | 321 | 1,880 | 381 | 39 |
| Parks and Recreation | 978 | 74 | 73 | 106 | 606 | 88 | 31 |
| Open Space | 7,305 | 100 | 215 | 617 | 3,578 | 1,101 | 1,694 |
| Open Space Preserve | 16,926 | 362 | 18 | 97 | 4,582 | 1,997 | 9,870 |
| Open Space – Active Recreation | 375 | 8 | 44 | | 323 | | |
| Water | 2,672 | 1,498 | | | | 9 | 1,165 |
| SPECIAL PLANNING AREA | | | | | | | |
| Eastern Urban Center | 266 | | | | 266 | | |
| Resort | 230 | | | | | | 230 |
| Town Center | 85 | | | | 85 | | |
| OTHER² | | | | | | | |
| TOTAL ACRES | 58,692 | 2,620 | 3,994 | 4,815 | 23,807 | 6,820 | 16,636 |

1-The unincorporated portion of the Northwest Planning Area (87 acres of Residential Low) is included in the Unincorporated Sweetwater Subarea column only.
 2-Streets, freeways, utility right-of-ways

LUT Table 5-7 Redlined Changes

LAND USE AND TRANSPORTATION ELEMENT
 CHAPTER 5

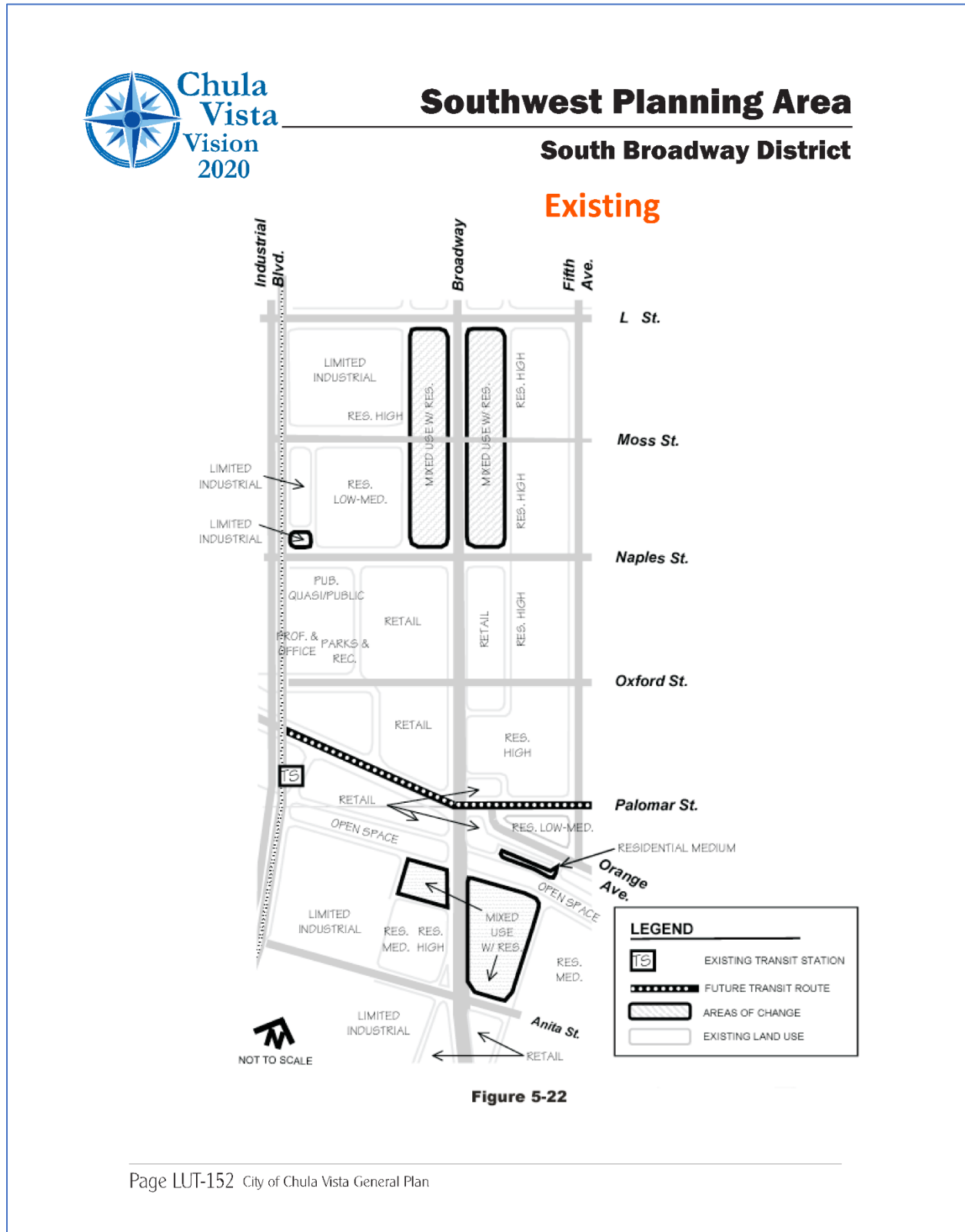
TABLE 5-7
 GENERAL PLAN LAND USE IN 2030

| General Plan Land Use Designation | 2030 Acres | 2030 Dwelling Units |
|--|------------|----------------------------|
| RESIDENTIAL | | |
| Low | 6,977 | 8,232 |
| Low Medium | 8,010 | 41,286 |
| Medium | 1,604 | 16,159 |
| Medium High | 665 | 10,314 |
| High | 532 | 525 15,523 |
| Urban Core | 84 | 3,830 |
| Bayfront High | 14 | 1,500 |
| COMMERCIAL | | |
| Retail | 826 | |
| Visitor | 148 | |
| Professional & Admin. | 160 | |
| MIXED USE | | |
| Mixed Use Residential | 933 | 17,639 |
| Mixed Use Commercial | 135 | |
| Mixed Use Transit Focus Area | 122 | 3,782 |
| INDUSTRIAL | | |
| Limited Industrial | 1,878 | 1,885 |
| Regional Technology Park | 85 | |
| General Industrial | 175 | |
| PUBLIC, QUASI PUBLIC AND OPEN SPACE | | |
| Public/Quasi-Public | 2,901 | |
| Parks and Recreation | 978 | |
| Open Space | 7,305 | |
| Open Space Preserve | 16,926 | |
| Open Space – Active Recreation | 375 | |
| Water | 2,672 | |
| SPECIAL PLANNING AREA | | |
| Eastern Urban Center | 266 | 4,905 |
| Resort | 230 | |
| Town Center | 85 | 1,929 |
| OTHER* | | |
| | 4,606 | |
| TOTAL ACRES | 58,692 | 124,958 125,099 |

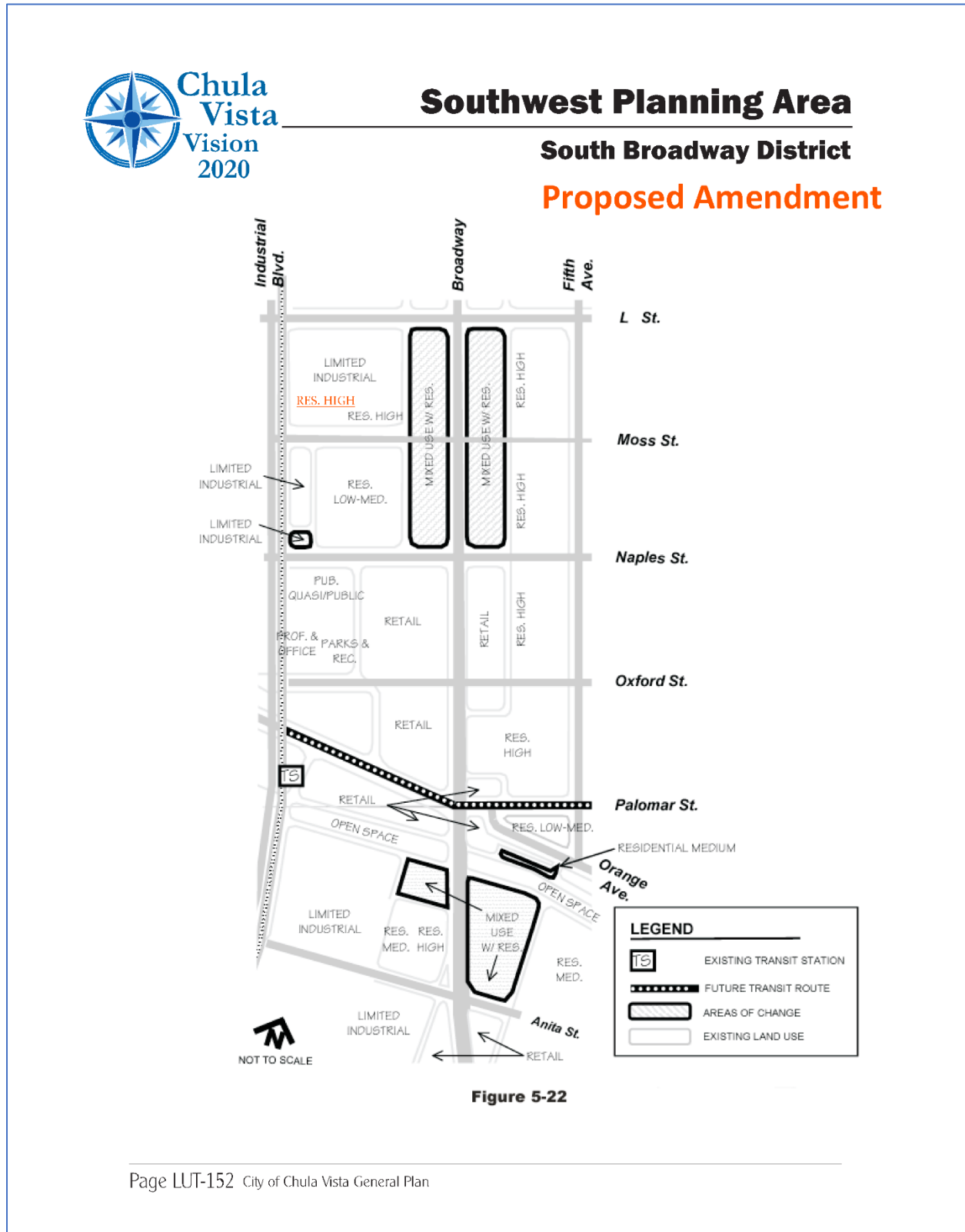
* Streets, freeways, utility right-of-ways



LUT Figure 5-22: Existing



LUT Figure 5-22: Proposed



Housing Element, Table B-1 Redlined Changes

**HOUSING ELEMENT
 APPENDIX B**

**Table B-1
 GENERAL PLAN
 RESIDENTIAL LAND USE DESIGNATIONS**

| Designation | Description | Acreage | Density Range |
|--|--|--------------------|---------------------------|
| Low Residential | Single-family detached dwellings on large rural, estate type lots | 6,972 | 0 to 3 units per acre |
| Low-Medium Residential | Single-family detached dwelling units on medium sized lots | 8,200 | 3.1 to 6 units per acre |
| Medium Residential | Single-family detached homes on smaller lots, zero-lot-line homes, patio homes, and attached units, such as duplexes, townhomes, and mobile homes | 1,201 | 6.1 to 11 units per acre |
| Medium High Residential | Multi-family units such as townhomes, garden apartments and mobile homes | 734 | 11.1 to 18 units per acre |
| High Residential | Multi-family units such as apartments and condominium-type dwellings in multi-story buildings | 417 424 | 18.1 to 27 units per acre |
| Urban Core Residential (UCSP) | Multi-family dwelling units in an urban environment | 84 | 27.1 to 60 units per acre |
| Mixed-Use Residential (UCSP) ¹ | Multi-family residential, retail shops, financial, business and personal services, restaurants, entertainment and office opportunities | 727 | 27 to 40 units per acre |
| Mixed Use Transit Focus Area (UCSP) ¹ | High intensity mixed residential, office and retail uses | 122 | 27 to 40 units per acre |
| Eastern Urban Center | Medium-High to Urban Core residential, and a variety of integrated mixed use, commercial, cultural, public and office uses | 240 | 27 to 40 units per acre |
| Resort | May include hotels, resort-oriented commercial services, restaurants and retail shops, cultural and recreational uses, conference centers and permanent residences | 275 | 27 to 40 units per acre |
| Town Center | | 169 | 27 to 40 units per acre |

Notes:

¹ Mix of uses is allowed as horizontal and vertical development that may result in developments dedicated to residential uses only.

Source: Chula Vista General Plan Land Use and Transportation Element

According to the General Plan's Land Use and Transportation Element, a total of ~~113,987~~ 114,128 dwelling units are anticipated within the City's planning areas. The Department of Finance (DOF) reports that 73,115 units have been developed as of January 2005.

C. PUBLIC FACILITIES FINANCE PLAN

676 Moss Street, Chula Vista, California

Public Facilities Finance Plan

Prepared for:

City of Chula Vista
276 Fourth Avenue
Chula Vista, CA 91910

Applicant:

SLF – Moss Street, LLC
Contact: James O’Malley
949-417-1396
JOMalley@shopoff.com

Prepared by:

Michael Baker

I N T E R N A T I O N A L

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(619) 218-9578

JN 167467

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April 2020

Revised May 2020

Revised October 2020

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ACRONYMS AND ABBREVIATIONS

A

APCDAir Pollution Control District

B

BMP.....Best Management Practice

C

CFS.....Calls for Service

CIPCapital Improvement Program

CityCity of Chula Vista

CO₂Carbon Dioxide

CVFD.....Chula Vista Fire Department

CVMCChula Vista Municipal Code

CVPDChula Vista Police Department

D

DIFDevelopment Impact Fee

E

EDUEquivalent Dwelling Unit

EMSEmergency Medical Services

G

GME.....Growth Management Element

GMOC.....Growth Management Oversight Commission

GMPGrowth Management Plan

H

HCMHighway Capacity Manual

I

IS/MND.....Initial Study/Mitigated Negative Declaration

L

LOSLevel of Service

Acronyms and Abbreviations

M

MetroMetropolitan Wastewater Joint Powers Authority
mgdMillion Gallons per Day
MWDMetropolitan Water District of Southern California

O

OPR.....California Governor’s Office of Planning and Research

P

PAD.....Parkland Acquisition and Development
PDOParkland Dedication Ordinance
PFDIFPublic Facilities Development Impact Fee
PFFP.....Public Facilities Finance Plan
Project.....676 Moss Street Project

S

SANDAGSan Diego Association of Governments
SWA.....Sweetwater Authority
SWQMPStormwater Quality Management Plan

T

TIATraffic Impact Analysis
TMPTraffic Monitoring Program

V

VMT.....Vehicle Miles Traveled

W

WTDIF.....Western Area Transportation Development Impact Fee
WWTPWastewater Treatment Plant

EXECUTIVE SUMMARY

OVERVIEW

This Public Facilities Finance Plan (PFFP) addresses the public facility needs associated with the 676 Moss Street Project (Project). The Project is described in the Project's City Submittal dated November 6, 2019, by William Hezmalhalch Architects, Inc. (dba WHA). The PFFP also describes the various responsibilities of the Project developer to provide the needed public facilities.

Growth Management Program

This PFFP is prepared in accordance with the Chula Vista Growth Management Program (GMP). The purpose of the GMP is to implement the City's General Plan and establish a mechanism which helps ensure development does not occur unless facilities and improvements are available to support that development. The GMP does this by:

- Identifying all facilities and improvements necessary to accommodate the land uses specified in the General Plan,
- Indicating where and when facilities fall short of the threshold level of service standards established for each facility type, and
- Identifying the means by which additional facilities are to be provided.

The GMP is implemented through the Growth Management Oversight Commission (GMOC) process. The GMOC monitors the impact of development on the City's ability to provide services. The thresholds monitored by the GMOC are as follows:

- | | | |
|--|------------------------|---|
| ▪ Traffic | ▪ Parks and Recreation | ▪ Water |
| ▪ Police | ▪ Schools | ▪ Drainage |
| ▪ Fire and Emergency Medical Services | ▪ Libraries ▪ Sewer | ▪ Air Quality and Climate Protection |

This PFFP is based on the Project information found in the City Submittal. The PFFP analyzes the existing demand on facilities based on the demand from existing development and the specific facility demand of the Project. The PFFP also considers those development projects in the region with various entitlements from 2019 through 2021.

Facility Thresholds

Facility thresholds are indicators of the capacity of facilities or services to meet increasing demands from new development while remaining in compliance with the GMP threshold standards established for each facility or service topic.¹ When the established thresholds for a specific facility or service are projected to be reached or exceeded, based on the analysis of the Project's development, the PFFP identifies those facilities necessary for continued compliance with the GMP and, where appropriate, outlines conditions

1. Also found in Section 19.09.040 of Chapter 19.09, Growth Management, of the Chula Vista Municipal Code.

Executive Summary

of approval applied to Project entitlements. The GMP requires the development be limited or reduced until certain actions are taken to guarantee public facilities will be available or provided to meet the quality of life threshold standards. Subsequent Project changes may require an amendment to this PFFP.

Performance of Threshold-Driven Actions

Typically, as an applicant receives each succeeding development approval, the applicant must perform a series of required actions intended to ensure facilities will be provided concurrently with need. Failure to perform any required action will curtail a project's development approvals. The typical actions are listed below.

Tentative Map

- Subdivision approval conditioned upon assurance of facility funding
- Subdivision approval conditioned upon payment of fees, or the dedication, reservation, or zoning of land for identified facilities
- Subdivision approval conditioned upon construction of certain facility improvements

Building Permit

- Impact fees paid as required

Role of the PFFP in the Entitlement Process

The critical link between the City's quality of life threshold standards and development entitlement is the PFFP, including the following information, where applicable:

- An inventory of present and future requirements for each facility based on GMP threshold standards
- A summary of estimated facilities costs
- A facility phasing schedule establishing the timing for installation or provision of facilities
- A financing plan identifying the method of funding for each facility required
- A fiscal impact report
- A report on Project consistency with the requirements and conclusions of the GMP

General Chula Vista Municipal Code PFFP Provisions Applicable to the Project

- Section 19.09.080 of the Chula Vista Municipal Code (CVMC) provides that no tentative subdivision map shall be approved, or deemed to be approved, without an approved PFFP. Furthermore, "[n]o final map shall be approved until all the conditions of the PFFP, the water conservation plan and the air quality improvement plan have been met, or the project applicant has provided adequate security to the city that said plans will be implemented." (CVMC Section 19.09.080.E)
- No development shall occur in a PFFP area if the demand for any public facilities, infrastructure and services exceeds capacity and it is not feasible to increase capacity prior to completion of development unless the means, schedule, and financing for increasing the capacity are

established through the execution of a binding agreement providing for installation and maintenance of such facilities or improvements in advance of the City's phasing schedule. (CVMC Section 19.09.080.H)

- The CVMC provides that, if the City Manager determines facilities or improvements within a PFFP are inadequate to accommodate any further development within that area, the City Manager shall immediately report the deficiency to the City Council. If the City Council determines such events or changed circumstances adversely affect the health, safety, or welfare of Chula Vista, the City may require amendment, modification, suspension, or termination of an approved PFFP.
- The PFFP shall be implemented in accordance with CVMC Section 19.09.120. Future amendments shall be in accordance with CVMC Section 19.09.130 and shall incorporate newly acquired data, to add conditions and update standards as determined necessary by the City through the required monitoring program.

PFFP Applicability and Compliance

This PFFP applies to all future projects within Project boundaries. Future projects will be reviewed for consistency with the Project's submittals, this PFFP, and the Project Initial Study/Mitigated Negative Declaration (IS/MND). Future projects determined to be inconsistent with the above will require additional environmental review and may require amendments to the Project submittals, the PFFP, and the IS/MND. The following also apply to the PFFP:

- This PFFP analyzes the maximum allowable development potential for planning purposes only. The approval of this plan does not guarantee specific development densities.
- Approval of this PFFP is contingent upon approval of the amendments to the General Plan.

PUBLIC FACILITY AND DEVELOPMENT IMPACT FEE SUMMARY FOR THE PROJECT

The project does not propose to construct any offsite public improvements and will not be phased. All public improvements (road frontage) will provided by the developer will be constructed concurrently with the project.

Table 1, Summary of Estimated City-Imposed Development Impact Fee Revenues from the Project, identifies and summarizes the various projected development impact fee (DIF) revenues associated with Project development (an "X" indicates the development within this land use pays the applicable City impact fee).

Transportation Improvements

The Transportation Impact Analysis (TIA) for the Project (LL&G Engineers, April 20, 2020) identifies improvements that would be required in connection with Project development. As a project exaction, the developer must complete all roadway frontage improvements as required for subdivision access.

The project is required to pay both a transportation Development Impact Fee and a traffic signal fee.

Executive Summary

Wastewater, Water, and Drainage

The developer will construct on-site sewer, drainage, and water facilities. Off-site connections, if needed to support the proposed development, are also the responsibility of the developer.

Schools

The Project’s 141 residential units will generate approximately 29 elementary school students, 9 middle school students, and 13 high school students. The Project is in the Chula Vista Elementary School District and the Sweetwater Union High School District. The developer must satisfy its obligations to mitigate the Project’s impacts on school facilities as required by state law.

Other Public Facilities

The Project will trigger DIFs for libraries, police services, fire services, the Civic Center, the Corporation Yard, and other City public facilities. These facilities will be funded, in part, from revenues generated from the payment of Public Facilities Development Impact Fees (PFDIF).

The projected DIF revenues (including Western Area Transportation Development Impact Fees [WTDIF], traffic signal fees, and the PFDIF) at Project buildout are identified in **Table 1**.

TABLE 1. SUMMARY OF ESTIMATED CITY-IMPOSED DEVELOPMENT IMPACT FEE REVENUES FROM THE PROJECT

| Fee Category | Current Project Fees | Maximum Potential Previous Use Credits ^a | Required RTCIP RAS Allocation ^b | Total Net Fees |
|---|-----------------------|---|--|-----------------------|
| Western Transportation Development Impact Fee | \$378,444.00 | \$268,763.40 | \$357,174.15 | \$357,174.15 |
| Traffic Signal Fees ^c | \$34,313.76 | \$12,330.24 | \$- | \$21,983.52 |
| Public Facilities DIF | \$1,490,229.00 | \$76,205.71 | \$- | \$1,414,023.29 |
| Parkland Acquisition Fee | \$522,687.00 | \$- | \$- | \$522,687.00 |
| Parkland Development Fee | \$839,232.00 | \$- | \$- | \$839,232.00 |
| Sewer Capacity Fee | \$433,529.88 | \$3,658.48 | \$- | \$429,871.40 |
| Sewer Admin Fee: Residential | \$1,170.00 | \$- | \$- | \$1,170.00 |
| Sewer Admin Fee: Non-Residential | \$- | \$660.00 | \$- | \$- |
| Total | \$3,699,605.64 | \$360,957.83 | \$357,174.15 | \$3,586,141.36 |

Fees are based on the City’s Development Checklist for Municipal Code Requirements, Form 5509, revised October 20, 2019. Fees are subject to change as the ordinance is amended by the City Council from time to time, unless stated otherwise in a separate development agreement. This estimate is preliminary and is subject to change with changes in assumptions.

- a) This is the maximum potential use credit, which does not account for the minimum transportation impact fee required to be collected by SANDAG. Previous use verified by reviewing rent roll data from applicant. Using historical aerial photos, the City determined that existing buildings have occupied the site since at least 1978.
- b) SANDAG’S TranNet Ordinance requires \$2,533.15 to be collected per dwelling unit to fund the RTCIP Regional Arterial System network. The required fee for RTCIP RAS is \$357,174.15 (i.e., 141 MFUs X \$2,533.15/unit). The maximum potential previous use credit is capped to ensure that the full amount of RTCIP is collected. The RTCIP rate will be indexed to \$2,583.82 per unit on July 1, 2020.
- c) Chula Vista citywide Traffic Signal Fee, applied as a cost per each trip generated by the project (6 trips per unit).
- d) Facilities funded by Public Facilities Development Impact Fee (PFDIF).

1.0 INTRODUCTION

1.1 Purpose

The purpose of all PFFPs in Chula Vista is to implement the City's Growth Management Program (GMP) and to meet the General Plan goals and objectives, specifically those of the Growth Management Element. The GMP ensures development occurs only when the necessary public facilities and services exist or are provided concurrently with the demands of new development. The GMP requires a PFFP be prepared for every new development project that requires either a sectional planning area plan or tentative map approval.

The PFFP is intended to be a dynamic, flexible document. The goal of the PFFP is to ensure adequate levels of service are achieved for all public facilities impacted by a project. It is understood assumed growth projections and related public facility needs are subject to a number of external factors, such as the state of the economy or the City's future land use approval decisions. It is also understood funding sources specified herein may change due to financing programs available in the future or requirements of either state or federal law. Cost estimates contained herein are intended for illustrative purpose only; the actual costs of such improvements will vary over time. These cost changes are not considered revisions to the PFFP and may be handled administratively.

1.2 Threshold Standards

Threshold standards are used to identify when new or upgraded public facilities are needed to mitigate the impacts of new development. Development approvals will not be made unless compliance with these standards can be met. The threshold standards have been prepared to guarantee public facilities or infrastructure improvements will keep pace with the demands of growth.

The threshold standards fall into three general categories:

- *Performance standard:* A performance standard measuring overall level of service is established for police, fire and emergency medical services, sewers, drainage facilities, and traffic.
- *Ratio:* A ratio of facilities to population is established for park and recreation facilities and for libraries.
- *Qualitative standard:* A qualitative standard is established for schools, water, air quality and climate protection, and fiscal impacts.

The qualitative standard pertains to some services that are provided by agencies outside of the City—schools by the Chula Vista Elementary School District and the Sweetwater Union High School District, water service by either of two independent water districts (Otay Water District and Sweetwater Authority), and the Metropolitan Wastewater Joint Powers Authority, which has an agreement with the City of Chula Vista to treat its wastewater. Finally, the air quality and climate protection and fiscal threshold standards do not relate to specific public services but are intended to determine whether growth is having an adverse impact on two other measures of quality of life: the air quality and climate change impacts within the region, and the City's overall fiscal health.

The threshold standards are applied in three ways:

- 1) Many of the standards were used in the development and evaluation of the City's General Plan to ensure quality of life objectives would be met at the time of General Plan buildout during a 20- to 25-year period.
- 2) Certain standards are used in the evaluation of individual development projects to determine the possible project impacts and to apply appropriate conditions and requirements to mitigate those impacts.
- 3) All of the standards are monitored by the Growth Management Oversight Commission (GMOC) on an annual basis to ensure cumulative impacts of new growth do not result in a deterioration of quality of life, as measured by these standards.

1.3 The Project

The Project is in southwestern Chula Vista, approximately 2.5 miles south of downtown Chula Vista and 11 miles south of downtown San Diego. The Project is located on a 6.9-acre parcel just east of Interstate 5 on Moss Street, between L Street and Naples Street.

1.4 Public Facilities Finance Plan Boundaries

The boundaries of the PFFP are the area of the City west of Interstate 805. The boundaries are based on the impact created by the Project on the existing and future need for facilities. The boundaries will correlate the proposed development Project with existing and future development proposed for the area of impact so as to provide for the economically efficient and timely installation of both on- and off-site facilities and improvements required by the development. In establishing the boundaries for the PFFP, the City is guided by the following considerations:

- Service areas, drainage, sewer basins, and pressure zones that serve the project
- Extent to which facilities or improvements are in place or available
- Ownership of property
- Project impact on public facilities relationships, especially the impact on the City's planned major circulation network
- Special district service territories
- Approved fire, drainage, sewer, or other facilities or improvement master plans

The PFFP for the Project addresses public facilities within the PFFP boundaries; however, the PFFP also addresses certain facilities (streets, drainage, sewer, police, fire, schools, etc.) impacted beyond the PFFP boundaries.

EXHIBIT 2.1: PROJECT LOCATION



Source: Initial Study/Mitigated Negative Declaration for 676 Moss Street

2.0 TRANSPORTATION

2.1 GMOC Threshold Standard

This section of the PFFP summarizes level of service (LOS) standards by which the City’s arterial roads are to operate. The threshold standards are set by CVMC 19.09.040.G.3.

- Arterial Level of Service for Nonurban Streets. *Traffic monitoring program (TMP) roadway segments classified as other than urban streets in the Land Use and Transportation Element of the City’s General Plan shall maintain LOS “C” or better, except that during peak hours LOS “D” can occur for no more than two hours per day.*
- Level of Service for Urban Streets. *TMP roadway segments classified as urban streets in the Land Use and Transportation Element of the City’s General Plan shall maintain LOS “D” or better, except that during peak hours LOS “E” can occur for no more than two hours per day.*

2.2 GMOC Level of Service Standards for Arterial Roads

The following are notes to the GMOC threshold standards for arterial roads found in CVMC Chapter 19.09.040.G.4. There are no GMOC standards for local residential streets.

- a. Arterial Segment. LOS measurements shall be for the average weekday peak hours, excluding seasonal and special circumstance variations.
- b. The LOS measurement of arterial segments at freeway ramps shall be a growth management consideration in situations where proposed developments have a significant impact at interchanges.
- c. Circulation improvements should be implemented prior to the anticipated deterioration of LOS below established standards.
- d. The criteria for calculating arterial LOS and defining arterial lengths and classifications shall follow the procedures detailed in Chapter 11 of the Highway Capacity Manual (HCM) and shall be confirmed by the City’s Traffic Engineer.
- e. Level of service values for arterial segments shall be based on the following table:

TABLE 2.1 GMOC LEVEL OF SERVICE (LOS) DEFINITIONS

| Level of Service | Average Travel Speed (mph) | | |
|------------------|-----------------------------|-----------------------------|-----------------------------|
| | 45 mph base free-flow speed | 40 mph base free-flow speed | 30 mph base free-flow speed |
| A | >36 | >32 | >24 |
| B | >30 | >27 | >20 |
| C | >23 | >20 | >15 |
| D | >18 | >16 | >12 |
| E | >14 | >12 | >9 |
| F | <14 | <12 | <9 |

Source: Transportation Research Board, Highway Capacity Manual 6th Edition Exhibit 18-1 (2016)

2.3 Project Processing Requirements

The GMP requires the PFFP address the following issues for traffic facilities per Appendix C of the City's Growth Management Program Implementation Manual (CVMC 19.09.090):

- Identify on-site and off-site impacts and improvements by phase of development; and
- Provide cost estimates for improvements.

2.4 Transportation Impact Analysis and Methodology

676 Moss Street Vehicle Miles Traveled Analysis

The Transportation Impact Analysis (TIA) (LLG, April 20, 2020) assesses Project-related traffic impacts through analysis of the project's impacts on vehicle miles traveled (VMT). The analysis was based on the California Governor's Office of Planning and Research (OPR) Technical Advisory (December 2018).

The OPR Technical Advisory suggests significance thresholds based on VMT per resident for residential projects and VMT per employee for employment projects. For both metrics, a project whose VMT is 85 percent or lower than the citywide or regional average is presumed to have less than significant transportation impacts. The Technical Advisory also suggests various project screening procedures, whereby certain projects may be presumed to have less than significant transportation impacts based on their circumstances without requiring detailed VMT analysis. This screening process is described below.

Map-Based Screening

The OPR allows for "map-based screening" to determine whether or not a project can be presumed to have less than significant transportation impacts without requiring detailed modeling or analysis. The City published a screening map identifying VMT per capita for locations around the City. The VMT estimate was developed by the San Diego Association of Governments (SANDAG) and accounts for VMT per capita considering surrounding land uses, population density, transit infrastructure, and other factors.

The City's VMT map indicates the Project would have a projected VMT per capita of 10.80, which represents 61.36 percent of the regional VMT average. Since this is below 85 percent of the regional average, the Project is screened from detailed VMT analysis and its impacts are presumed to be less than significant. Therefore, the Project would not have a significant impact on VMT in the City, and no mitigation for VMT is required.

676 Moss Street Local Mobility Analysis

Prior to conducting the VMT analysis in support of the IS/MND, LLG conducted a detailed Local Mobility Analysis, dated April 20, 2020, which analyzed the potential Project effects on the LOS of local streets. As indicated in Section 2.3 of this PFFP and CVMC 19.09.040.G, projects that substantially affect the LOS on urban roads and arterials identified in the Land Use and Transportation Element of the General Plan are required to provide cost estimates for improvements. The Project is directly adjacent to Moss Street, a Class III Collector, and Industrial Boulevard, a Class II Collector. Moss Street and Industrial Boulevard are not subject to the LOS requirements of the Growth Management Ordinance.

The San Diego Association of Governments' *Brief Guide of Vehicular Traffic Generation Rates for the San Diego Region* (April 2002) provides trip generation rates. The Project trip generation uses the trip rates

Transportation

for apartment use. The Project is calculated to generate approximately 720 average daily trips with 59 total AM peak-hour trips (10 inbound and 49 outbound) and 64 total PM peak-hour trips (46 inbound and 18 outbound). LLG analyzed the effects of the project under existing plus project conditions, 2025 plus project conditions, and 2045 plus project conditions.

Substantial project-specific effects are those effects for which the addition of project trips result in an identifiable degradation in LOS on Circulation Element intersections, triggering the need for specific project-related improvement strategies. Substantial cumulative effects are those in which the project trips contribute to a poor LOS, at a level that falls below the project-specific effect threshold.

The Local Mobility Analysis concludes the Project has no substantial Project-specific effects on urban streets or other Circulation Element roads. The Project does contribute to cumulative effects on local, non-circulation element roadways that are not subject to the GMOC pursuant to CVMC 19.09.040.G. The WTDIF and Traffic Signal Fees were established to address cumulative Project effects. The Project will be required to pay over \$379,000 for these fees.

2.5 Operational Improvements

Direct

The project would not have direct impacts on intersections or daily street segments in the Existing Year, Year 2025, or Horizon Year (2045) conditions. Therefore, no direct impact mitigations are required.

Cumulative

The project would contribute to substantial cumulative effects at intersections and daily street segments in the Existing Year, Year 2025, and Horizon Year (2045) conditions. Because the intersections and street segments, however, are not identified in the Circulation Element as urban streets or arterials, or identified in the City's Traffic Monitoring Program, they are not subject to the thresholds of CVMC 19.09.040.G.3, and are not, therefore, required to be accounted for in the PFFP. These cumulative effects will be alleviated by payments of the WTDIF and Traffic Signal Fees totaling over \$379,000. These fees may be used to make specific improvements to segments, intersections, and signals, or may be used in support of larger projects, such as the Palomar Street Grade separation. The Local Mobility Analysis identifies specific projects that may be used to mitigate these cumulative effects.

Western Area Transportation Development Impact Fee

The Project is within the boundaries of the WTDIF and, as such, is subject to payment of appropriate fees. The developer's total fee obligation is based on the WTDIF rates in effect at the time of payment. **Table 2.2** presents the current WTDIF fee schedule. The fee schedule may change from time to time as the City updates the WTDIF program or approves cost escalation factors as provided in the program.

TABLE 2.2 WESTERN AREA TRANSPORTATION DEVELOPMENT IMPACT FEE SCHEDULE

| Land Use Classification | Typical Land Use Density | WTDIF Rate | |
|-------------------------|--------------------------------------|------------|--------|
| Residential (Low) | 0–6 dwelling units per gross acre | \$4,474 | per DU |
| Residential (Medium) | 6.1–20 dwelling units per gross acre | \$3,579 | per DU |
| Residential (High) | >20 dwelling units per gross acre | \$2,684 | per DU |

Source: Form 5509, Development Checklist for Municipal Code Requirements, October 2019.

Based on the current fee schedule and the Project housing density of 20.4 units per acre, a rate of \$2,684 per unit results in a total WTDIF amount of \$378,444.

Traffic Signal Impact Fee

The Project would be required to pay the citywide Traffic Signal Fee based on expected trip generation.

TABLE 2.3 TRAFFIC SIGNAL IMPACT FEE SCHEDULE

| Land Use Classification | Daily Trip Generation Rate | Units | Signal Fee Rate |
|-------------------------|----------------------------|-------|------------------|
| Apartment | 6 trips per dwelling unit | 141 | \$40.56 per Trip |

Source: Form 5509, Development Checklist for Municipal Code Requirements, October 2019.

The rate is \$40.56 per trip, and the signal fee is calculated using an estimated rate of 6 trips per unit, leading to an estimated 846 average daily trips for the 141 units. The signal impact fee would be \$34,313.76.

3.0 POLICE FACILITIES

3.1 Service Analysis

The Chula Vista Police Department (CVPD) provides municipal law enforcement services in the City. The purpose of the threshold standards is to maintain or improve the current level of police services throughout the City by ensuring that adequate levels of staff and equipment are provided. The original GMOC police threshold standards were adopted in 1987 and were subsequently revised, most recently in 2015.

3.2 Threshold Standard

Threshold standards for police apply to response times to calls for service (CFS) of two priority levels. The threshold standards adopted in 2015 (and still in effect for the 2019 GMOC report) for Priority 1 and Priority 2 calls are as follows (CVMC 19.09.040.A.3):

- Priority 1- Emergency Response: Properly equipped and staffed police units shall respond to 81 percent of Priority 1 emergency calls throughout the city within 7 minutes, 30 seconds and shall maintain an average response time to all Priority 1 emergency calls of 6 minutes or less (measured annually).
 - (Editor’s Note: Emergency calls are calls about life-threatening situations, felony in progress, probability of injury (crime or accident), robbery or panic alarms, or urgent cover calls from officers. Response: Immediate response by two officers from any source or assignment; immediate response by paramedics/fire if injuries are believed to have occurred.)
- Priority 2- Urgent Response: Properly equipped and staffed police units shall respond to all Priority 2 urgent calls throughout the city within 12 minutes.
 - (Editor’s Note: Urgent calls are regarding misdemeanor in progress, possibility of injury, or serious non-routine calls (domestic violence or other disturbances with potential for violence). Response: Immediate response by one or more officers from clear units or those on interruptible activities (traffic calls, field interviews, etc.).)
- (Note: For growth management purposes, response time includes dispatch and travel time to the building or site address, otherwise referred to as “received to arrive.”)

The adopted modifications involve the following changes in calculating and reporting response times:

- Calculating response time from the time the call was received in the Communications Center to the time that the first unit arrived on scene, or the “received-to-arrive” time.
- Elimination of the normalization adjustments of response times for CFS from the Eastern Territories, which was used to account for geographic and land use conditions that tend to extend response times relative to times in the older areas of the city.
- Include false burglary alarms CFS in Priority 2 calculation.
- Increase the average response time threshold for Priority 1 CFS to 6 minutes.

- Increase the average response time threshold for Priority 2 CFS to 12 minutes.

3.3 Project Processing Requirements

The GMP requires the PFFP to address the following issues for police services:

- Services reviewed must be consistent with the proposed phasing of the development project.
- The project must be able to demonstrate conformance with the *Master Plan for the Chula Vista Civic Center* (May 8, 1989), as the Master Plan relates to police facilities, as amended, unless stated otherwise in a development agreement.

3.4 Adequacy Analysis

According to the Fiscal Year 2019 GMOC Annual Report, neither the Police Priority 1 nor the Police Priority 2 threshold standard was met. The report explained that a total of 73.72 percent of the Priority 1 calls were responded to within 7 minutes 30 seconds, which was 6.28 percent short of the “81 percent” threshold standard, and the average response time was six minutes and twelve seconds, which missed the “six minutes” threshold standard by twelve seconds. The Priority 2 average response time was 17 minutes 27 seconds, which exceeded the “12-minute average” threshold standard by five minutes and 27 seconds.

The Police Department reported that they were not properly staffed to meet the threshold standards, and that they continue to work with the City Manager’s office to improve staffing levels. To add more sworn officers to the department, the GMOC recommended that the City implement the Police Department’s Long-Term Staffing Plan, as presented to City Council in October 2019. They also recommended that the City’s successful drone program be expanded into eastern Chula Vista.

Inadequate staffing levels is a potential area of concern; however, this PFFP addresses facility threshold issues, not police department operations. As such, the cumulative mitigation measure for the Project’s impacts on police facilities is payment of the Public Facilities Development Impact Fee (PFDIF). Pursuant to state law, proceeds of the PFDIF may not be used for staffing or operations. The fee revenues may, however, be applied to capital improvements that serve to enhance operations and enable efficiencies that might mitigate staffing shortfalls to some extent.

3.5 Financing Police Facilities

The PFDIF was last comprehensively updated by the Chula Vista City Council in November 2006. The PFDIF is adjusted approximately every October 1 pursuant to Ordinance 3050. The police component of the fee is shown in **Table 3.1**. The Project’s final PFDIF obligation will be subject to the payment of the fee at the rate in effect at the time of payment. At the current fee rate, the Project police fee obligation at Project buildout is \$293,139.

TABLE 3.1 PROJECT PUBLIC FACILITIES FEES FOR POLICE

| Land Use | Units | Police PFDIF Rate | Total |
|--------------|-------|---------------------------|-----------|
| Multi-Family | 141 | \$2,079 per dwelling unit | \$293,139 |

Source: Form 5509, Development Checklist for Municipal Code Requirements, October 2019.

Actual fee may be different and will be determined by the City at the time of payment. The PFDIF is subject to change as it is amended from time to time. Changes in the number of dwelling units or the amount of commercial acreage may affect the estimated fee.

4.0 FIRE AND EMERGENCY MEDICAL SERVICES

4.1 Service Analysis

The Chula Vista Fire Department (CVFD) provides fire and emergency medical services (EMS). American Medical Response provides EMS on a contract basis. The City also has countywide mutual and automatic aid agreements with surrounding agencies, should the need arise for their assistance. The purpose of the threshold standard is to maintain and improve the current level of fire protection and EMS in the City. The City Council adopted a *Fire Facility, Equipment, and Deployment Master Plan* (January 28, 2014) which recommended locations, staffing levels, and equipment for proposed new stations.

4.2 Threshold Standard

CVMC Section 19.09.040.B.4 states that the threshold standard for fire and emergency medical services is:

- *Emergency response: Properly equipped and staffed fire and medical units shall respond to calls throughout the City within seven minutes in at least 80 percent of the cases (measured annually).*

Note: For growth management purposes, response time includes dispatch, turnout and travel time to the [building](#) or site address.

4.3 Project Processing Requirements

The City, at its sole discretion, unless stated otherwise in a development agreement, determines when a new fire station is required to achieve threshold service levels, meet specific project guidelines, or maintain general operational needs of the CVFD.

The requirement to pay public facility impact fees for construction of fire stations to serve new development projects is the responsibility of the developers of said projects. For any given project, construction and equipping of a specific fire station may be a direct impact requiring mitigation, depending on the extent of the impact. A project that would cause response times to exceed threshold standards may be obligated to construct a station or dedicate land. The City may require the developer to enter into an agreement that guarantees the completion of the obligations.

4.4 Adequacy Analysis

The CVFD currently serves the Project area. **Table 4.1** lists the CVFD stations closest to the Project site.

TABLE 4.1 CURRENT AND PLANNED FIRE STATION FACILITIES IN PROJECT'S VICINITY

| Stations | Location | Zip Code | Equipment | Staffing | | |
|----------|---------------------|--------------------------------|-----------|----------------------------------|---------|-----|
| | | | | Assigned | On Duty | |
| Current | No.1 | 447 F Street | 91910 | Engine 51/Truck 51; Battalion 51 | 24 | 8 |
| | No. 2 | 80 East J Street | 91910 | Engine 52/Reserve 52 | 9 | 3 |
| | No. 5 | 391 Oxford Street | 91911 | Engine 55/Reserve 53 | 9 | 3 |
| | No. 9 | 266 E. Oneida Street | 91911 | Engine 59 | 9 | 3 |
| Planned | No. 11 ^a | Bayfront: Bay Blvd. & J Street | | Bayfront Engine/ Truck | TBD | TBD |

a. Chula Vista Bayfront Master Plan and Port Master Plan Amendment Revised Draft EIR SCH#2005081077 (Station 11).

The Fiscal Year 2019 GROC Annual Report stated that Fire and Emergency Medical Services (EMS) complied with the growth management threshold standard of responding to calls within 7 minutes, 80 percent of the time; the City's nine fire stations combined responded within 7 minutes, 82 percent of the time.

Table 4 in the Fire and EMS questionnaire (Appendix B of the annual report) indicates that the response times for each of the four existing fire stations within the project's facility, noted in the table above, complied with the threshold standard. CVFD Station 5, which is closest in proximity to the Project, responded within 7 minutes 86.3 percent of the time. Given the Project's proximity to CVFD Station 5, the CVFD would be able to serve the Project within the existing threshold standard without compromising response times; therefore, Project impacts to service times would be less than significant.

The Project's design is subject to compliance with the requirements in the California Building Standards Commission California Fire Code. Project plans are reviewed and approved by CVFD staff, which would verify adequate emergency access, fire hydrant availability, and compliance with all applicable codes and standards. Compliance with the City's permit process and Municipal Code requirements would ensure Project implementation would result in a less than significant impact to fire protection services.

4.5 Financing Fire Service Facilities

The PFDIF was last comprehensively updated by the Chula Vista City Council in November 2006. The PFDIF is adjusted approximately every October 1 pursuant to Ordinance 3050. The Project is subject to payment of the fee at the rate in effect at the time of payment. At the current fee rate, the Project's fire fee obligation at Project buildout is \$163,842.

TABLE 4.2 PUBLIC FACILITIES FEES FOR FIRE/EMS FACILITIES

| Land Use | Units | Fire PFDIF Rate | Total |
|--------------|-------|---------------------------|-----------|
| Multi-Family | 141 | \$1,162 per dwelling unit | \$163,842 |

Source: Form 5509, Development Checklist for Municipal Code Requirements, October 2019.

5.0 PARK DEDICATION AND IMPROVEMENTS

5.1 Service Analysis

The City provides public park and recreational facilities and programs through the Public Works and Community Services departments, which are responsible for the acquisition, development, and maintenance of parkland. All park development plans are reviewed by City staff and the park master plans are presented to the Parks and Recreation Commission for review. The Commission then makes recommendations to the City Council.

5.2 Threshold Standard

Per Section 19.09.040.D.3 of the CVMC, the threshold standard is: *Three acres of neighborhood and community parkland with appropriate facilities per 1,000 residents east of I-805.*

5.3 Existing Conditions

The existing and future parks are depicted in the Public Facilities and Services Element of the City's General Plan, and as updated in the City's *Parks and Recreation Master Plan, last revised* November 13, 2018. The plan provides guidance for planning, siting, and implementation of neighborhood and community parks.

5.4 Project Park Requirements

The Project will generate an estimated residential population of 368 west of I-805. Because the Project is west of I-805, the growth management threshold standard requiring three acres of parkland per 1,000 residents east of I-805 is not applicable. However, per the City's Parkland Dedication Ordinance (PDO) (CVMC 17.10.040), the Project is required to dedicate three acres per 1,000 residents, as shown in **Table 5.1**. The standard is based on California Government Code Section 66477, also known as the Quimby Act, which allows a city to require, by ordinance, the dedication of land or payment of fees for park or recreational purposes or a combination of both.

TABLE 5.1 QUIMBY ACT PARKLAND REQUIREMENTS

| Residential Population | Standard | Parkland Acres Required |
|------------------------|-----------------------------|-------------------------|
| 368 | 3 acres per 1,000 residents | 1.104 |

Source: Form 5509, Development Checklist for Municipal Code Requirements, October 2019

All new development in Chula Vista is subject to the requirements in the City's Parkland Dedication Ordinance (PDO) in CVMC Chapter 17.10. The PDO establishes fees for parkland acquisition and development (PAD fees), sets standards for dedication, and establishes criteria for acceptance of parks and open space. Fees vary depending on the type of dwelling unit proposed. The PDO specifies a square footage of land area to be dedicated for each type. The Project's 141 units are high-density multi-family units, which require 341 square feet of parkland per unit; the dedication obligation is calculated in **Table 5.2**. The PDO method is a slightly different approach to calculating the park acreage obligation than the Quimby Act requirement in **Table 5.1**.

**TABLE 5.2 PARKLAND DEDICATION REQUIREMENTS
BASED ON PARKLAND DEDICATION ORDINANCE STANDARDS**

| Dwelling Unit Type | Land Dedication per Unit | Park Dedication Requirement for 141 units |
|--------------------|--------------------------|---|
| Multi-Family | 341 sq. ft. | 1.104 acres |

Source: Form 5509, Development Checklist for Municipal Code Requirements, October 2019

5.5 Financing Park Facilities

CVMC Chapter 17.10, as amended, unless stated otherwise in a parks or development agreement, governs the financing of parkland and improvements. Included as part of the regulations are PAD fees established for the purpose of providing neighborhood and community parks. The PDO requires fees be paid to the City prior to approval of a final subdivision map, or in the case of a residential development that is not required to submit a subdivision of land, at the time of the final building permit application.

Table 5.3 identifies the fees calculated for the development component of the PAD fees (applicable citywide), while **Table 5.4** identifies the fees calculated for the parkland acquisition component of the PAD fees (applicable to areas west of Interstate 805). These fees are estimates only; actual fees will be based on PAD fee rates in effect at the time of payment and are dependent on the actual numbers of residential units filed on the subdivision of lands. Fees are also subject to change by the City Council. The development in-lieu fees may be used by the City to construct public parks or to satisfy the Project’s full parkland obligation.

**TABLE 5.3 PARK DEVELOPMENT COMPONENT FEES
(DEVELOPMENT IN-LIEU COMPONENT ONLY)**

| Land Use | Units | Development Component of PAD Fees | Calculated Fee |
|--------------|-------|-----------------------------------|----------------|
| Multi-Family | 141 | \$5,952 per dwelling unit | \$839,232 |

Source: Form 5509, Development Checklist for Municipal Code Requirements, October 2019.

**TABLE 5.4 PARK ACQUISITION COMPONENT FEES
(ACQUISITION IN-LIEU COMPONENT ONLY)**

| Land Use | Units | West Area Acquisition Component of PAD Fees | Calculated Fee |
|--------------|-------|---|----------------|
| Multi-Family | 141 | \$3,707 per dwelling unit | \$522,687 |

Source: Form 5509, Development Checklist for Municipal Code Requirements, October 2019.

6.0 PUBLIC FACILITIES

This section pertains to Civic Center, library, Corporation Yard, and administration which, together with police, fire, and recreation facilities (which are discussed separately above), comprise the facility components of the PFDIF.

6.1 Civic Center, Corporation Yard, Recreation, and Administration

There are no adopted threshold standards for Civic Center, Corporation Yard, recreation or administration; therefore, no adequacy or service analysis is required.

6.2 Libraries

Service Analysis

The City provides library services in three locations: 1) the Chula Vista Civic Center Library at Fourth Avenue and F Street; 2) the South Chula Vista Library at Fourth Avenue and Orange Avenue; and 3) the Otay Ranch Town Center in eastern Chula Vista.

Threshold Standard

Section 19.09040.C.4 of the CVMC states that the threshold standard is the following: *The city shall not fall below the citywide ratio of 500 gross square feet (GSF) of library space, adequately equipped and staffed, per 1,000 residents.*²

Existing Conditions

Table 6.1 lists the current libraries serving the City. Based on Chula Vista’s 2019 population of 274,644 (according to the estimate by the California Department of Finance), the current service ratio is approximately 350 square feet per 1,000 residents.

TABLE 6.1 CURRENT LIBRARY FACILITIES

| Current Libraries | Square Footage |
|-----------------------------------|----------------|
| Civic Center Branch | 57,000 |
| South Chula Vista Branch | 37,000 |
| Otay Ranch Town Center Branch | 3,412 |
| Total Existing Square Feet | 97,412 |

Source: 2019 Gmoc Report

2. The Gmoc threshold of 500 gross square feet (GSF) per 1,000 residents is stated in CVMC Section 19.09.040.C. Construction of library space is to be phased such that the City does not fall below this threshold. However, the Chula Vista PFDIF program uses a “service standard” of 600 GSF per 1,000, which is the target or desired standard to be achieved at buildout of the City. The Library Strategic Vision Plan recommends a range of 500 to 700 GSF.

Adequacy Analysis

The Fiscal Year 2019 GMOC Annual Report stated that the threshold standard had not been met for 16 consecutive years, and that the current gross library floor area service ratio was 350 square feet per 1,000 residents, 150 square feet per 1,000 residents below the threshold standard. The ratio is projected to fall to 330 square feet per 1,000 residents in FY 2021 if planned branch library facilities are not constructed.

Based on the Project’s projected population of 368, the Project will generate a demand for 178 gross square feet of additional library space. If not mitigated, this demand will contribute incrementally to the projected library services deficit. Payment of the PFDIF library component provides the required mitigation to allow the City to acquire land and construct and equip branch library facilities to serve this and other projects in this area.

6.3 Financing Public Facilities

The City Council last updated the PFDIF on October 20, 2019. The PFDIF amount is adjusted approximately every October 1 pursuant to Ordinance 3050, which was adopted by the City Council on November 7, 2006. The PFDIF amount is subject to change as it is amended from time to time.

The Project is subject to the payment of the PFDIF at the rates in effect at the time of payment. **Table 6.2** shows the Project’s fee obligation at Project buildout for public facility components (except for police and fire protection, discussed separately above) using the current fee rate.

**TABLE 6.2 PFDIF FOR CIVIC CENTER, LIBRARY, CORPORATION YARD,
RECREATION AND ADMINISTRATION**

| Land Use | Units | Facility | Rate per Unit | Total Fee |
|--------------|-------|------------------|---------------|--------------------|
| Multi-Family | 141 | Civic Center | \$3,028 | \$426,948 |
| | | Library | \$1,837 | \$259,017 |
| | | Corporation Yard | \$414 | \$58,374 |
| | | Recreation | \$1,395 | \$196,695 |
| | | Administration | \$654 | \$92,214 |
| Total | | | | \$1,033,248 |

Source: Form 5509, Development Checklist for Municipal Code Requirements, October 2019.

7.0 SEWER FACILITIES

7.1 Service Analysis

The City currently purchases capacity for wastewater treatment through the Metropolitan Wastewater Joint Powers Authority (Metro) system. Chula Vista oversees the construction, maintenance, and operation of the sewer collection facilities. The City Engineer is responsible for reviewing proposed developments and ensuring the necessary sewer facilities are provided with each development project.

The sewer threshold standard was developed to maintain adequate, sanitary sewer collection and disposal systems for Chula Vista. Individual projects are required to provide necessary improvements consistent with the *Chula Vista Wastewater Master Plan*, dated May 2014, and to comply with all City engineering standards.

The project proposes to convey wastewater to an existing sewer main in Moss Street with a private, on-site wastewater system. The City is not responsible for any ongoing operations or maintenance costs associated with the on-site system.

7.2 Threshold Standard

The growth management threshold standard for sewer per Section 19.09.040.E.3 of the CVMC is:

1. Existing and projected facility sewage flows and volumes shall not exceed City engineering standards for the current system and for budgeted improvements, as set forth in the Subdivision Manual.
2. The City shall annually ensure adequate contracted capacity in the San Diego Metropolitan Sewer Authority or other means sufficient to meet the projected needs of development.

Once a year, Chula Vista provides Metro³ with the City's annual 12- to 18-month residential growth forecast, requesting an evaluation of Metro's ability to accommodate the forecasted growth, and confirmation that the development projections are within the City's purchased capacity rights.

The information provided to the GMOC must include the following:

- Amount of current capacity now used or committed
- Ability of affected facilities to absorb forecast growth
- Evaluation of funding and site availability for projected new facilities
- Other relevant information

3. The Metropolitan Wastewater Joint Powers Authority operates the Metropolitan Sewerage Sub-System, which treats the wastewater generated by 16 cities and districts in the region, including the City of Chula Vista. The Metro service area comprises 450 square miles with a population of over 2.2 million.

7.3 Existing and Proposed Conditions

The City will provide sanitary sewer service for the Project. The City operates and maintains its own sanitary collection system, which connects to the Metro wastewater treatment system. All wastewater generated within the Project will be conveyed to City sewer mains that discharge into the Metro sewer interceptor. The wastewater is ultimately treated by the City of San Diego at the Point Loma Wastewater Treatment Plant (WWTP).

The City is allocated approximately 20.9 million gallons per day (mgd) of capacity in the Metro WWTP, including about 4 mgd in reserve capacity rights. The City’s buildout flow is estimated at 20.76 mgd according to information provided by the City Engineer to the GMOC for their Fiscal Year 2019 Annual Report, indicating that there is currently adequate capacity rights to serve the sewer demands of this Project.

PBS&J (now Atkins) prepared a supporting study for the *Village 8 West and Village 9 Program EIR*⁴ analyzing treatment plant capacity relative to land uses in the adopted 2005 General Plan. The study includes the increased densities of Village 8 West and Village 9, as well as the potential increased flows from the Bayfront Development Project. The study indicates the total future treatment capacity required in the cumulative condition may be as high as 32.5 mgd, leaving the City 11.6 mgd more than its present allocation. The Project’s 141 multi-family units will generate approximately 25,662 gpd based on 182 gallons per day per dwelling unit⁵.

Theoretically, there is regional sewer treatment capacity available for purchase. The City, however, does not wish to buy more capacity than is needed to meet projected demands. The City will either purchase capacity as needed or suspend the issuance of building permits until the needed capacity is acquired.

7.4 Financing Sewer Facilities

To finance the City’s purchase of additional treatment capacity from Metro when needed to accommodate future demand, project developers are required to pay the Sewer Capacity Charge, as estimated in **Table 7.1**, prior to final inspection. **Table 7.1** summarizes the estimated Sewer Capacity Charge for the Project. The fee shown is as currently adopted and is subject to change by the City Council. Sewer Capacity Charges are adjusted annually on October 1.

Notwithstanding payment of the fee, development may not occur without adequate sewer capacity as determined by the City Engineer. Building permits will not be issued if the City Engineer has determined that adequate sewer capacity does not exist. All development must comply with the CVMC, specifically Sections 19.09.040.E.3 and 13.14.030.

TABLE 7.1 SEWER CAPACITY CHARGE

| Land Use | Units | EDU Factor | Total EDU | Sewer Capacity Rate | Calculated Charge |
|--------------|-------|------------|-----------|---------------------|-------------------|
| Multi-Family | 141 | 0.79 | 111.39 | \$3,892 per EDU | \$433,530 |

Source: Form 5509, Development Checklist for Municipal Code Requirements, October 2019.
EDU is Equivalent Dwelling Unit

4. Salt Creek Interceptor Technical Sewer Study for the South Otay Ranch (Village 8 West and Village 9), October 2010.
5. City of Chula Vista Master Fee Schedule, Bulletin 12-100.

8.0 WATER FACILITIES

8.1 Service Analysis

The Sweetwater Authority (SWA) has existing facilities in the vicinity of the Project site and will provide potable water service for the Project.

8.2 Threshold Standards

The Project developer is required to meet the growth management threshold standards and provide all facilities needed to serve the Project as required by the SWA.

The growth management threshold standards for water facilities are as follows (CVMC 19.09.040.C.3):

1. Adequate water supply must be available to serve new development. Therefore, developers shall provide the City with a service availability letter from the appropriate water district for each project.
2. The City shall annually provide the San Diego County Water Authority, the Sweetwater Authority and the Otay Municipal Water District with the City's annual five-year residential growth forecast and request that they provide an evaluation of their ability to accommodate forecasted growth. Replies should address the following:
 - i. Water availability to the City, considering both short- and long-term perspectives.
 - ii. Identify current and projected demand, and the amount of current capacity, including storage capacity, now used or committed.
 - iii. Ability of current and projected facilities to absorb forecasted growth.
 - iv. Evaluation of funding and site availability for projected new facilities.
 - v. Other relevant information the district(s) desire to communicate to the City and the Growth Management Oversight Commission (GMOC).

8.3 Existing and Proposed Conditions

The water supply planning documents of SWA, the San Diego County Water Authority, and the Metropolitan Water District of Southern California (MWD) identify the water supplies necessary to serve the demands of the Project, along with existing and other projected future users, as well as the actions necessary to develop these supplies. The *2015 SWA Urban Water Management Plan* states annual water supplies available to SWA are anticipated to range from 22,488 acre-feet to 26,218 acre-feet between 2020 and 2040. The Project's annual potable water demand is estimated at 55.85 acre-feet, which represents less than 0.1 percent of the water supply totals forecast under all water year scenarios between 2020 and 2040.

8.4 Water Capacity Charges

In conjunction with its Capital Improvement Program (CIP), the SWA facilitates design and construction of facilities and collects an appropriate share of the cost from project developers, through collection of capacity fees charged to water meter purchases. Capital improvement projects typically include supply sources, pumping facilities, operational storage, terminal storage, and transmission mains. The capacity charge as of July 1, 2018, is \$5,778, which is payable to the SWA.

9.0 DRAINAGE FACILITIES

9.1 Service Analysis

The City Public Works Department is responsible for ensuring safe and efficient stormwater drainage systems are provided concurrently with development to protect the residents and properties within the City. City staff is required to review individual projects to ensure improvements are consistent with the City's drainage master plan and that the projects comply with all City engineering drainage standards.

9.2 Threshold Standards

The growth management threshold standards for drainage facilities are as follows (CVMC 19.09.040.F.3):

a. Storm water flows and volumes shall not exceed City engineering standards and shall comply with current local, state and federal regulations, as may be amended from time to time.

b. The GMOC shall annually review the performance of the City's storm drain system, with respect to the impacts of new development, to determine its ability to meet the goal and objective for drainage.

9.3 Existing and Proposed Conditions

The Project area currently drains to an existing 12-foot-wide by 10-foot-deep double culvert that runs underneath the site.

The Project's Stormwater Quality Management Plan (SWQMP) outlines construction and non-stormwater discharge, erosion control, sediment controls (fiber rolls, gravel bags), source controls (construction waste management, litter control, stockpile pollutants), and best management practices (BMPs), which will be required to be integrated into Project design. The SWQMP is required to be reviewed and approved by the City Engineer. According to the draft SWQMP, on-site stormwater runoff would flow toward existing storm drain inlets across the site, where the stormwater would be directed toward water quality detention vaults for treatment. Additionally, three proposed sub-grade proprietary BMPs (Bio Clean Modular Wetlands System) or equivalent would be included for water quality treatment. All stormwater BMPs and onsite storm drains and pipes would be privately maintained and are not public facilities. After undergoing treatment via the proposed BMPs, Project site runoff would be connected to the existing culvert. All on-site improvements and connections to existing drainage facilities will be provided by the Project developer.

10.0 AIR QUALITY AND CLIMATE PROTECTION

10.1 Service Analysis

The City is responsible for protecting air quality in accordance with applicable federal, state, and regional air quality regulations and programs.

One of the objectives stated in the Growth Management Element (GME) of the City's General Plan is to be proactive in planning to meet federal and state air quality standards, and this objective is incorporated into the element's action program.

The Growth Management ordinance adopted by the City Council requires air quality improvement plans (AQIPs) for major development projects (50 residential units or commercial/industrial projects with equivalent air quality impacts) (CVMC Section 19.09.080.B). The AQIP is to include an assessment of how a project has been designed to reduce emissions, and identification of mitigation measures.

The City Council adopted the *Carbon Dioxide (CO₂) Reduction Plan* on November 14, 2000. The plan included implementing measures regarding transportation and energy-efficient land use planning and building construction measures for new development. In this plan, it was recognized the City's efforts to reduce CO₂ emissions from new development are directly related to energy conservation and air quality efforts. As a result, the City initiated a pilot study to identify and evaluate the relative effectiveness and costs of applying various design and energy conservation features in new development projects. The original *CO₂ Reduction Plan* was revised to incorporate new climate mitigation (2008) and adaptation (2011) measures to strengthen the City's climate action efforts and to facilitate numerous community co-benefits such as utility savings, better air quality, reduced traffic congestion, local economic development, and improved quality of life.

10.2 Threshold Standards

The growth management threshold standard is as follows (CVMC 19.09.050.A.3):

The City shall pursue a greenhouse gas emissions reduction target consistent with appropriate City climate change and energy efficiency regulations in effect at the time of project application for SPA plans or for the following, subject to the discretion of the Development Services Director:

- a. *Residential projects of 50 or more residential dwelling units;*
- b. *Commercial projects of 12 or more acres (or equivalent square footage);*
- c. *Industrial projects of 24 or more acres (or equivalent square footage); or*
- d. *Mixed use projects of 50 equivalent dwelling units or greater.*

The City also provides the San Diego Air Pollution Control District (APCD) with a copy of its annual residential growth forecast, and the APCD reports on overall regional and local air quality conditions, the status of regional air quality improvement implementation efforts under the regional air quality strategy and related federal and state programs, and the effect of those efforts/programs on the City and local planning and development activities.

10.3 Adequacy Analysis

The air quality and greenhouse emissions analysis conducted for the Project identifies construction-related and operational emissions. The analysis determined that, without mitigation, the Project would result in significant construction-related impacts. Therefore, prior to the issuance of any demolition or grading permit, the Project applicant shall demonstrate to the satisfaction of the City Building Department that all off-road construction equipment to be used on the Project site in excess of 50 horsepower will be equipped with engines that meet the U.S. Environmental Protection Agency Tier IV Final off-road engine emission standards.

The analysis did not identify any significant operational impacts.

D. FISCAL IMPACT ANALYSIS

MOSS STREET RESIDENTIAL

**SUMMARY OF
CITY NET FISCAL IMPACT MODEL**
CHULA VISTA, CA

Prepared For:

SLF-Moss Street, LLC

Prepared By:



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Manhattan Beach, CA 90266
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www.kosmont.com

April 2020

MOSS STREET RESIDENTIAL

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April 2020

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The analyses, projections, assumptions, rates of return, and any examples presented herein are for illustrative purposes and are not a guarantee of actual and/or future results. Project pro forma and tax analyses are projections only. Actual results may differ from those expressed in this analysis.

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1.0 Executive Summary

1.1 Background & Purpose

SLF-Moss Street, LLC (“Shopoff”) is currently pursuing entitlements to facilitate the development of a residential community (“Project”) on an approximately 6.9-acre site (“Site”) at the northeast corner of the intersection of Industrial Boulevard and Moss Street in Chula Vista, California (“City”). In order to assist the City’s evaluation of the proposed Project, the City requested that Shopoff provide a summary of the City’s net fiscal impact model that estimates the fiscal impacts of the proposed Project to the City. Shopoff retained Kosmont Companies (“Kosmont”) to prepare this summary (“Analysis”). In general:

- Kosmont utilized the City’s fiscal impact model to prepare this Analysis.
- Kosmont evaluated three potential scenarios for the Site:
 - Proposed Project - Reuse of the Site with the Proposed Project
 - Existing Industrial - Continued use of the Site as-is
 - Expected Industrial - Continued use of the Site as-is with an increase in assessed value through a sale of the Site
- Kosmont made adjustments to the City’s fiscal model to account for property turnover and reassessment of property taxes upon turnover / resale that will occur within the Project.
- The adjusted fiscal model estimates that the Project will be revenue positive during 17 of the first 20 years of Project operation.
- From year 10 on, the Project will be revenue positive for the City, and net positive revenues are projected to grow annually.
- Municipal revenues from the Project will support the cost of providing municipal services to it, and generate net new fiscal revenues of over \$300,000 over the first 20 of operation.
- The existing industrial use on the Property is revenue negative for the City.

1.2 City Net Fiscal Impact Model

This Analysis summarizes outputs from a fiscal impact model prepared for the City by a third party (“Fiscal Model”). While Kosmont regularly prepares fiscal impact models, and evaluates net fiscal impacts derived therefrom, the Fiscal Model summarized herein was not prepared by Kosmont. A separate analysis of the estimated net fiscal impacts, as well as overall economic benefits as estimated by Kosmont utilizing Kosmont’s fiscal model was prepared and is separately available.

Based on Kosmont’s review of the City’s Fiscal Model utilized herein, it is Kosmont’s conclusion that there are a number of elements of the Fiscal Model that likely understate potential City revenues, and overstate potential City expenditures associated with the proposed Project. Two of these elements - the calculation of property tax revenue and real property transfer tax revenue are addressed herein. The balance of elements that are expected to warrant modification are not addressed herein as Kosmont’s access to underlying calculations within the Fiscal Model was

restricted, and Kosmont could only evaluate outputs from the Fiscal Model. Kosmont's conclusion that modification is likely warranted is based on potentially incongruous outputs from the Fiscal Model. Given access to the underlying calculations utilized in the Fiscal Model, Kosmont could provide additional analysis and commentary.

1.3 Project Description

The Site is currently utilized for a variety of industrial uses including heavy equipment rentals, shipping container repair and storage, and sandblasting material and equipment suppliers. The proposed Project would redevelop the Site with approximately 141 attached residential dwelling units ranging in size from approximately 1,175 to 1,950 square feet. The total value of the Project is estimated to be approximately \$77 million.

1.4 Summary of Findings - Proposed Project

Based on the unmodified Fiscal Model, the Project is estimated to generate between approximately (\$17,000) to \$30,000 per year in net City municipal revenues during the first 20 years of Project operation. Based on the Fiscal Model with the minor adjustments discussed in detail herein, the Project is estimated to generate between approximately (\$4,000) to \$71,000 per year in net City municipal revenues in the first 20 years of Project operation, generating a cumulative total of approximately \$300,000 in net municipal revenues over the same period. Additional details follow in Table 1 below, and all assumptions can be found in Appendix A: Printouts from Unmodified Fiscal Model for Project.

Table 1: Summary of Net Fiscal Benefits of Proposed Project

| Year | Net Fiscal Revenues in Unmodified Fiscal Model | Adjusted Net Fiscal Revenues | Cumulative Net Fiscal Revenues |
|-------------|---|-------------------------------------|---------------------------------------|
| 1 | \$ 29,711 | \$ 70,935 | \$ 70,935 |
| 2 | 20,182 | 19,756 | 90,691 |
| 3 | 13,914 | 14,348 | 105,039 |
| 4 | 8,924 | 10,425 | 115,464 |
| 5 | 3,628 | 6,487 | 121,951 |
| 6 | (1,810) | 2,777 | 124,728 |
| 7 | (7,636) | (851) | 123,877 |
| 8 | (13,206) | (3,660) | 120,217 |
| 9 | (12,942) | (43) | 120,174 |
| 10 | (12,586) | 2,952 | 123,126 |
| 11 | (12,751) | 5,565 | 128,691 |
| 12 | (12,939) | 8,297 | 136,988 |
| 13 | (13,151) | 11,152 | 148,140 |
| 14 | (13,606) | 13,918 | 162,058 |
| 15 | (14,097) | 16,811 | 178,869 |
| 16 | (14,617) | 19,839 | 198,709 |
| 17 | (15,171) | 23,006 | 221,714 |
| 18 | (15,762) | 26,317 | 248,032 |
| 19 | (16,391) | 29,780 | 277,812 |
| 20 | (17,060) | 33,395 | 311,207 |

Source: City's Fiscal Model, Kosmont (2020)

1.5 Summary of Findings - Existing Industrial

This Analysis includes an evaluation of the existing industrial ("Existing Industrial") uses on the Site. Based on the Fiscal Model, the Existing Industrial use on the Property is revenue negative for the City, and projected to be revenue negative in every year of the period evaluated. A summary of estimated net City revenues under the Existing Industrial use follows in Table 2 below; a comparison with estimated revenues generated by the proposed Project is also included for reference. All assumptions can be found in Appendix B: Printouts from Unmodified Fiscal Model for Existing Industrial Use.

Table 2: Summary of Net Fiscal Benefits of Existing Industrial & Proposed Project

| Year | Existing Industrial | | Proposed Project |
|-------------------------|--|------------------------------|------------------------------|
| | Net Fiscal Revenues in Unmodified Fiscal Model | Adjusted Net Fiscal Revenues | Adjusted Net Fiscal Revenues |
| 1 | \$ (183) | \$ (158) | \$ 70,935 |
| 2 | (545) | (519) | 19,756 |
| 3 | (774) | (747) | 14,348 |
| 4 | (960) | (933) | 10,425 |
| 5 | (1,158) | (1,130) | 6,487 |
| 6 | (1,362) | (1,334) | 2,777 |
| 7 | (1,583) | (1,554) | (851) |
| 8 | (1,793) | (1,764) | (3,660) |
| 9 | (1,777) | (1,747) | (43) |
| 10 | (1,759) | (1,729) | 2,952 |
| 11 | (1,759) | (1,728) | 5,565 |
| 12 | (1,759) | (1,727) | 8,297 |
| 13 | (1,761) | (1,729) | 11,152 |
| 14 | (1,771) | (1,738) | 13,918 |
| 15 | (1,783) | (1,749) | 16,811 |
| 16 | (1,796) | (1,762) | 19,839 |
| 17 | (1,810) | (1,775) | 23,006 |
| 18 | (1,826) | (1,790) | 26,317 |
| 19 | (1,844) | (1,808) | 29,780 |
| 20 | (1,863) | (1,826) | 33,395 |
| Cumulative Total | | \$ (29,247) | \$ 311,207 |

Source: City's Fiscal Model, Kosmont (2020)

1.6 Summary of Findings - Expected Industrial

An evaluation of the continued existing industrial uses on the Site but with an adjustment to assessed valuation through a sale of the Site ("Expected Industrial") is also included herein. Absent the proposed Project, given the existing improvements on the Site, and the existing revenues generated therefrom, it is expected that the current market value of the Site, as-is, makes industrial redevelopment on the Site financially infeasible. Thus, absent the proposed Project, the most likely outcome for the Site is continued use of the existing improvements. Based on the City's Fiscal Model, given an increase in taxable assessed valuation through a sale, the Expected Industrial scenario would be moderately revenue positive for the City. A summary of estimated net City revenues under the Expected Industrial use as a result of a step up in assessed

valuation through a sale follows in Table 3 below; a comparison with estimated revenues generated by the proposed Project is also included for reference. All assumptions can be found in Appendix C: Printouts from Unmodified Fiscal Model for Expected Industrial Use.

Table 3: Summary of Net Fiscal Benefits of Expected Industrial & Proposed Project

| Year | Expected Industrial | | Proposed Project |
|-------------------------|--|------------------------------|------------------------------|
| | Net Fiscal Revenues in Unmodified Fiscal Model | Adjusted Net Fiscal Revenues | Adjusted Net Fiscal Revenues |
| 1 | \$ 7,227 | \$ 10,847 | \$ 70,935 |
| 2 | 7,013 | 7,059 | 19,756 |
| 3 | 6,936 | 6,983 | 14,348 |
| 4 | 6,904 | 6,952 | 10,425 |
| 5 | 6,863 | 6,912 | 6,487 |
| 6 | 6,819 | 6,869 | 2,777 |
| 7 | 6,762 | 6,813 | (851) |
| 8 | 6,719 | 6,771 | (3,660) |
| 9 | 6,905 | 6,958 | (43) |
| 10 | 7,097 | 7,151 | 2,952 |
| 11 | 7,274 | 7,329 | 5,565 |
| 12 | 7,454 | 7,510 | 8,297 |
| 13 | 7,636 | 7,693 | 11,152 |
| 14 | 7,814 | 7,872 | 13,918 |
| 15 | 7,994 | 8,054 | 16,811 |
| 16 | 8,177 | 8,238 | 19,839 |
| 17 | 8,362 | 8,424 | 23,006 |
| 18 | 8,549 | 8,612 | 26,317 |
| 19 | 8,739 | 8,804 | 29,780 |
| 20 | 8,931 | 8,997 | 33,395 |
| Cumulative Total | | \$ 154,849 | \$ 311,207 |

The analyses, projections, assumptions, rates of return, and any examples presented herein are for illustrative purposes and are not a guarantee of actual and/or future results. Project pro forma and tax analyses are projections only. Actual results may differ materially from those expressed in this analysis.

2.0 Introduction

2.1 Background & Purpose

Shopoff is currently pursuing entitlements to facilitate the development of a residential community on an approximately 6.9-acre Site in Chula Vista, California. In order to assist the City's evaluation of the proposed Project, the City requested that Shopoff provide a summary of the City's net fiscal impact model that estimates the fiscal impacts of the proposed Project to the City. Shopoff retained Kosmont to prepare this Analysis.

2.2 City's Fiscal Impact Model

The Analysis herein is based on a fiscal impact model developed on behalf of, and for the City by a third party, and is not based Kosmont's own fiscal impact model. The City's Fiscal Model estimates fiscal impacts based on land use (i.e. single family residential, multi-family residential, commercial, industrial, office, hotel), employee count (i.e. commercial, industrial, office, or hotel land uses), dwelling unit count (i.e. single family residential or multi-family residential land uses) and assessed value of the scenario. All other assumptions within the City's Fiscal Model are constrained and not subject to modification. Complete printouts of the City's model for the scenarios evaluated herein are included in the appendices.

2.3 Proposed Project

The proposed Project would redevelop the Site with approximately 141 residential dwelling units ranging in size from approximately 1,175 to 1,950 square feet. Units range from two to four bedrooms and all have two car garages. All units are three stories in height, approximately 50 have rooftop decks, and units are in a total of 18 three, four, five, and six plex row townhome buildings. The development also includes a central community green with BBQ, tot lot, seating, and shade structure amenities. The total assessed value of the Project upon completion and sale to individual homeowners is estimated to initially be approximately \$77 million.

2.4 Existing Industrial

The approximately 6.9-acre Site is currently developed with several buildings totaling approximately 37,000 square feet. The Site is currently utilized for a variety of industrial uses including heavy equipment rentals, shipping container repair and storage, and sandblasting material and equipment suppliers. As of the 2019 tax year the Site and improvements thereon had an assessed value of \$3,946,185, and this value was utilized in the City's Fiscal Model. Finally, for the purposes of evaluation in the City's Fiscal Model, it was assumed that the existing businesses on the Site support 38 employees.

2.5 Expected Industrial

Kosmont evaluated the potential market value of the Site with the existing improvements. Kosmont also evaluated the local industrial real estate market and concluded that redevelopment of the Site with industrial condominiums represents the highest and best use of the Site that conforms with the current zoning for the Site. Kosmont then evaluated the supportable residual land value of the Site for redevelopment with industrial condominiums. Based on this evaluation, it is Kosmont's conclusion the existing improvements yield more value than redevelopment of the Site with industrial condominiums could support. As such, Kosmont expects that absent the proposed Project, the Site would likely sell to an investor or investor / user that would elect to maintain the existing improvements on the Site, and the revenues generated therefrom. Additional discussion follows below.

Economic Value of Site & Existing Improvements

Based on rent roll and profit and loss statements reviewed by Kosmont, the buildings and lot area that comprise the Site are leased to four tenants that generate approximately \$450,000 to \$475,000 in net annual income (EBITDA). CBRE Research's *U.S. Cap Rate Survey* for the Second Half 2019 (Advance Review) for Class C value-add properties (generally the lowest quality and riskiest investment) in the San Diego market provides market capitalization rates of 7.0% to 8.0% for this product type. Given the Site's net annual income, and a 7.0% to 8.0% capitalization rate, the expected value of the Site and improvements, as-is, would range from \$5,625,000 ($\$450,000 / .08$) to \$6,785,714 ($\$475,000 / .07$). Given the Site's existing 37,000 square feet of improvements, this is equal to approximately \$152 to \$183 per square foot of building area. It should be noted that the existing tenants also utilize the surface / lot area of the Site for their operations, and thus likely ascribe value not only to the buildings on the Site, but also the lot area. *Note: If an investor considered the property to be superior to a Class C value-add property, and ascribed a lower capitalization rate, it would serve to increase the value of the Site and existing Improvements.*

Residual Land Value of Site Redeveloped with Industrial Condominiums

A review of recent industrial property sales in the area indicated that highest value per square foot of industrial building area was achieved by industrial condominium product (generally \$200 to \$205 per square foot, please see Appendix D: Recent Industrial Sales Comparables). This product type is reasonably similar in construction cost to other industrial product but has a demonstrated ability to command a premium in sales price versus other industrial product. To evaluate the supportable residual land value for industrial condominiums Kosmont evaluated estimated construction costs, and potential net sales revenues from such product. Details of this evaluation follow in Table 4 below. For reference, this analysis was based on an analogous development located at 3513 – 3523 Main Street in the City.

Table 4: Industrial Condominium Residual Land Value

| Development Cost - Low | | | | |
|--------------------------------------|---------------|---------------|----|-----------------------|
| Site Work | \$ 16.00 /SF | 301,000 SF | | \$ 4,816,000 |
| Vertical Improvements | 80.00 /SF | 120,400 SF | | 9,632,000 |
| Soft Costs | 25% of Total | \$ 19,264,000 | LS | 4,816,000 |
| Total Development Cost - Low | | | | \$ 19,264,000 |
| Development Cost - High | | | | |
| Site Work | \$ 20.00 /SF | 301,000 SF | | \$ 6,020,000 |
| Vertical Improvements | 90.00 /SF | 120,400 SF | | 10,836,000 |
| Soft Costs | 30% of Total | \$ 24,080,000 | LS | 7,224,000 |
| Total Development Cost - High | | | | \$ 24,080,000 |
| Residual Land Value - Low | | | | |
| Revenue (Low) | \$ 200.00 /SF | 120,400 SF | | \$ 24,080,000 |
| Less: Development Cost (High) | 200.00 /SF | 120,400 SF | | (24,080,000) |
| Less: Required Profit (High) | 12% of Sales | \$ 24,080,000 | LS | (2,889,600) |
| Residual Land Value - Low | | | | \$ (2,889,600) |
| Residual Land Value - High | | | | |
| Revenue (High) | \$ 225.00 /SF | 120,400 SF | | \$ 27,090,000 |
| Less: Development Cost (Low) | 160.00 /SF | 120,400 SF | | (19,264,000) |
| Less: Required Profit (Low) | 10% of Sales | \$ 27,090,000 | LS | (2,709,000) |
| Residual Land Value - High | | | | \$ 5,117,000 |

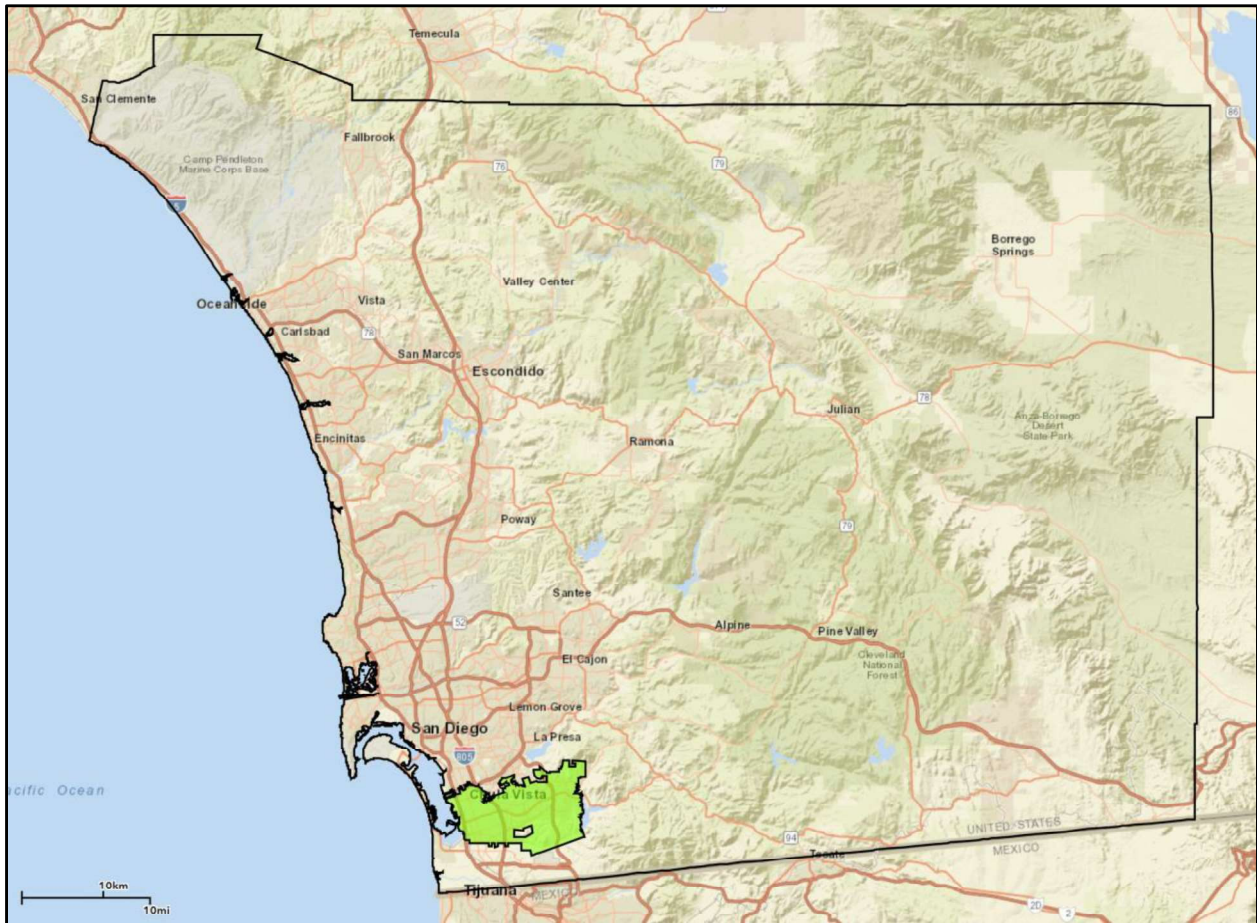
In summary, it was assumed that the 6.91 acre Site could yield an FAR of 0.40, or 120,400 square feet of building area, the estimated cost of construction would range from approximately \$19.3 to \$24.1 million, and support a residual land value of approximately *negative* \$2.9 million to \$5.1 million, with the higher end based on a potentially aggressive sales price of \$225 per square foot. Thus, based on this analysis, redevelopment of the Site is expected to yield a maximum supportable value of approximately \$5.1 million, while the economic value of the Site with the existing improvements, as-is, is estimated to support a value of approximately \$5.6 to \$6.8 million. Based on this analysis it is Kosmont's conclusion that absent the proposed Project, the Site would likely be sold at a value of approximately \$6.5 to \$7.0 million, and the existing uses would continue on the Site for the foreseeable future.

Given these conclusions, in the Expected Industrial scenario Kosmont utilized an assessed value of \$7.0 million, and the same estimated employee count as in the Existing Industrial scenario of 38 employees.

2.6 Project Location

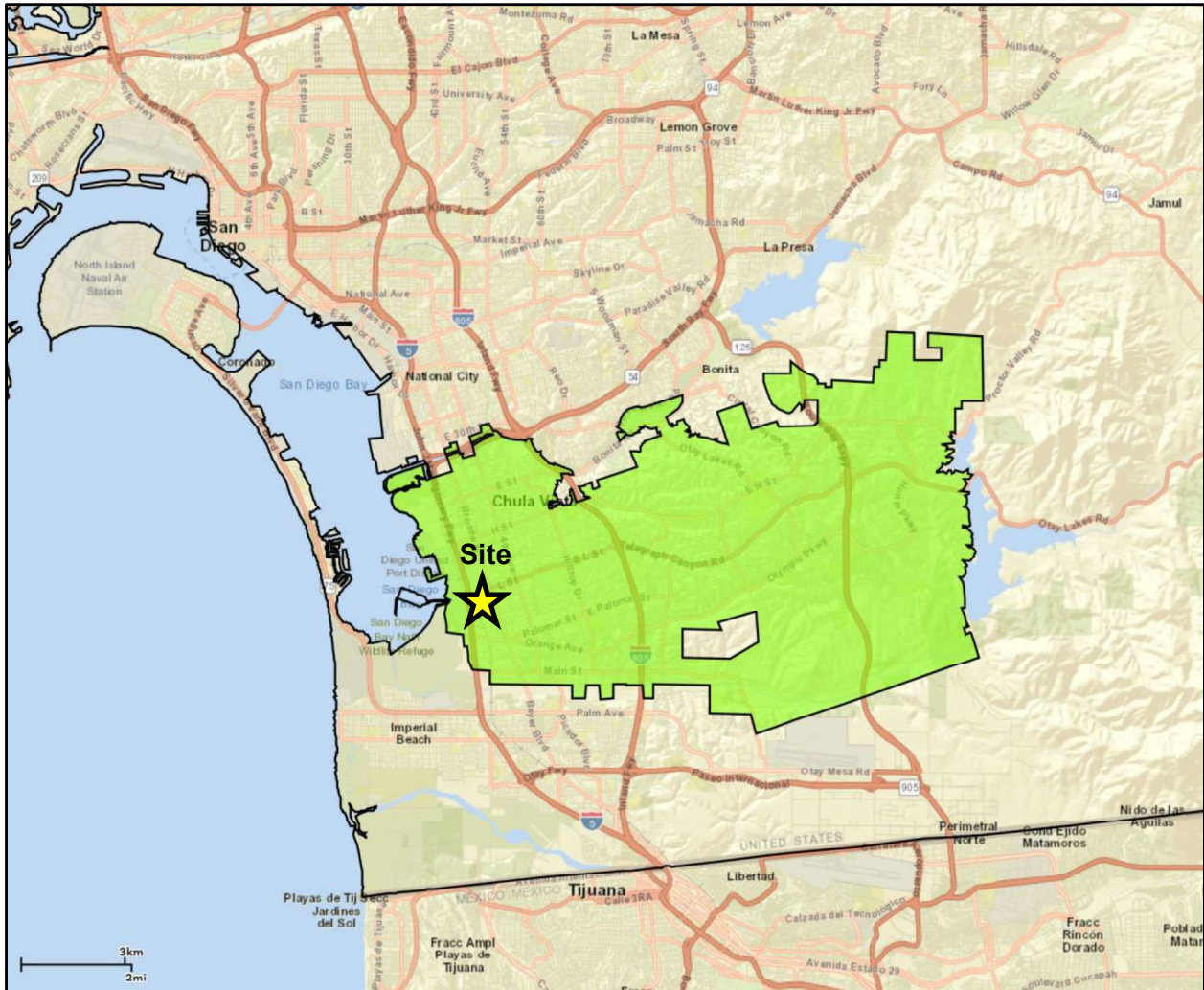
A map illustrating the location of the City within the San Diego County region follows in Figure 1, a map illustrating the location of the Site within the City follows in Figure 2, and an aerial map of the Site and surrounding neighborhood is provided in Figure 3.

Figure 1: Map of San Diego Region & City of Chula Vista



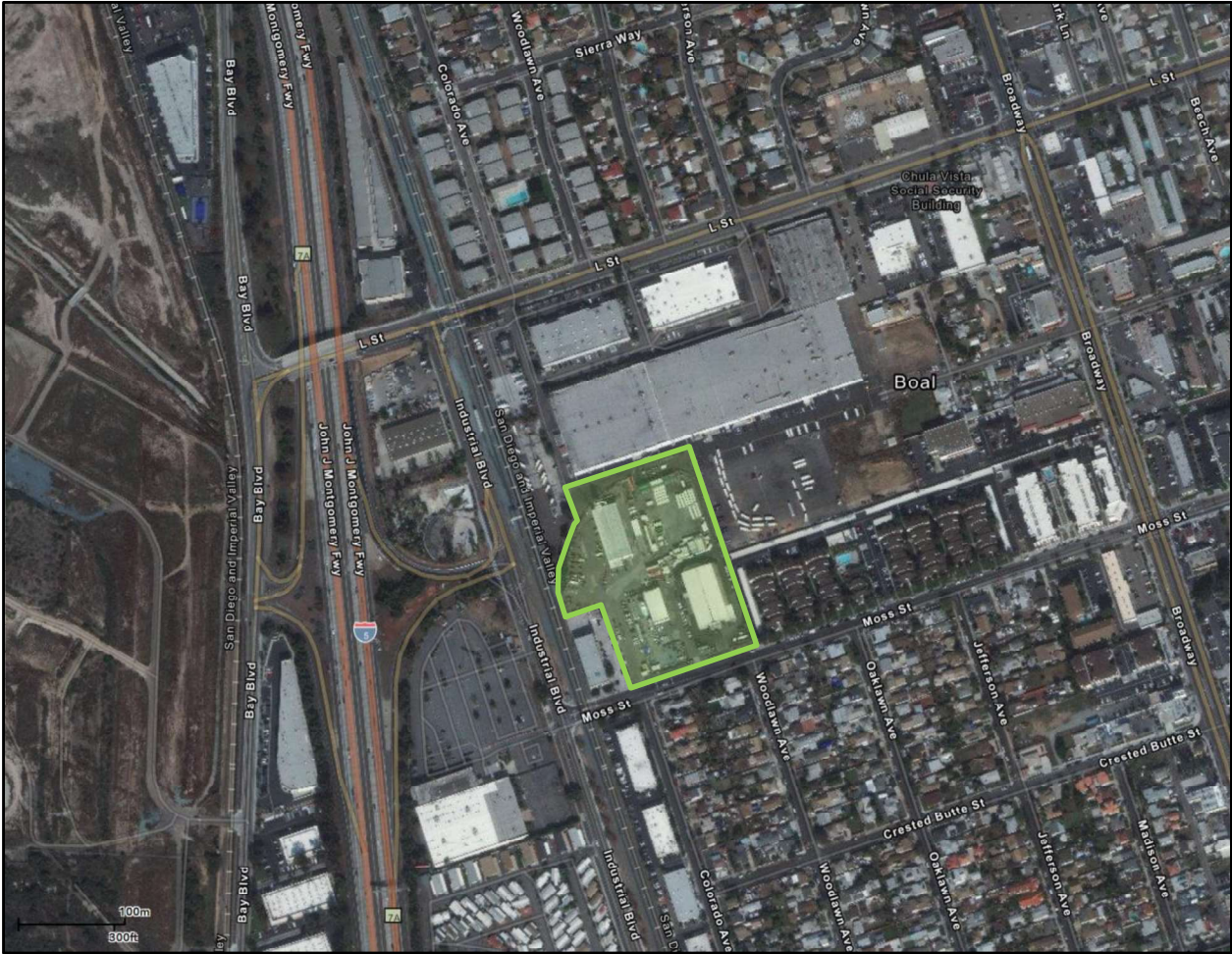
Source: ESRI (2020)

Figure 2: Map of Chula Vista Area & Site



Source: ESRI (2020)

Figure 3: Aerial Site Map



Source: ESRI (2020)

3.0 Adjustments to Fiscal Model

Based on Kosmont's review of the City's Fiscal Model utilized herein, it is Kosmont's conclusion that there are a number of elements of the Fiscal Model that likely understate potential City revenues, and overstate potential City expenditures associated with the proposed Project. Two of these elements - the calculation of property tax revenue and real property transfer tax revenue are addressed herein.

3.1 Property Tax - Growth in Assessed Valuation

The Fiscal Model assumes that property tax growth associated with the Project will be equal to 2.0% per year based on statutory limits pursuant to Proposition 13. However, the Project includes multiple townhomes, each of which will be resold at varying points in time, that will trigger property tax reassessments based on market values at the time of each sale. As a result of this unit turnover, while aggregate assessed value may *lag* market value, property tax revenue growth is expected to generally *track* market value growth.

The duration ("tenure") of the initial buyer holding period serves to drive the *lag* between assessed value and market value (i.e. if the original buyer resells in year six versus year seven), and the rate of turnover (i.e. how many dwelling units are resold in a given year) determines how closely assessed values *track* market values.

Information on typical homeowner tenure from the National Association of Realtors® ("NAR") *2018 Profile of Home Buyers and Sellers* suggests a median tenure of six years for townhome owners. Available information on historic home price growth in San Diego, and Chula Vista markets suggests an average compound annual growth rate in home prices of 3.77% between roughly 1987 and 2019, and 4.96% between roughly 2009 and 2019. *Note: Each growth rate is based on growth from the first peak in the data set to most recent trough in the data set to provide a conservative (low) value on available datasets. Time horizons were based on data available and were not tailored by Kosmont.* Summary illustrations of information reviewed by Kosmont follow in Table 5, Figure 4, and Figure 5 below.

Table 5: NAR Information on Tenure in Previous Home (6 Year Median for Townhomes)

| | ALL TYPES | CABIN/ COTTAGE | DUPLEX/ APARTMENT/ CONDO IN 2-4 UNIT STRUCTURE | APARTMENT/ CONDO IN BUILDING WITH 5 OR MORE UNITS | TOWNHOUSE/ ROW HOUSE | DETACHED SINGLE-FAMILY HOME | MOBILE/ MANUFACTURED HOME | OTHER |
|------------------|-----------|----------------|--|---|----------------------|-----------------------------|---------------------------|-------|
| 1 year or less | 9% | 19% | 13% | 7% | 11% | 8% | 9% | 11% |
| 2 to 3 years | 15% | 16% | 22% | 23% | 19% | 14% | 16% | 9% |
| 4 to 5 years | 12% | 10% | 16% | 8% | 18% | 11% | 14% | 11% |
| 6 to 7 years | 8% | 6% | 8% | 10% | 9% | 8% | 8% | 9% |
| 8 to 10 years | 12% | 6% | 5% | 21% | 13% | 12% | 11% | 9% |
| 11 to 15 years | 17% | 10% | 17% | 11% | 18% | 17% | 23% | 16% |
| 16 to 20 years | 11% | 26% | 8% | 10% | 6% | 11% | 8% | 18% |
| 21 years or more | 16% | 6% | 10% | 9% | 5% | 18% | 12% | 18% |
| Median | 9 | 7 | 5 | 8 | 6 | 10 | 9 | 11 |

Source: Exhibit 6-23 from NAR 2018 Profile of Home Buyers and Sellers

Figure 4: San Diego / Chula Vista Home Prices (1/1987 – 7/2019 - 3.77% Compounded)

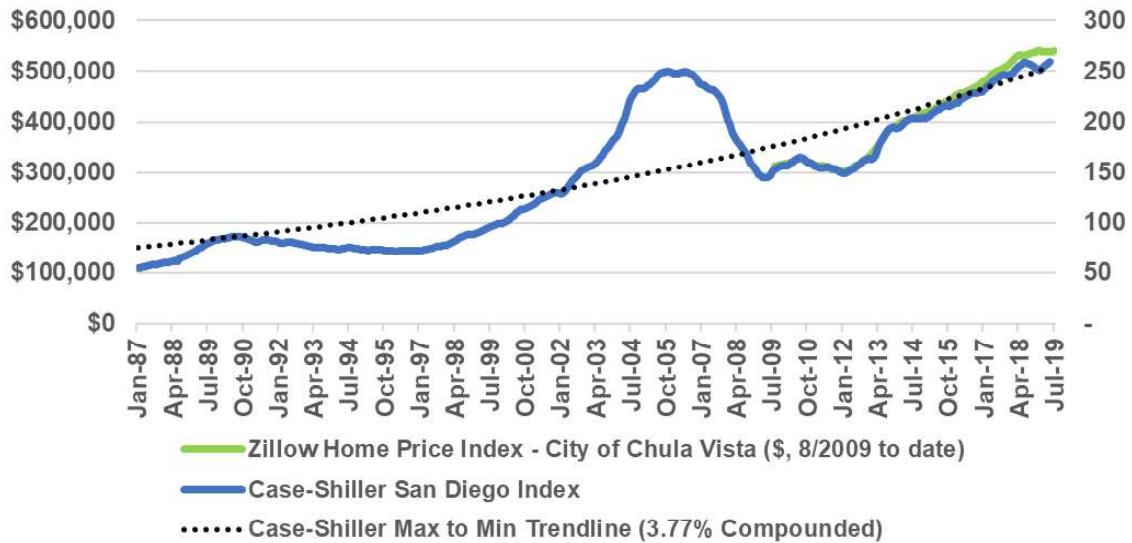
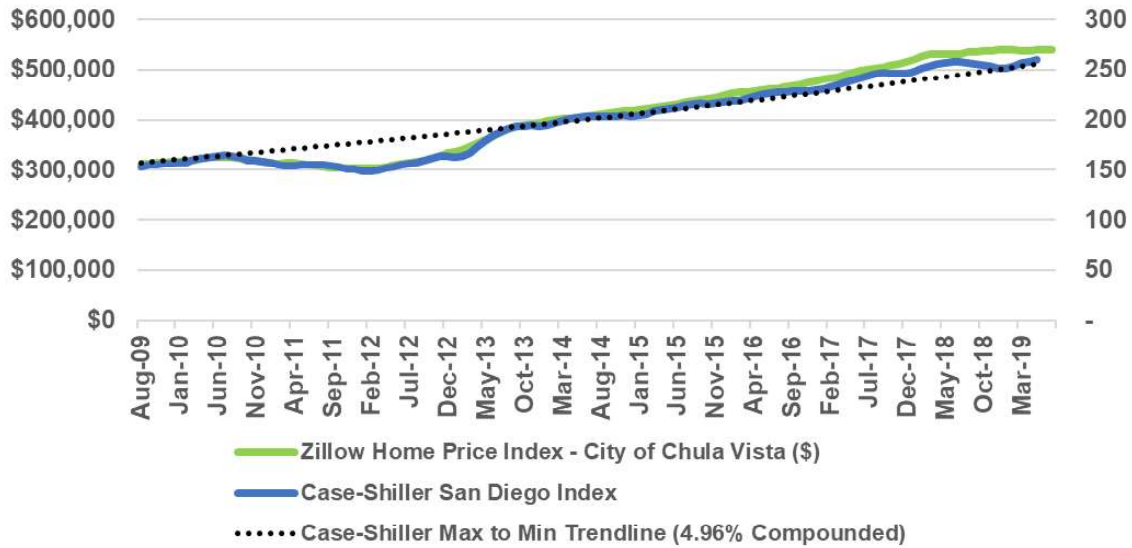


Figure 5: San Diego / Chula Vista Home Prices (8/2009 – 7/2019 - 4.96% Compounded)



Based on information reviewed and summarized above, Kosmont analyzed the potential growth in assessed valuation (“A/V”) and property tax revenue associated with the Project based on an annual average market home price growth rate of 3.50% (versus 3.77% and 4.96% in the charts above), a median tenure of eight years (versus six in the NAR data), and the assumption that it will take eight years for the rate of unit turnover stabilize. The results of this analysis follow in Table 6 below.

Table 6: Assessed Valuation with 3.5% Yr/Yr Growth & 8 Year Turnover Adjustment

| Year | A/V w/o Turnover | Yr/Yr Growth | Market Value | Yr/Yr Growth | Dwelling Unit Turnover | A/V w/ Turnover | Yr/Yr A/V Growth | % of Market |
|------|------------------|--------------|---------------|--------------|------------------------|-----------------|------------------|-------------|
| 1 | \$ 77,035,350 | 0.0% | \$ 77,035,350 | 0.0% | 0.0% | 77,035,350 | 0.00% | 100.0% |
| 2 | 78,576,057 | 2.0% | 79,731,587 | 3.5% | 1.6% | 78,594,112 | 2.02% | 98.6% |
| 3 | 80,147,578 | 2.0% | 82,522,193 | 3.5% | 3.1% | 80,240,201 | 2.09% | 97.2% |
| 4 | 81,750,530 | 2.0% | 85,410,470 | 3.5% | 4.7% | 82,016,565 | 2.21% | 96.0% |
| 5 | 83,385,540 | 2.0% | 88,399,836 | 3.5% | 6.3% | 83,970,290 | 2.38% | 95.0% |
| 6 | 85,053,251 | 2.0% | 91,493,830 | 3.5% | 7.8% | 86,152,866 | 2.60% | 94.2% |
| 7 | 86,754,316 | 2.0% | 94,696,114 | 3.5% | 9.4% | 88,620,467 | 2.86% | 93.6% |
| 8 | 88,489,402 | 2.0% | 98,010,478 | 3.5% | 10.9% | 91,434,244 | 3.18% | 93.3% |
| 9 | 90,259,190 | 2.0% | 101,440,845 | 3.5% | 12.5% | 94,634,442 | 3.50% | 93.3% |
| 10 | 92,064,374 | 2.0% | 104,991,275 | 3.5% | 12.5% | 97,946,648 | 3.50% | 93.3% |
| 11 | 93,905,662 | 2.0% | 108,665,969 | 3.5% | 12.5% | 101,374,780 | 3.50% | 93.3% |
| 12 | 95,783,775 | 2.0% | 112,469,278 | 3.5% | 12.5% | 104,922,897 | 3.50% | 93.3% |
| 13 | 97,699,451 | 2.0% | 116,405,703 | 3.5% | 12.5% | 108,595,199 | 3.50% | 93.3% |
| 14 | 99,653,440 | 2.0% | 120,479,902 | 3.5% | 12.5% | 112,396,031 | 3.50% | 93.3% |
| 15 | 101,646,508 | 2.0% | 124,696,699 | 3.5% | 12.5% | 116,329,892 | 3.50% | 93.3% |
| 16 | 103,679,438 | 2.0% | 129,061,084 | 3.5% | 12.5% | 120,401,438 | 3.50% | 93.3% |
| 17 | 105,753,027 | 2.0% | 133,578,221 | 3.5% | 12.5% | 124,615,488 | 3.50% | 93.3% |
| 18 | 107,868,088 | 2.0% | 138,253,459 | 3.5% | 12.5% | 128,977,031 | 3.50% | 93.3% |
| 19 | 110,025,450 | 2.0% | 143,092,330 | 3.5% | 12.5% | 133,491,227 | 3.50% | 93.3% |
| 20 | 112,225,959 | 2.0% | 148,100,562 | 3.5% | 12.5% | 138,163,420 | 3.50% | 93.3% |

Source: Kosmont (2020)

3.2 Property Tax - Tax Rate

The Fiscal Model assumes that the City receives 16.11% of the base 1.0% property tax rate. Pursuant to discussions with the San Diego County Assessor's Office the City would receive 16.174602% of the base 1.0% for the tax rate area within which the Project resides. The difference yields a marginal increase in property tax revenue to the City (initially approximately \$500 per year, and increasing thereafter). The results of this analysis follow in Table 7 below.

Table 7: Property Tax Rate Adjustment

| <u>Year</u> | <u>A/V w/ Turnover</u> | <u>Property Tax in Fiscal Model (16.11% of 1%)</u> | <u>Adjusted Property Tax (16.17% of 1%)</u> | <u>Difference</u> |
|-------------|----------------------------|--|---|-------------------|
| 1 | \$77,035,350 | \$ 124,104 | \$ 124,602 | \$ 498 |
| 2 | 78,594,112 | 126,615 | 127,123 | 508 |
| 3 | 80,240,201 | 129,267 | 129,785 | 518 |
| 4 | 82,016,565 | 132,129 | 132,659 | 530 |
| 5 | 83,970,290 | 135,276 | 135,819 | 542 |
| 6 | 86,152,866 | 138,792 | 139,349 | 557 |
| 7 | 88,620,467 | 142,768 | 143,340 | 573 |
| 8 | 91,434,244 | 147,301 | 147,891 | 591 |
| 9 | 94,634,442 | 152,456 | 153,067 | 611 |
| 10 | 97,946,648 | 157,792 | 158,425 | 633 |
| 11 | 101,374,780 | 163,315 | 163,970 | 655 |
| 12 | 104,922,897 | 169,031 | 169,709 | 678 |
| 13 | 108,595,199 | 174,947 | 175,648 | 702 |
| 14 | 112,396,031 | 181,070 | 181,796 | 726 |
| 15 | 116,329,892 | 187,407 | 188,159 | 752 |
| 16 | 120,401,438 | 193,967 | 194,745 | 778 |
| 17 | 124,615,488 | 200,756 | 201,561 | 805 |
| 18 | 128,977,031 | 207,782 | 208,615 | 833 |
| 19 | 133,491,227 | 215,054 | 215,917 | 862 |
| 20 | 138,163,420 | 222,581 | 223,474 | 893 |

Source: San Diego County Assessor's Office, Kosmont (2020)

3.3 Real Property Transfer Tax

The Fiscal Model appears to underestimate the amount of revenue the City will receive from real property transfer taxes. Each time Project units are resold the City will receive transfer taxes equal to \$0.55 per \$1,000 in unit value (0.055% or 0.00055). This is in addition to the estimated \$42,000 in transfer tax revenue the City will receive associated with the initial sale of the townhomes. A summary of the estimated transfer tax revenues the City will receive from the Project follows in Table 8 below.

Table 8: Real Property Transfer Tax Adjustment

| Year | Real Property Transfer Tax in Fiscal Model | Yr/Yr Growth | Market Value | Yr/Yr Growth | Dwelling Unit Turnover | Sales Volume | Real Property Transfer Tax | Real Property Transfer Tax Adjustment |
|------|--|--------------|---------------|--------------|------------------------|---------------|----------------------------|---------------------------------------|
| 1 | \$ 1,643 | 0.0% | \$ 77,035,350 | 0.0% | 0.0% | \$ 77,035,350 | \$ 42,369 | \$ 40,726 |
| 2 | 1,648 | 0.3% | 79,731,587 | 3.5% | 1.6% | 1,245,806 | 685 | (962) |
| 3 | 1,652 | 0.3% | 82,522,193 | 3.5% | 3.1% | 2,578,819 | 1,418 | (233) |
| 4 | 1,660 | 0.5% | 85,410,470 | 3.5% | 4.7% | 4,003,616 | 2,202 | 542 |
| 5 | 1,664 | 0.2% | 88,399,836 | 3.5% | 6.3% | 5,524,990 | 3,039 | 1,375 |
| 6 | 1,672 | 0.5% | 91,493,830 | 3.5% | 7.8% | 7,147,955 | 3,931 | 2,259 |
| 7 | 1,677 | 0.2% | 94,696,114 | 3.5% | 9.4% | 8,877,761 | 4,883 | 3,206 |
| 8 | 1,685 | 0.5% | 98,010,478 | 3.5% | 10.9% | 10,719,896 | 5,896 | 4,211 |
| 9 | 1,735 | 3.0% | 101,440,845 | 3.5% | 12.5% | 12,680,106 | 6,974 | 5,239 |
| 10 | 1,789 | 3.1% | 104,991,275 | 3.5% | 12.5% | 13,123,909 | 7,218 | 5,430 |
| 11 | 1,843 | 3.0% | 108,665,969 | 3.5% | 12.5% | 13,583,246 | 7,471 | 5,628 |
| 12 | 1,897 | 2.9% | 112,469,278 | 3.5% | 12.5% | 14,058,660 | 7,732 | 5,836 |
| 13 | 1,955 | 3.1% | 116,405,703 | 3.5% | 12.5% | 14,550,713 | 8,003 | 6,048 |
| 14 | 2,013 | 3.0% | 120,479,902 | 3.5% | 12.5% | 15,059,988 | 8,283 | 6,270 |
| 15 | 2,071 | 2.9% | 124,696,699 | 3.5% | 12.5% | 15,587,087 | 8,573 | 6,502 |
| 16 | 2,133 | 3.0% | 129,061,084 | 3.5% | 12.5% | 16,132,635 | 8,873 | 6,740 |
| 17 | 2,200 | 3.1% | 133,578,221 | 3.5% | 12.5% | 16,697,278 | 9,184 | 6,984 |
| 18 | 2,266 | 3.0% | 138,253,459 | 3.5% | 12.5% | 17,281,682 | 9,505 | 7,239 |
| 19 | 2,332 | 2.9% | 143,092,330 | 3.5% | 12.5% | 17,886,541 | 9,838 | 7,505 |
| 20 | 2,403 | 3.0% | 148,100,562 | 3.5% | 12.5% | 18,512,570 | 10,182 | 7,779 |

Source: City's Fiscal Model, Kosmont (2020)

3.4 Cumulative Adjustments

A summary of the cumulative impact of the adjustments discussed above is provided in Table 9 below.

Table 9: Cumulative Adjustments to Fiscal Model

| Year | Net Fiscal Revenues in Unmodified Fiscal Model | Property Tax Revenue in Unmodified Fiscal Model | Prop Tax Revenue w/ Turnover & Corrected Tax Rate | Property Tax Adjustment | Real Property Transfer Tax Adjustment | Adjusted Net Fiscal Revenues | Cumulative Net Fiscal Revenues |
|------|--|---|---|-------------------------|---------------------------------------|------------------------------|--------------------------------|
| 1 | \$ 29,711 | \$ 124,104 | \$ 124,602 | \$ 498 | \$ 40,726 | \$ 70,935 | \$ 70,935 |
| 2 | 20,182 | 126,586 | 127,123 | 537 | (962) | 19,756 | 90,691 |
| 3 | 13,914 | 129,118 | 129,785 | 667 | (233) | 14,348 | 105,039 |
| 4 | 8,924 | 131,700 | 132,659 | 959 | 542 | 10,425 | 115,464 |
| 5 | 3,628 | 134,334 | 135,819 | 1,485 | 1,375 | 6,487 | 121,951 |
| 6 | (1,810) | 137,021 | 139,349 | 2,328 | 2,259 | 2,777 | 124,728 |
| 7 | (7,636) | 139,761 | 143,340 | 3,579 | 3,206 | (851) | 123,877 |
| 8 | (13,206) | 142,556 | 147,891 | 5,335 | 4,211 | (3,660) | 120,217 |
| 9 | (12,942) | 145,408 | 153,067 | 7,659 | 5,239 | (43) | 120,174 |
| 10 | (12,586) | 148,316 | 158,425 | 10,109 | 5,430 | 2,952 | 123,126 |
| 11 | (12,751) | 151,282 | 163,970 | 12,688 | 5,628 | 5,565 | 128,691 |
| 12 | (12,939) | 154,308 | 169,709 | 15,401 | 5,836 | 8,297 | 136,988 |
| 13 | (13,151) | 157,394 | 175,648 | 18,254 | 6,048 | 11,152 | 148,140 |
| 14 | (13,606) | 160,542 | 181,796 | 21,254 | 6,270 | 13,918 | 162,058 |
| 15 | (14,097) | 163,753 | 188,159 | 24,406 | 6,502 | 16,811 | 178,869 |
| 16 | (14,617) | 167,028 | 194,745 | 27,717 | 6,740 | 19,839 | 198,709 |
| 17 | (15,171) | 170,368 | 201,561 | 31,193 | 6,984 | 23,006 | 221,714 |
| 18 | (15,762) | 173,775 | 208,615 | 34,840 | 7,239 | 26,317 | 248,032 |
| 19 | (16,391) | 177,251 | 215,917 | 38,666 | 7,505 | 29,780 | 277,812 |
| 20 | (17,060) | 180,798 | 223,474 | 42,676 | 7,779 | 33,395 | 311,207 |

Source: City's Fiscal Model, San Diego County Assessor's Office, Kosmont (2020)

3.5 Additional Adjustments

As previously introduced, there are additional elements of the Fiscal Model that are expected to warrant modification. These additional adjustments are not addressed herein as Kosmont's access to underlying calculations within the Fiscal Model was restricted, and Kosmont could only evaluate outputs from the Fiscal Model. Kosmont's conclusion that modification is likely warranted is based on potentially incongruous outputs from the Fiscal Model. Given access to the underlying calculations utilized in the Fiscal Model, Kosmont could provide additional analysis and commentary.

4.0 Fiscal and Economic Impacts

4.1 Summary of Findings - Proposed Project

Based on the unmodified Fiscal Model, the Project is estimated to generate between approximately (\$17,000) to \$30,000 per year in net City municipal revenues during the first 20 years of Project operation. Based on the Fiscal Model with minor adjustments discussed herein, the Project is estimated to generate between approximately (\$4,000) to \$71,000 per year in net City municipal revenues in the first 20 years of Project operation, generating a cumulative net total of approximately \$300,000 over the same period. Additional details follow in Table 10 below. Printouts of the City's Fiscal model showing additional details of the unmodified Fiscal Model are included in Appendix A.

Table 10: Summary of Net Fiscal Benefits of Proposed Project

| <u>Year</u> | <u>Net Fiscal Revenues in Unmodified Fiscal Model</u> | <u>Adjusted Net Fiscal Revenues</u> | <u>Cumulative Net Fiscal Revenues</u> |
|-------------|---|-------------------------------------|---------------------------------------|
| 1 | \$ 29,711 | \$ 70,935 | \$ 70,935 |
| 2 | 20,182 | 19,756 | 90,691 |
| 3 | 13,914 | 14,348 | 105,039 |
| 4 | 8,924 | 10,425 | 115,464 |
| 5 | 3,628 | 6,487 | 121,951 |
| 6 | (1,810) | 2,777 | 124,728 |
| 7 | (7,636) | (851) | 123,877 |
| 8 | (13,206) | (3,660) | 120,217 |
| 9 | (12,942) | (43) | 120,174 |
| 10 | (12,586) | 2,952 | 123,126 |
| 11 | (12,751) | 5,565 | 128,691 |
| 12 | (12,939) | 8,297 | 136,988 |
| 13 | (13,151) | 11,152 | 148,140 |
| 14 | (13,606) | 13,918 | 162,058 |
| 15 | (14,097) | 16,811 | 178,869 |
| 16 | (14,617) | 19,839 | 198,709 |
| 17 | (15,171) | 23,006 | 221,714 |
| 18 | (15,762) | 26,317 | 248,032 |
| 19 | (16,391) | 29,780 | 277,812 |
| 20 | (17,060) | 33,395 | 311,207 |

Source: City's Fiscal Model, Kosmont (2020)

4.2 Summary of Findings - Existing Industrial

Based on the Fiscal Model, the Existing Industrial use on the Property is revenue negative for the City, and projected to be revenue negative in every year of the period evaluated. A summary of estimated net City revenues under the Existing Industrial use follows in Table 11 below. A comparison with estimated revenues generated by the proposed Project is also included for reference. Printouts of the City's Fiscal model showing additional details and underlying assumptions in the unmodified Fiscal Model are included in Appendix B.

Table 11: Summary of Net Fiscal Benefits of Existing Industrial & Proposed Project

| Year | Existing Industrial | | Proposed Project |
|-------------------------|--|------------------------------|------------------------------|
| | Net Fiscal Revenues in Unmodified Fiscal Model | Adjusted Net Fiscal Revenues | Adjusted Net Fiscal Revenues |
| 1 | \$ (183) | \$ (158) | \$ 70,935 |
| 2 | (545) | (519) | 19,756 |
| 3 | (774) | (747) | 14,348 |
| 4 | (960) | (933) | 10,425 |
| 5 | (1,158) | (1,130) | 6,487 |
| 6 | (1,362) | (1,334) | 2,777 |
| 7 | (1,583) | (1,554) | (851) |
| 8 | (1,793) | (1,764) | (3,660) |
| 9 | (1,777) | (1,747) | (43) |
| 10 | (1,759) | (1,729) | 2,952 |
| 11 | (1,759) | (1,728) | 5,565 |
| 12 | (1,759) | (1,727) | 8,297 |
| 13 | (1,761) | (1,729) | 11,152 |
| 14 | (1,771) | (1,738) | 13,918 |
| 15 | (1,783) | (1,749) | 16,811 |
| 16 | (1,796) | (1,762) | 19,839 |
| 17 | (1,810) | (1,775) | 23,006 |
| 18 | (1,826) | (1,790) | 26,317 |
| 19 | (1,844) | (1,808) | 29,780 |
| 20 | (1,863) | (1,826) | 33,395 |
| Cumulative Total | | \$ (29,247) | \$ 311,207 |

Source: City's Fiscal Model, Kosmont (2020)

Note: The only adjustment to the Fiscal Model for the Existing Industrial use is the increase in the property tax rate (from 16.11% to approximately 16.17% of 1% of assessed valuation). The other two adjustments (property turnover, and real property transfer tax) are not considered applicable to Existing Industrial use.

4.3 Summary of Findings - Expected Industrial

Based on the Fiscal Model, the Expected Industrial scenario is projected to generate net revenues of approximately \$155,000 over the initial twenty years subsequent to a sale of the Site. A summary of estimated net City revenues under the Expected Industrial scenario follows in Table 12 below. A comparison with estimated revenues generated by the proposed Project is also included for reference. Printouts of the City’s Fiscal model showing additional details and underlying assumptions in the unmodified Fiscal Model are included in Appendix C.

Table 12: Summary of Net Fiscal Benefits of Expected Industrial & Proposed Project

| Year | Expected Industrial | | Proposed Project |
|-------------------------|--|------------------------------|------------------------------|
| | Net Fiscal Revenues in Unmodified Fiscal Model | Adjusted Net Fiscal Revenues | Adjusted Net Fiscal Revenues |
| 1 | \$ 7,227 | \$ 10,847 | \$ 70,935 |
| 2 | 7,013 | 7,059 | 19,756 |
| 3 | 6,936 | 6,983 | 14,348 |
| 4 | 6,904 | 6,952 | 10,425 |
| 5 | 6,863 | 6,912 | 6,487 |
| 6 | 6,819 | 6,869 | 2,777 |
| 7 | 6,762 | 6,813 | (851) |
| 8 | 6,719 | 6,771 | (3,660) |
| 9 | 6,905 | 6,958 | (43) |
| 10 | 7,097 | 7,151 | 2,952 |
| 11 | 7,274 | 7,329 | 5,565 |
| 12 | 7,454 | 7,510 | 8,297 |
| 13 | 7,636 | 7,693 | 11,152 |
| 14 | 7,814 | 7,872 | 13,918 |
| 15 | 7,994 | 8,054 | 16,811 |
| 16 | 8,177 | 8,238 | 19,839 |
| 17 | 8,362 | 8,424 | 23,006 |
| 18 | 8,549 | 8,612 | 26,317 |
| 19 | 8,739 | 8,804 | 29,780 |
| 20 | 8,931 | 8,997 | 33,395 |
| Cumulative Total | | \$ 154,849 | \$ 311,207 |

Source: City’s Fiscal Model, Kosmont (2020)

Note: The only adjustments to the Fiscal Model for the Expected Industrial use are the increase in the property tax rate (from 16.11% to approximately 16.17% of 1% of assessed valuation), and the inclusion of real property transfer tax in year 1. Property turnover is not considered applicable to Expected Industrial scenario.

5.0 Appendices

Appendix A

Printouts from Unmodified Fiscal Model for Proposed Project



Instructional Guide

- 1 The spreadsheet is ready to accept unit counts and valuation of project costs.
- 2 TABS: COMPLETE SHADED AREAS AS INSTRUCTED ON EACH TAB
 - 2a TAB: Property Tax Analysis
Enter unit counts in yellow highlighted cells
Single Family Residential
Multi-Family Residential
Commercial
Industrial
Office
Hotel
 - 2b Input a Constructed Assessed Value
 - 2c Input on Percentage Complete row for each section - a factor of how much of
 - 2d TAB: Sales Tax Analysis - Input Square Footage and Rates on Sheet
 - 2e TAB: Expenditure - Police & Fire
Input Acres by Land Use In Shaded Areas
 - 2f TAB: Police & Fire Costs - Dev - No input; shows costs and phase in of Fire Station/S
 - 2g TAB: Police & Fire Detal Calcs (call volume by Land Use)
 - 2h TAB: Master Plan Services
 - 2i TAB: Maintenance Service Costs
Input Lane Miles and Park Acres
- 3 TAB: Maintenance Service Costs - PS
 - 3a Input the service count components listed (as applicable)
- 4 TAB: Analysis - Model FY
 - 4a This table links to other input tables and calculates the fiscal impact on
 - 4b If the project has a hotel, the room counts per hotel need to be input to
 - 4c Also, an absorption % impact factor needs to be entered on realizing the
- 5 TAB: Population Factor - Prepopulated
TAB: EXH 1 - Revenue Per Capita (Data supporting Fiscal Impact - Locked)
TAB: EXH 2 - Expenditures Per Capita (Data supporting Fiscal Impact - Locked)
TAB: SUMMARY-EXP (Reconciles Published Budget to Base for Fiscal Model)
- 6 Print each Tab when done



| Year | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Single Family Residential | - | - | - | - | - | - | - | - | - |
| Multi-Family Residential | 395 | 395 | 395 | 395 | 395 | 395 | 395 | 395 | 395 |
| Subtotal (Per Capita) | 395 | 395 | 395 | 395 | 395 | 395 | 395 | 395 | 395 |
| Employment Population | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 |
| Totals | 415 | 415 | 415 | 415 | 415 | 415 | 415 | 415 | 415 |
| Number of Homes | | | | | | | | | |
| Single Family Residential | - | - | - | - | - | - | - | - | - |
| Multi-Family Residential | 141 | 141 | 141 | 141 | 141 | 141 | 141 | 141 | 141 |
| Totals | 141 | 141 | 141 | 141 | 141 | 141 | 141 | 141 | 141 |
| Transient Occupancy Tax (Project Specific) | | | | | | | | | |
| Hotel 1 - # rooms | - | - | - | - | - | - | - | - | - |
| Hotel 2 - # rooms | - | - | - | - | - | - | - | - | - |
| Totals | - | - | - | - | - | - | - | - | - |
| Average Hotel Daily Rate - San Diego County Average* | \$ 154.87 | \$ 157.19 | \$ 159.55 | \$ 161.94 | \$ 164.37 | \$ 166.84 | \$ 169.34 | \$ 171.88 | \$ 174.46 |
| Average Hotel Daily Rate - Developer Assigned* | \$ 142.10 | \$ 144.23 | \$ 146.39 | \$ 148.59 | \$ 150.82 | \$ 153.08 | \$ 155.38 | \$ 157.71 | \$ 160.07 |
| Average Hotel Occupancy* | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% |
| Developer Provided Hotel Occupancy* | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Transient Occupancy Tax Rate (per room night) | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% |
| Absorption Rate | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

| Year | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 11 |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| General Fund Revenues | | | | | | | | | |
| Tax Revenues | | | | | | | | | |
| Property Tax | \$ 124,104 | \$ 126,586 | \$ 129,118 | \$ 131,700 | \$ 134,334 | \$ 137,021 | \$ 139,761 | \$ 142,556 | \$ 145,408 |
| Sales and Use Tax | 49,561 | 47,880 | 47,739 | 47,628 | 47,469 | 47,315 | 47,166 | 47,022 | 48,432 |
| Transient Occupancy Tax | 6,093 | 5,870 | 5,881 | 5,905 | 5,929 | 5,951 | 5,973 | 6,007 | 6,187 |
| Motor Vehicle In-Lieu of VLF | 59,600 | 60,856 | 62,137 | 63,445 | 64,778 | 66,138 | 67,525 | 68,940 | 70,383 |
| Franchise Fees | 17,065 | 17,211 | 17,387 | 17,556 | 17,721 | 17,893 | 18,047 | 18,209 | 18,755 |
| Other Taxes | 15,750 | 15,489 | 15,454 | 15,436 | 15,418 | 15,401 | 15,386 | 15,334 | 15,794 |
| <i>Subtotal Tax Revenues</i> | <i>272,172</i> | <i>273,891</i> | <i>277,716</i> | <i>281,670</i> | <i>285,649</i> | <i>289,720</i> | <i>293,859</i> | <i>298,068</i> | <i>304,960</i> |
| Other Revenues | 16,698 | 17,396 | 17,580 | 17,765 | 17,950 | 18,136 | 18,271 | 18,433 | 18,986 |
| Licenses and Permits | 2,254 | 2,260 | 2,267 | 2,275 | 2,284 | 2,293 | 2,302 | 2,312 | 2,382 |
| Fines, forfeitures, penalties | 1,772 | 1,777 | 1,783 | 1,789 | 1,796 | 1,803 | 1,810 | 1,818 | 1,873 |
| Use of Money & Property | 4,286 | 4,298 | 4,312 | 4,326 | 4,342 | 4,360 | 4,378 | 4,397 | 4,529 |
| Charges for Services | - | - | - | - | - | - | - | - | - |
| Intergovernmental | 3,054 | 3,062 | 3,072 | 3,083 | 3,094 | 3,106 | 3,119 | 3,133 | 3,227 |
| <i>Subtotal Other Revenues</i> | <i>28,063</i> | <i>28,793</i> | <i>29,014</i> | <i>29,238</i> | <i>29,466</i> | <i>29,697</i> | <i>29,881</i> | <i>30,095</i> | <i>30,997</i> |
| Total General Fund Revenues | \$ 300,235 | \$ 302,685 | \$ 306,730 | \$ 310,909 | \$ 315,115 | \$ 319,417 | \$ 323,740 | \$ 328,163 | \$ 335,957 |

| | | | | | | | | | | |
|--|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| General Fund Expenditures | | | | | | | | | | |
| General Government | Per Capita | \$ 3,809 | \$ 3,857 | \$ 3,907 | \$ 3,959 | \$ 4,013 | \$ 4,068 | \$ 4,125 | \$ 4,184 | \$ 4,245 |
| Community Development (20%) | Per Capita | 897 | 908 | 920 | 932 | 945 | 958 | 972 | 986 | 1,000 |
| Public Works/Engineering | Per Capita | 1,367 | 1,413 | 1,427 | 1,441 | 1,453 | 1,466 | 1,481 | 1,492 | 1,506 |
| | PC/EMP Base | | | | | | | | | |
| Drainage Management System | \$ 26.50 | 10,646 | 10,646 | 10,646 | 10,646 | 10,646 | 10,646 | 10,646 | 10,646 | 10,646 |
| Building Management System | 4.10 | 1,645 | 1,645 | 1,645 | 1,645 | 1,645 | 1,645 | 1,645 | 1,645 | 1,645 |
| Parks Management System | 15.68 | 6,297 | 6,297 | 6,297 | 6,297 | 6,297 | 6,297 | 6,297 | 6,297 | 6,297 |
| Open Space Management System | 6.72 | 2,699 | 2,699 | 2,699 | 2,699 | 2,699 | 2,699 | 2,699 | 2,699 | 2,699 |
| Fleet Management System | 3.73 | 1,499 | 1,499 | 1,499 | 1,499 | 1,499 | 1,499 | 1,499 | 1,499 | 1,499 |
| Pavement Annual (PMP) | 14.18 | 5,698 | 5,698 | 5,698 | 5,698 | 5,698 | 5,698 | 5,698 | 5,698 | 5,698 |
| General Govt Management System | 0.65 | 262 | 262 | 262 | 262 | 262 | 262 | 262 | 262 | 262 |
| Urban Forestry Management System | 6.72 | 2,699 | 2,699 | 2,699 | 2,699 | 2,699 | 2,699 | 2,699 | 2,699 | 2,699 |
| | \$ 78.28 | 31,445 | 31,445 | 31,445 | 31,445 | 31,445 | 31,445 | 31,445 | 31,445 | 31,445 |
| Community Services | Per Capita | 10,835 | 10,973 | 11,115 | 11,263 | 11,415 | 11,573 | 11,735 | 11,903 | 12,076 |
| Public Safety: | | | | | | | | | | |
| Police Services | Project Specific | 148,546 | 157,153 | 163,760 | 170,538 | 177,614 | 184,897 | 192,536 | 200,130 | 205,134 |
| Fire Services | Project Specific | 69,594 | 72,671 | 76,106 | 78,216 | 80,356 | 82,513 | 84,716 | 86,800 | 89,001 |
| Animal Control Services | Per Capita | 4,031 | 4,082 | 4,135 | 4,190 | 4,247 | 4,305 | 4,366 | 4,428 | 4,492 |
| <i>Total Public Safety</i> | | <i>222,171</i> | <i>233,906</i> | <i>244,001</i> | <i>252,944</i> | <i>262,216</i> | <i>271,716</i> | <i>281,618</i> | <i>291,359</i> | <i>298,627</i> |
| Total General Fund Expenditures | | \$ 270,524 | \$ 282,502 | \$ 292,816 | \$ 301,985 | \$ 311,487 | \$ 321,226 | \$ 331,376 | \$ 341,369 | \$ 348,899 |

| | | | | | | | | | |
|---|-----------------|-----------------|-----------------|----------------|----------------|------------------|------------------|-------------------|-------------------|
| Projected Net Revenues/(Shortfall) | \$29,711 | \$20,182 | \$13,914 | \$8,924 | \$3,628 | (\$1,810) | (\$7,636) | (\$13,206) | (\$12,942) |
|---|-----------------|-----------------|-----------------|----------------|----------------|------------------|------------------|-------------------|-------------------|



| Year | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Population | - | - | - | - | - | - | - | - | - |
| Single Family Residential | - | - | - | - | - | - | - | - | - |
| Multi-Family Residential | 395 | 395 | 395 | 395 | 395 | 395 | 395 | 395 | 395 |
| Subtotal (Per Capita) | 395 | 395 | 395 | 395 | 395 | 395 | 395 | 395 | 395 |
| Employment Population | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 |
| Totals | 415 | 415 | 415 | 415 | 415 | 415 | 415 | 415 | 415 |
| Number of Homes | | | | | | | | | |
| Single Family Residential | - | - | - | - | - | - | - | - | - |
| Multi-Family Residential | 141 | 141 | 141 | 141 | 141 | 141 | 141 | 141 | 141 |
| Totals | 141 | 141 | 141 | 141 | 141 | 141 | 141 | 141 | 141 |
| Transient Occupancy Tax (Project Specific) | | | | | | | | | |
| Hotel 1 - # rooms | - | - | - | - | - | - | - | - | - |
| Hotel 2 - # rooms | - | - | - | - | - | - | - | - | - |
| Totals | - | - | - | - | - | - | - | - | - |
| Average Hotel Daily Rate - San Diego County Average* | \$ 177.08 | \$ 179.73 | \$ 182.43 | \$ 185.17 | \$ 187.94 | \$ 190.76 | \$ 193.62 | \$ 196.53 | \$ 199.48 |
| Average Hotel Daily Rate - Developer Assigned* | \$ 162.48 | \$ 164.91 | \$ 167.39 | \$ 169.90 | \$ 172.45 | \$ 175.03 | \$ 177.66 | \$ 180.32 | \$ 183.03 |
| Average Hotel Occupancy* | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% |
| Developer Provided Hotel Occupancy* | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Transient Occupancy Tax Rate (per room night) | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% |
| Absorption Rate | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

| Year | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| General Fund Revenues | | | | | | | | | |
| Tax Revenues | | | | | | | | | |
| Property Tax | \$ 148,316 | \$ 151,282 | \$ 154,308 | \$ 157,394 | \$ 160,542 | \$ 163,753 | \$ 167,028 | \$ 170,368 | \$ 173,775 |
| Sales and Use Tax | 49,885 | 51,382 | 52,923 | 54,511 | 56,146 | 57,831 | 59,566 | 61,352 | 63,193 |
| Transient Occupancy Tax | 6,373 | 6,564 | 6,761 | 6,964 | 7,173 | 7,388 | 7,610 | 7,838 | 8,073 |
| Motor Vehicle In-Lieu of VLF | 71,855 | 73,356 | 74,888 | 76,450 | 78,043 | 79,669 | 81,326 | 83,017 | 84,742 |
| Franchise Fees | 19,318 | 19,898 | 20,495 | 21,109 | 21,743 | 22,395 | 23,067 | 23,759 | 24,472 |
| Other Taxes | 16,268 | 16,756 | 17,259 | 17,777 | 18,310 | 18,859 | 19,425 | 20,008 | 20,608 |
| <i>Subtotal Tax Revenues</i> | <i>312,015</i> | <i>319,238</i> | <i>326,633</i> | <i>334,205</i> | <i>341,957</i> | <i>349,894</i> | <i>358,021</i> | <i>366,342</i> | <i>374,863</i> |
| Other Revenues | 19,556 | 20,142 | 20,747 | 21,369 | 22,010 | 22,670 | 23,351 | 24,051 | 24,773 |
| Licenses and Permits | 2,453 | 2,527 | 2,603 | 2,681 | 2,761 | 2,844 | 2,929 | 3,017 | 3,108 |
| Fines, forfeitures, penalties | 1,929 | 1,987 | 2,046 | 2,108 | 2,171 | 2,236 | 2,303 | 2,372 | 2,444 |
| Use of Money & Property | 4,665 | 4,805 | 4,949 | 5,098 | 5,251 | 5,408 | 5,570 | 5,738 | 5,910 |
| Charges for Services | - | - | - | - | - | - | - | - | - |
| Intergovernmental | 3,324 | 3,424 | 3,527 | 3,632 | 3,741 | 3,854 | 3,969 | 4,088 | 4,211 |
| <i>Subtotal Other Revenues</i> | <i>31,927</i> | <i>32,885</i> | <i>33,872</i> | <i>34,888</i> | <i>35,935</i> | <i>37,013</i> | <i>38,123</i> | <i>39,267</i> | <i>40,445</i> |
| Total General Fund Revenues | \$ 343,942 | \$ 352,123 | \$ 360,505 | \$ 369,093 | \$ 377,891 | \$ 386,907 | \$ 396,144 | \$ 405,609 | \$ 415,308 |

| | | | | | | | | | | |
|--|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| General Fund Expenditures | | | | | | | | | | |
| General Government | Per Capita | \$ 4,308 | \$ 4,372 | \$ 4,439 | \$ 4,507 | \$ 4,617 | \$ 4,731 | \$ 4,847 | \$ 4,967 | \$ 5,091 |
| Community Development (20%) | Per Capita | 1,015 | 1,030 | 1,045 | 1,062 | 1,087 | 1,114 | 1,142 | 1,170 | 1,199 |
| Public Works/Engineering | Per Capita | 1,518 | 1,541 | 1,564 | 1,588 | 1,627 | 1,667 | 1,708 | 1,750 | 1,794 |
| | PC/EMP Base | | | | | | | | | |
| Drainage Management System | \$ 26.50 | 10,646 | 10,646 | 10,646 | 10,646 | 10,646 | 10,646 | 10,646 | 10,646 | 10,646 |
| Building Management System | 4.10 | 1,645 | 1,645 | 1,645 | 1,645 | 1,645 | 1,645 | 1,645 | 1,645 | 1,645 |
| Parks Management System | 15.68 | 6,297 | 6,297 | 6,297 | 6,297 | 6,297 | 6,297 | 6,297 | 6,297 | 6,297 |
| Open Space Management System | 6.72 | 2,699 | 2,699 | 2,699 | 2,699 | 2,699 | 2,699 | 2,699 | 2,699 | 2,699 |
| Fleet Management System | 3.73 | 1,499 | 1,499 | 1,499 | 1,499 | 1,499 | 1,499 | 1,499 | 1,499 | 1,499 |
| Pavement Annual (PMP) | 14.18 | 5,698 | 5,698 | 5,698 | 5,698 | 5,698 | 5,698 | 5,698 | 5,698 | 5,698 |
| General Govt Management System | 0.65 | 262 | 262 | 262 | 262 | 262 | 262 | 262 | 262 | 262 |
| Urban Forestry Management System | 6.72 | 2,699 | 2,699 | 2,699 | 2,699 | 2,699 | 2,699 | 2,699 | 2,699 | 2,699 |
| | \$ 78.28 | 31,445 | 31,445 | 31,445 | 31,445 | 31,445 | 31,445 | 31,445 | 31,445 | 31,445 |
| Community Services | Per Capita | 12,254 | 12,438 | 12,627 | 12,822 | 13,135 | 13,459 | 13,790 | 14,131 | 14,482 |
| Public Safety: | | | | | | | | | | |
| Police Services | Project Specific | 210,262 | 215,518 | 220,906 | 226,429 | 232,090 | 237,892 | 243,839 | 249,935 | 256,184 |
| Fire Services | Project Specific | 91,167 | 93,902 | 96,720 | 99,621 | 102,610 | 105,688 | 108,859 | 112,124 | 115,488 |
| Animal Control Services | Per Capita | 4,559 | 4,627 | 4,697 | 4,770 | 4,886 | 5,007 | 5,130 | 5,257 | 5,387 |
| <i>Total Public Safety</i> | | <i>305,988</i> | <i>314,048</i> | <i>322,323</i> | <i>330,820</i> | <i>339,586</i> | <i>348,587</i> | <i>357,828</i> | <i>367,316</i> | <i>377,059</i> |
| Total General Fund Expenditures | | \$ 356,528 | \$ 364,874 | \$ 373,444 | \$ 382,244 | \$ 391,497 | \$ 401,004 | \$ 410,761 | \$ 420,780 | \$ 431,070 |

| | | | | | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Projected Net Revenues/(Shortfall) | (\$12,586) | (\$12,751) | (\$12,939) | (\$13,151) | (\$13,606) | (\$14,097) | (\$14,617) | (\$15,171) | (\$15,762) |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|



| | Year | |
|---------------------------|------------|------------|
| | 19 | 20 |
| Single Family Residential | - | - |
| Multi-Family Residential | 395 | 395 |
| Subtotal (Per Capita) | 395 | 395 |
| Employment Population | 20 | 20 |
| Totals | 415 | 415 |

Number of Homes

| | | |
|---------------------------|------------|------------|
| Single Family Residential | - | - |
| Multi-Family Residential | 141 | 141 |
| Totals | 141 | 141 |

Transient Occupancy Tax (Project Specific)

| | | |
|-------------------|----------|----------|
| Hotel 1 - # rooms | - | - |
| Hotel 2 - # rooms | - | - |
| Totals | - | - |

| | | |
|--|-----------|-----------|
| Average Hotel Daily Rate - San Diego County Average* | \$ 202.47 | \$ 205.50 |
| Average Hotel Daily Rate - Developer Assigned* | \$ 185.77 | \$ 188.56 |
| Average Hotel Occupancy* | 77.1% | 77.1% |
| Developer Provided Hotel Occupancy* | 0.0% | 0.0% |
| Transient Occupancy Tax Rate (per room night) | 10% | 10% |
| Absorption Rate | 0% | 0% |

| | Year | |
|--|------|----|
| | 21 | 22 |

General Fund Revenues

Tax Revenues

| | | | |
|------------------------------------|------------------|-------------------|-------------------|
| Property Tax | AV | \$ 177,251 | \$ 180,796 |
| Sales and Use Tax | Per Capita | 65,089 | 67,041 |
| Transient Occupancy Tax | Per Capita | 8,315 | 8,565 |
| Motor Vehicle In-Lieu of VLF | Project Specific | 86,501 | 88,295 |
| Franchise Fees | Per Capita | 25,206 | 25,962 |
| Other Taxes | Per Capita | 21,226 | 21,863 |
| <i>Subtotal Tax Revenues</i> | | <u>383,588</u> | <u>392,523</u> |
| Other Revenues | Per Capita | 25,516 | 26,281 |
| Licenses and Permits | Per Capita | 3,201 | 3,297 |
| Fines, forfeitures, penalties | Per Capita | 2,517 | 2,592 |
| Use of Money & Property | Per Capita | 6,087 | 6,270 |
| Charges for Services | No Forecast | - | - |
| Intergovernmental | Per Capita | 4,337 | 4,467 |
| <i>Subtotal Other Revenues</i> | | <u>41,658</u> | <u>42,908</u> |
| Total General Fund Revenues | | \$ 425,246 | \$ 435,430 |

General Fund Expenditures

| | | | |
|--|--------------------|-------------------|-------------------|
| General Government | Per Capita | \$ 5,218 | \$ 5,349 |
| Community Development (20%) | Per Capita | 1,229 | 1,260 |
| Public Works/Engineering | Per Capita | 1,839 | 1,885 |
| | PC/EMP Base | | |
| Drainage Management System | \$ 26.50 | 10,646 | 10,646 |
| Building Management System | 4.10 | 1,645 | 1,645 |
| Parks Management System | 15.68 | 6,297 | 6,297 |
| Open Space Management System | 6.72 | 2,699 | 2,699 |
| Fleet Management System | 3.73 | 1,499 | 1,499 |
| Pavement Annual (PMP) | 14.18 | 5,698 | 5,698 |
| General Govt Management System | 0.65 | 262 | 262 |
| Urban Forestry Management System | 6.72 | 2,699 | 2,699 |
| | <u>\$ 78.28</u> | <u>31,445</u> | <u>31,445</u> |
| Community Services | Per Capita | 14,844 | 15,217 |
| Public Safety: | | | |
| Police Services | Project Specific | 262,588 | 269,153 |
| Fire Services | Project Specific | 118,953 | 122,521 |
| Animal Control Services | Per Capita | 5,522 | 5,661 |
| <i>Total Public Safety</i> | | <u>387,063</u> | <u>397,335</u> |
| Total General Fund Expenditures | | \$ 441,638 | \$ 452,491 |

| | | |
|---|-------------------|-------------------|
| Projected Net Revenues/(Shortfall) | (\$16,391) | (\$17,060) |
|---|-------------------|-------------------|



| Year | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Property Tax Analysis | | | | | | | | |
| Residential Units | | | | | | | | |
| Single Family Residential | | | | | | | | |
| Total Cumulative SFR Units | - | - | - | - | - | - | - | - |
| Total Cumulative Residents | 2.80 | - | - | - | - | - | - | - |
| Percentage Complete | | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Multi-Family Residential | | | | | | | | |
| Total Cumulative MFR Units | 141 | 141 | 141 | 141 | 141 | 141 | 141 | 141 |
| Total Cumulative Residents | 2.80 | 395 | 395 | 395 | 395 | 395 | 395 | 395 |
| Percentage Complete | | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Constructed Assessed Values | \$ 77,035,350 | \$ 77,035,350 | \$ 77,035,350 | \$ 77,035,350 | \$ 77,035,350 | \$ 77,035,350 | \$ 77,035,350 | \$ 77,035,350 |
| Total Cumulative Residents | | 395 | 395 | 395 | 395 | 395 | 395 | 395 |
| Commercial | | | | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Industrial | | | | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Office | | | | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Hotel | | | | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Constructed Assessed Values | | | | | | | | |
| Total Current Period Assessed Value Additions | | \$ 77,035,350 | \$ 77,035,350 | \$ 77,035,350 | \$ 77,035,350 | \$ 77,035,350 | \$ 77,035,350 | \$ 77,035,350 |
| Inflation Factor | 2.00% | 100.00% | 102.00% | 104.04% | 106.12% | 108.24% | 110.41% | 112.62% |
| Total AV - Inflated | | \$ 77,035,350 | \$ 78,576,057 | \$ 80,147,578 | \$ 81,750,530 | \$ 83,385,540 | \$ 85,053,251 | \$ 86,754,316 |
| Cumulative AV (w/o Prior Years Inflation) | | \$ 77,035,350 | \$ 78,576,057 | \$ 80,147,578 | \$ 81,750,530 | \$ 83,385,540 | \$ 85,053,251 | \$ 86,754,316 |
| Prior Years AV Inflation Factor | 2.00% | 0.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% |
| Prior Years AV Inflation Amount | | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Cumulative Residential AV - Inflated | | \$ 77,035,350 | \$ 78,576,057 | \$ 80,147,578 | \$ 81,750,530 | \$ 83,385,540 | \$ 85,053,251 | \$ 86,754,316 |
| Property Tax Revenue Estimate | | | | | | | | |
| Ad-Valorem | 1.00% | \$ 770,354 | \$ 785,761 | \$ 801,476 | \$ 817,505 | \$ 833,855 | \$ 850,533 | \$ 867,543 |
| Total AV Tax Due to City | 16.11% | \$ 124,104 | \$ 126,586 | \$ 129,118 | \$ 131,700 | \$ 134,334 | \$ 137,021 | \$ 139,761 |

| Year | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Property Tax Analysis | | | | | | | | |
| Residential Units | | | | | | | | |
| Single Family Residential | | | | | | | | |
| Total Cumulative SFR Units | - | - | - | - | - | - | - | - |
| Total Cumulative Residents | - | - | - | - | - | - | - | - |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Multi-Family Residential | | | | | | | | |
| Total Cumulative MFR Units | 141 | 141 | 141 | 141 | 141 | 141 | 141 | 141 |
| Total Cumulative Residents | 395 | 395 | 395 | 395 | 395 | 395 | 395 | 395 |
| Percentage Complete | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Constructed Assessed Values | \$77,035,350 | \$77,035,350 | \$77,035,350 | \$77,035,350 | \$77,035,350 | \$77,035,350 | \$77,035,350 | \$77,035,350 |
| Total Cumulative Residents | 395 | 395 | 395 | 395 | 395 | 395 | 395 | 395 |
| Commercial | | | | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Industrial | | | | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Office | | | | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Hotel | | | | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Constructed Assessed Values | | | | | | | | |
| Total Current Period Assessed Value Additions | \$ 77,035,350 | \$ 77,035,350 | \$ 77,035,350 | \$ 77,035,350 | \$ 77,035,350 | \$ 77,035,350 | \$ 77,035,350 | \$ 77,035,350 |
| Inflation Factor | 114.87% | 117.17% | 119.51% | 121.90% | 124.34% | 126.82% | 129.36% | 131.95% |
| Total AV - Inflated | \$88,489,402 | \$90,259,190 | \$92,064,374 | \$93,905,662 | \$95,783,775 | \$97,699,451 | \$99,653,440 | \$101,646,508 |
| Cumulative AV (w/o Prior Years Inflation) | \$88,489,402 | \$90,259,190 | \$92,064,374 | \$93,905,662 | \$95,783,775 | \$97,699,451 | \$99,653,440 | \$101,646,508 |
| Prior Years AV Inflation Factor | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% |
| Prior Years AV Inflation Amount | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Cumulative Residential AV - Inflated | \$88,489,402 | \$90,259,190 | \$92,064,374 | \$93,905,662 | \$95,783,775 | \$97,699,451 | \$99,653,440 | \$101,646,508 |
| Property Tax Revenue Estimate | | | | | | | | |
| Ad-Valorem | \$ 884,894 | \$ 902,592 | \$ 920,644 | \$ 939,057 | \$ 957,838 | \$ 976,995 | \$ 996,534 | \$ 1,016,465 |
| Total AV Tax Due to City | \$142,556 | \$145,408 | \$148,316 | \$151,282 | \$154,308 | \$157,394 | \$160,542 | \$163,753 |

| Year | 16 | 17 | 18 | 19 | 20 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| Property Tax Analysis | | | | | |
| Residential Units | | | | | |
| Single Family Residential | | | | | |
| Total Cumulative SFR Units | - | - | - | - | - |
| Total Cumulative Residents | - | - | - | - | - |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$0 | \$0 | \$0 | \$0 | \$0 |
| Multi-Family Residential | | | | | |
| Total Cumulative MFR Units | 141 | 141 | 141 | 141 | 141 |
| Total Cumulative Residents | 395 | 395 | 395 | 395 | 395 |
| Percentage Complete | 100% | 100% | 100% | 100% | 100% |
| Constructed Assessed Values | \$77,035,350 | \$77,035,350 | \$77,035,350 | \$77,035,350 | \$77,035,350 |
| Total Cumulative Residents | 395 | 395 | 395 | 395 | 395 |
| Commercial | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - |
| Industrial | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - |
| Office | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - |
| Hotel | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - |
| Constructed Assessed Values | | | | | |
| Total Current Period Assessed Value Additions | \$ 77,035,350 | \$ 77,035,350 | \$ 77,035,350 | \$ 77,035,350 | \$ 77,035,350 |
| Inflation Factor | 134.59% | 137.28% | 140.02% | 142.82% | 145.68% |
| Total AV - Inflated | \$103,679,438 | \$105,753,027 | \$107,868,088 | \$110,025,450 | \$112,225,959 |
| Cumulative AV (w/o Prior Years Inflation) | \$103,679,438 | \$105,753,027 | \$107,868,088 | \$110,025,450 | \$112,225,959 |
| Prior Years AV Inflation Factor | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% |
| Prior Years AV Inflation Amount | \$0 | \$0 | \$0 | \$0 | \$0 |
| Cumulative Residential AV - Inflated | \$103,679,438 | \$105,753,027 | \$107,868,088 | \$110,025,450 | \$112,225,959 |
| Property Tax Revenue Estimate | | | | | |
| Ad-Valorem | \$ 1,036,794 | \$ 1,057,530 | \$ 1,078,681 | \$ 1,100,254 | \$ 1,122,260 |
| Total AV Tax Due to City | \$167,028 | \$170,368 | \$173,775 | \$177,251 | \$180,796 |



| | FY2019-20 ADOPTED | FY2020-21 FORECAST | FY2021-22 FORECAST | FY2022-23 FORECAST | FY2023-24 FORECAST | FY2024-25 FORECAST | FY2025-26 FORECAST | FY2026-27 FORECAST | FY2027-28 FORECAST | FY2028-29 FORECAST | FY2029-30 FORECAST | FY2030-31 FORECAST | FY2031-32 FORECAST |
|--|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|--|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |
|----------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| POPULATION | 296,494 | 301,555 | 306,616 | 311,677 | 316,738 | 321,799 | 326,860 | 331,921 | 336,982 | 342,043 | 347,104 | 352,165 | 357,226 |
| CHANGE IN POPULATION | 25,083 | 5,061 | 5,061 | 5,061 | 5,061 | 5,061 | 5,061 | 5,061 | 5,061 | 5,061 | 5,061 | 5,061 | 5,061 |
| # of DU | 8,958 | 1,808 | 1,808 | 1,808 | 1,808 | 1,808 | 1,808 | 1,808 | 1,808 | 1,808 | 1,808 | 1,808 | 1,808 |
| SFR | 1,592 | 321 | 321 | 321 | 321 | 321 | 321 | 321 | 321 | 321 | 321 | 321 | 321 |
| MFR | 7,366 | 1,487 | 1,487 | 1,487 | 1,487 | 1,487 | 1,487 | 1,487 | 1,487 | 1,487 | 1,487 | 1,487 | 1,487 |

| | | | | | | | | | | | | | |
|-----------------------|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| DEVELOPER SFR (UNITS) | - | - | - | - | - | - | - | - | - | - | - | - | - |
| DEVELOPER MFR (UNITS) | 141 | 141 | 141 | 141 | 141 | 141 | 141 | 141 | 141 | 141 | 141 | 141 | 141 |
| COMMERCIAL (ACRES) | - | - | - | - | - | - | - | - | - | - | - | - | - |
| INDUSTRIAL (ACRES) | 6.91 | - | - | - | - | - | - | - | - | - | - | - | - |
| OFFICE (ACRES) | - | - | - | - | - | - | - | - | - | - | - | - | - |
| HOTEL (ACRES) | - | - | - | - | - | - | - | - | - | - | - | - | - |

| | | EXISTING DU | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------|---------------------|-------------|--------|----|--------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|
| POLICE | Single Family Units | 36,084 | PER DU | \$ | 882.52 | \$ | 975.90 | \$ | 1,032.44 | \$ | 1,075.85 | \$ | 1,120.38 | \$ | 1,166.86 | \$ | 1,214.71 | \$ | 1,264.90 | \$ | 1,314.79 | \$ | 1,347.66 | \$ | 1,381.35 | \$ | 1,415.88 | \$ | 1,451.28 | \$ | 1,487.56 |
| POLICE | Multi-Family Units | 27,814 | PER DU | \$ | 952.71 | \$ | 1,053.52 | \$ | 1,114.56 | \$ | 1,161.42 | \$ | 1,209.49 | \$ | 1,259.67 | \$ | 1,311.33 | \$ | 1,365.51 | \$ | 1,419.36 | \$ | 1,454.85 | \$ | 1,491.22 | \$ | 1,528.50 | \$ | 1,566.71 | \$ | 1,605.88 |

| | | EXISTING ACRES | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------|-------------------------|----------------|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|
| POLICE | Commercial Acres | 936 | PER ACRE | \$ | 4,167.10 | \$ | 4,608.01 | \$ | 4,875.01 | \$ | 5,079.96 | \$ | 5,290.22 | \$ | 5,509.72 | \$ | 5,735.66 | \$ | 5,972.62 | \$ | 6,208.19 | \$ | 6,363.40 | \$ | 6,522.48 | \$ | 6,685.55 | \$ | 6,852.68 | \$ | 7,024.00 |
| POLICE | Industrial/Office Acres | 834 | PER ACRE | \$ | 898.41 | \$ | 993.47 | \$ | 1,051.04 | \$ | 1,095.22 | \$ | 1,140.56 | \$ | 1,187.88 | \$ | 1,236.59 | \$ | 1,287.68 | \$ | 1,338.47 | \$ | 1,371.93 | \$ | 1,406.23 | \$ | 1,441.38 | \$ | 1,477.42 | \$ | 1,514.35 |

| | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------------------------|----|---------|----|---------|----|---------|----|---------|----|---------|----|---------|----|---------|----|---------|----|---------|----|---------|----|---------|----|---------|----|---------|
| POLICE COSTS - PROJECT SPECIFIC | \$ | 148,546 | \$ | 157,153 | \$ | 163,760 | \$ | 170,538 | \$ | 177,614 | \$ | 184,897 | \$ | 192,536 | \$ | 200,130 | \$ | 205,134 | \$ | 210,262 | \$ | 215,518 | \$ | 220,906 | \$ | 226,429 |
|---------------------------------|----|---------|----|---------|----|---------|----|---------|----|---------|----|---------|----|---------|----|---------|----|---------|----|---------|----|---------|----|---------|----|---------|

| | | EXISTING DU | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|------|---------------------|-------------|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|
| FIRE | Single Family Units | 36,084 | PER DU | \$ | 376.83 | \$ | 439.73 | \$ | 459.17 | \$ | 480.87 | \$ | 494.21 | \$ | 507.72 | \$ | 521.36 | \$ | 535.28 | \$ | 548.44 | \$ | 562.35 | \$ | 576.04 | \$ | 593.32 | \$ | 611.12 | \$ | 629.45 |
| FIRE | Multi-Family Units | 27,814 | PER DU | \$ | 422.97 | \$ | 493.58 | \$ | 515.40 | \$ | 539.76 | \$ | 554.73 | \$ | 569.90 | \$ | 585.20 | \$ | 600.82 | \$ | 615.60 | \$ | 631.21 | \$ | 646.58 | \$ | 665.97 | \$ | 685.95 | \$ | 706.53 |

| | | EXISTING ACRES | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|------|-------------------------|----------------|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|
| FIRE | Commercial Acres | 936 | PER ACRE | \$ | 1,479.61 | \$ | 1,726.59 | \$ | 1,802.93 | \$ | 1,888.14 | \$ | 1,940.50 | \$ | 1,993.58 | \$ | 2,047.11 | \$ | 2,101.76 | \$ | 2,153.47 | \$ | 2,208.06 | \$ | 2,261.81 | \$ | 2,329.67 | \$ | 2,399.56 | \$ | 2,471.54 |
| FIRE | Industrial/Office Acres | 834 | PER ACRE | \$ | 294.89 | \$ | 344.12 | \$ | 359.33 | \$ | 376.32 | \$ | 386.75 | \$ | 397.33 | \$ | 408.00 | \$ | 418.89 | \$ | 429.20 | \$ | 440.08 | \$ | 450.79 | \$ | 464.32 | \$ | 478.24 | \$ | 492.59 |

| | | | | | | | | | | | | | | | | | | | | | | | | | | |
|-------------------------------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|
| FIRE COSTS - PROJECT SPECIFIC | \$ | 69,594 | \$ | 72,671 | \$ | 76,106 | \$ | 78,216 | \$ | 80,356 | \$ | 82,513 | \$ | 84,716 | \$ | 86,800 | \$ | 89,001 | \$ | 91,167 | \$ | 93,902 | \$ | 96,720 | \$ | 99,621 |
|-------------------------------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|



FY2032-33 FORECAST FY2033-34 FORECAST FY2034-35 FORECAST FY2035-36 FORECAST FY2037-38 FORECAST FY2038-39 FORECAST FY2039-40 FORECAST

| | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
|----------------------|---------|---------|---------|---------|---------|---------|---------|
| POPULATION | 359,169 | 361,036 | 362,933 | 364,812 | 366,644 | 368,438 | 370,188 |
| CHANGE IN POPULATION | 1,943 | 1,867 | 1,898 | 1,878 | 1,833 | 1,794 | 1,750 |
| # of DU | 694 | 667 | 678 | 671 | 655 | 641 | 625 |
| SFR | 123 | 119 | 120 | 119 | 116 | 114 | 111 |
| MFR | 571 | 548 | 558 | 552 | 539 | 527 | 514 |

| | | | | | | | |
|-----------------------|------|-----|-----|-----|-----|-----|-----|
| DEVELOPER SFR (UNITS) | - | - | - | - | - | - | - |
| DEVELOPER MFR (UNITS) | 141 | 141 | 141 | 141 | 141 | 141 | 141 |
| COMMERCIAL (ACRES) | - | - | - | - | - | - | - |
| INDUSTRIAL (ACRES) | 6.91 | - | - | - | - | - | - |
| OFFICE (ACRES) | - | - | - | - | - | - | - |
| HOTEL (ACRES) | - | - | - | - | - | - | - |

EXISTING DU

| | | | | | | | | | | |
|----------------------------|--------|--------|-----------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| POLICE Single Family Units | 36,084 | PER DU | \$ 882.52 | \$ 1,524.75 | \$ 1,562.87 | \$ 1,601.94 | \$ 1,641.99 | \$ 1,683.04 | \$ 1,725.12 | \$ 1,768.25 |
| POLICE Multi-Family Units | 27,814 | PER DU | \$ 952.71 | \$ 1,646.03 | \$ 1,687.18 | \$ 1,729.36 | \$ 1,772.59 | \$ 1,816.91 | \$ 1,862.33 | \$ 1,908.89 |

EXISTING ACRES

| | | | | | | | | | | |
|--------------------------------|-----|----------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| POLICE Commercial Acres | 936 | PER ACRE | \$ 4,167.10 | \$ 7,199.60 | \$ 7,379.59 | \$ 7,564.08 | \$ 7,753.18 | \$ 7,947.01 | \$ 8,145.69 | \$ 8,349.33 |
| POLICE Industrial/Office Acres | 834 | PER ACRE | \$ 898.41 | \$ 1,552.21 | \$ 1,591.02 | \$ 1,630.79 | \$ 1,671.56 | \$ 1,713.35 | \$ 1,756.18 | \$ 1,800.09 |

| | | | | | | | |
|---------------------------------|------------|------------|------------|------------|------------|------------|------------|
| POLICE COSTS - PROJECT SPECIFIC | \$ 232,090 | \$ 237,892 | \$ 243,839 | \$ 249,935 | \$ 256,184 | \$ 262,588 | \$ 269,153 |
|---------------------------------|------------|------------|------------|------------|------------|------------|------------|

EXISTING DU

| | | | | | | | | | | |
|--------------------------|--------|--------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| FIRE Single Family Units | 36,084 | PER DU | \$ 376.83 | \$ 648.34 | \$ 667.79 | \$ 687.82 | \$ 708.45 | \$ 729.71 | \$ 751.60 | \$ 774.15 |
| FIRE Multi-Family Units | 27,814 | PER DU | \$ 422.97 | \$ 727.73 | \$ 749.56 | \$ 772.05 | \$ 795.21 | \$ 819.07 | \$ 843.64 | \$ 868.95 |

EXISTING ACRES

| | | | | | | | | | | |
|------------------------------|-----|----------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| FIRE Commercial Acres | 936 | PER ACRE | \$ 1,479.61 | \$ 2,545.69 | \$ 2,622.06 | \$ 2,700.72 | \$ 2,781.74 | \$ 2,865.20 | \$ 2,951.15 | \$ 3,039.69 |
| FIRE Industrial/Office Acres | 834 | PER ACRE | \$ 294.89 | \$ 507.37 | \$ 522.59 | \$ 538.27 | \$ 554.42 | \$ 571.05 | \$ 588.18 | \$ 605.83 |

| | | | | | | | |
|-------------------------------|------------|------------|------------|------------|------------|------------|------------|
| FIRE COSTS - PROJECT SPECIFIC | \$ 102,610 | \$ 105,688 | \$ 108,859 | \$ 112,124 | \$ 115,488 | \$ 118,953 | \$ 122,521 |
|-------------------------------|------------|------------|------------|------------|------------|------------|------------|

Table - Public Safety Costs by Land Use

| Police Calls for Service by Land Use | | | | | | | | | |
|---|--|-------------------------------|--------------------|-----------------------------|----------------------|---------------------------|---------|---------------|---------------|
| Dwelling Type | Call Volume (CV) ⁽¹⁾ | Existing EDUs ⁽²⁾ | Existing CV / DU | Future EDUs ⁽³⁾ | Projected Future CV | Future SDF ⁽⁴⁾ | % OF CV | COSTS | COST PER EDU |
| Single Family Units | 123,906,773 | 36,084 | 3,434 | 4,854 | 16,667,871 | 14.957% | \$ | 62,993,374 | |
| Multi-Family Units | 103,105,371 | 27,814 | 3,707 | 22,467 | 83,283,023 | 74.735% | 50.55% | \$ 31,844,897 | \$ 883 |
| | | | | | | | 42.07% | \$ 26,498,793 | \$ 953 |
| Land Use | Call Volume (CV) ⁽¹⁾ | Existing Acres ⁽²⁾ | Existing CV / Acre | Future Acres ⁽³⁾ | Projected Future CV | Future SDF ⁽⁴⁾ | % OF CV | COSTS | COST PER ACRE |
| Commercial Acres | 15,176,274 | 936 | 16,214 | 518 | 8,405,596 | 7.543% | 6.19% | \$ 3,900,407 | \$ 4,167 |
| Industrial/Office Acres | 2,915,398 | 834 | 3,496 | 882 | 3,081,488 | 2.765% | 1.19% | \$ 749,277 | \$ 898 |
| Citywide Total | 245,103,815 | | | | | | | | |
| Fire Calls for Service by Land Use | | | | | | | | | |
| Dwelling Type | Calls for Service (CFS) ⁽¹⁾ | Existing EDUs ⁽²⁾ | Existing CFS / DU | Future EDUs ⁽³⁾ | Projected Future CFS | Future SDF ⁽⁴⁾ | % OF CV | COSTS | COST PER EDU |
| Single Family Units | 3,893 | 53629 | 0.0725947 | 4854 | 352.3746952 | 14.800% | | \$ 33,055,258 | |
| Multi-Family Units | 2,161 | 26516 | 0.08148433 | 22466.6667 | 1830.681368 | 76.890% | 61.137% | \$ 20,208,875 | \$ 376.83 |
| | 6,054 | | | | | | 33.930% | \$ 11,215,526 | \$ 422.97 |
| Land Use | Call Volume (CV) ⁽¹⁾ | Existing Acres ⁽²⁾ | Existing CV / Acre | Future Acres ⁽³⁾ | Projected Future CV | Future SDF ⁽⁴⁾ | % OF CV | COSTS | COST PER ACRE |
| Commercial Acres | 267 | 936 | 0.28504274 | 518.417 | 147.7709996 | 6.207% | 4.190% | \$ 1,384,916 | \$ 1,479.61 |
| Industrial/Office Acres | 47 | 834 | 0.05681055 | 881.513 | 50.07923974 | 2.103% | 0.744% | \$ 245,942 | \$ 294.89 |
| | 314 | | | | | | | | |
| | 6,368 | | | | | | | | |

⁽¹⁾ Calls for Service include all calls for service responded to by the Fire Department during a one-year period.

⁽²⁾ Existing development data is per General Plan Update Fiscal Model.

⁽³⁾ Future development data is per March 2006 PFDIF Update - Development Forecast.

⁽⁴⁾ SDF - Service Demand Factor

**CITY OF CHULA VISTA, CALIFORNIA
 SELECTED ANALYSIS OF REVENUES
 PER CAPITA ASSUMPTIONS TABLE**

| | HOUSEHOLD POPULATION | EMPLOYEES | EMPLOYMENT RESIDENT EQUIVALENT (.05) |
|-------|---------------------------------|------------------|---|
| 2012 | 244,408 | 37,218 | 12,220 |
| 2013 | 249,110 | 37,934 | 12,456 |
| 2014 | 253,812 | 38,650 | 12,691 |
| 2015 | 258,514 | 39,366 | 12,926 |
| 2016 | 263,216 | 40,082 | 13,161 |
| 2017 | 267,917 | 40,798 | 13,396 |
| 2018 | 268,060 | 40,820 | 13,403 |
| 2019* | 271,411 | 41,330 | 13,571 |
| 2020 | 282,375 | 43,000 | 14,119 |
| 2021 | 287,195 | 43,734 | 14,360 |
| 2022 | 292,015 | 44,468 | 14,601 |
| 2023 | 296,835 | 45,201 | 14,842 |
| 2024 | 301,655 | 45,935 | 15,083 |
| 2025 | 306,475 | 46,669 | 15,324 |
| 2026 | 311,295 | 47,403 | 15,565 |
| 2027 | 316,115 | 48,137 | 15,806 |
| 2028 | 320,935 | 48,871 | 16,047 |
| 2029 | 325,755 | 49,605 | 16,288 |
| 2030 | 330,575 | 50,339 | 16,529 |
| 2031 | 335,395 | 51,073 | 16,770 |
| 2032 | 340,215 | 51,807 | 17,011 |
| 2033 | 342,066 | 52,089 | 17,103 |
| 2034 | 343,844 | 52,360 | 17,192 |
| 2035 | 345,651 | 52,635 | 17,283 |
| 2036 | 347,440 | 52,907 | 17,372 |
| 2037 | 349,185 | 53,173 | 17,459 |
| 2038 | 350,894 | 53,433 | 17,545 |
| 2039 | 352,560 | 53,687 | 17,628 |
| 2040 | 354,241 | 53,943 | 17,712 |
| 2041 | 355,895 | 54,195 | 17,795 |
| 2042 | 357,524 | 54,443 | 17,876 |
| 2043 | 359,126 | 54,687 | 17,956 |
| 2044 | 360,683 | 54,924 | 18,034 |
| 2045 | 362,220 | 55,158 | 18,111 |
| 2046 | 363,786 | 55,397 | 18,189 |
| 2047 | 365,344 | 55,634 | 18,267 |

* As of 01/01/2019 Per State of California Department of Finance, Chula Vista Population is 271,411.

CITY OF CHULA VISTA, CALIFORNIA
 SELECTED ANALYSIS OF REVENUES
 PER CAPITA ASSUMPTIONS TABLE

| FUND/ACCOUNT | | Per Capita Weighted Average | FY2019-20 FORECAST | FY2020-21 FORECAST | FY2021-22 FORECAST | FY2022-23 FORECAST | FY2023-24 FORECAST | FY2024-25 FORECAST | FY2025-26 FORECAST | FY2026-27 FORECAST | |
|--------------------------------------|--|-----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 100 GENERAL FUND | | | | | | | | | | | |
| Property Taxes | | | | | | | | | | | |
| 3000 | Property Tax | \$ 160.05 | 37,371,038 | 38,860,000 | 40,330,000 | 41,820,000 | 43,370,000 | 44,920,000 | 46,580,000 | 48,060,000 | |
| | TOTAL | | 37,371,038 | 38,860,000 | 40,330,000 | 41,820,000 | 43,370,000 | 44,920,000 | 46,580,000 | 48,060,000 | |
| Other Local Taxes | | | | | | | | | | | |
| 3010 | Sales Tax | \$ 128.95 | 35,447,600 | 34,830,000 | 35,310,000 | 35,810,000 | 36,270,000 | 36,730,000 | 37,190,000 | 37,650,000 | |
| 3020 | Franchise Fees | \$ 49.12 | 12,205,678 | 12,520,000 | 12,860,000 | 13,200,000 | 13,540,000 | 13,890,000 | 14,230,000 | 14,580,000 | |
| 3030 | Utility Taxes | \$ 21.05 | 5,733,423 | 5,800,000 | 5,860,000 | 5,920,000 | 5,980,000 | 6,040,000 | 6,100,000 | 6,120,000 | |
| 3040 | Business License Tax | \$ 6.60 | 1,614,643 | 1,874,650 | 1,874,650 | 1,894,650 | 1,924,650 | 1,944,650 | 1,964,650 | 1,914,650 | |
| 3050 | Transient Occupancy Tax | \$ 16.33 | 4,357,922 | 4,270,000 | 4,350,000 | 4,440,000 | 4,530,000 | 4,620,000 | 4,710,000 | 4,810,000 | |
| 3070 | Real Property Transfer Tax | \$ 4.57 | 1,173,550 | 1,197,021 | 1,220,961 | 1,245,381 | 1,270,288 | 1,295,694 | 1,321,608 | 1,348,040 | |
| | TOTAL | | 60,532,816 | 60,491,671 | 61,475,611 | 62,510,031 | 63,514,938 | 64,520,344 | 65,516,258 | 66,422,690 | |
| Licenses and Permits | | | | | | | | | | | |
| 3100 | Licenses | \$ 0.68 | 175,300 | 178,806 | 182,382 | 186,030 | 189,750 | 193,545 | 197,416 | 201,365 | |
| 3120 | Dev / Improvement Permits | \$ 2.40 | 616,455 | 628,784 | 641,360 | 654,187 | 667,271 | 680,616 | 694,228 | 708,113 | |
| 3140 | Regulatory Permits | \$ 3.14 | 806,170 | 822,293 | 838,739 | 855,514 | 872,624 | 890,077 | 907,878 | 926,036 | |
| 3160 | Other Permits | \$ 0.05 | 14,000 | 14,280 | 14,566 | 14,857 | 15,154 | 15,457 | 15,766 | 16,082 | |
| | TOTAL | | 1,611,925 | 1,644,164 | 1,677,047 | 1,710,588 | 1,744,799 | 1,779,695 | 1,815,289 | 1,851,595 | |
| Fines, Forfeitures, Penalties | | | | | | | | | | | |
| 3200 | Community Appearance Penalties | \$ 2.36 | 605,439 | 617,548 | 629,899 | 642,497 | 655,347 | 668,454 | 681,823 | 695,459 | |
| 3210 | Law Enforcement Penalties | \$ 1.15 | 294,000 | 299,880 | 305,878 | 311,995 | 318,235 | 324,600 | 331,092 | 337,714 | |
| 3240 | Parking Penalties | \$ 0.97 | 250,000 | 255,000 | 260,100 | 265,302 | 270,608 | 276,020 | 281,541 | 287,171 | |
| 3250 | Other Penalties | \$ 0.46 | 118,000 | 120,360 | 122,767 | 125,223 | 127,727 | 130,282 | 132,887 | 135,545 | |
| | TOTAL | | 1,267,439 | 1,292,788 | 1,318,644 | 1,345,016 | 1,371,917 | 1,399,355 | 1,427,342 | 1,455,889 | |
| Use of Money & Property | | | | | | | | | | | |
| 3300 | Investment Earnings | \$ 3.12 | 802,000 | 818,040 | 834,401 | 851,089 | 868,111 | 885,473 | 903,182 | 921,246 | |
| 3310 | Sale of Real Property | \$ - | - | - | - | - | - | - | - | - | |
| 3320 | Sale of Personal Property | \$ 0.01 | 3,000 | 3,060 | 3,121 | 3,184 | 3,247 | 3,312 | 3,378 | 3,446 | |
| 3330 | Rental/Lease of Equipment | \$ 1.07 | 274,847 | 280,344 | 285,951 | 291,670 | 297,503 | 303,453 | 309,522 | 315,713 | |
| 3350 | Rental/Lease of Land and Space | \$ 3.98 | 1,022,250 | 1,042,695 | 1,063,549 | 1,084,820 | 1,106,516 | 1,128,647 | 1,151,220 | 1,174,244 | |
| 3370 | Rental/Lease of Buildings | \$ 3.75 | 963,130 | 982,393 | 1,002,040 | 1,022,081 | 1,042,523 | 1,063,373 | 1,084,641 | 1,106,334 | |
| | TOTAL | | 3,065,227 | 3,126,532 | 3,189,062 | 3,252,843 | 3,317,900 | 3,384,258 | 3,451,943 | 3,520,982 | |
| Revenue from Other Agencies | | | | | | | | | | | |
| 3400 | State Grants | \$ 2.89 | 742,346 | 757,193 | 772,337 | 787,784 | 803,539 | 819,610 | 836,002 | 852,722 | |
| 3440 | State Tax Sharing | \$ 0.89 | 228,246 | 232,811 | 237,467 | 242,216 | 247,061 | 252,002 | 257,042 | 262,183 | |
| 3460 | PTILVLF-Former Motor Vehicle License F | \$ 99.97 | 23,130,251 | 24,190,000 | 25,130,000 | 26,080,000 | 27,060,000 | 28,050,000 | 29,120,000 | 30,050,000 | |
| 3480 | State Reimbursements | \$ 0.52 | 133,799 | 136,475 | 139,204 | 141,989 | 144,828 | 147,725 | 150,679 | 153,693 | |
| 3500 | Federal Grants | \$ 1.79 | 460,440 | 469,649 | 479,042 | 488,623 | 498,395 | 508,363 | 518,530 | 528,901 | |
| 3580 | Federal Reimbursements | \$ 0.03 | 7,233 | 7,378 | 7,525 | 7,676 | 7,829 | 7,986 | 8,146 | 8,308 | |
| 3600 | Other Agency Grants | \$ 0.01 | 2,000 | 2,040 | 2,081 | 2,122 | 2,165 | 2,208 | 2,252 | 2,297 | |
| 3690 | Other Agency Revenue | \$ 2.38 | 610,000 | 622,200 | 634,644 | 647,337 | 660,284 | 673,489 | 686,959 | 700,698 | |
| | TOTAL | | 25,314,315 | 26,417,745 | 27,402,300 | 28,397,746 | 29,424,101 | 30,461,383 | 31,579,611 | 32,558,803 | |
| Charges for Services | | | | | | | | | | | |
| 3700 | Zoning Fees | \$ 5.15 | 1,321,991 | 1,348,431 | 1,375,399 | 1,402,907 | 1,430,966 | 1,459,585 | 1,488,777 | 1,518,552 | |
| 3720 | Document Fees | \$ 2.60 | 668,824 | 682,200 | 695,844 | 709,761 | 723,957 | 738,436 | 753,204 | 768,269 | |
| 3730 | Plan Checking Fees | \$ 0.10 | 25,000 | 25,500 | 26,010 | 26,530 | 27,061 | 27,602 | 28,154 | 28,717 | |
| 3740 | Inspection Fees | \$ 1.60 | 412,000 | 420,240 | 428,645 | 437,218 | 445,962 | 454,881 | 463,979 | 473,258 | |
| 3750 | Filing Fees | \$ 0.16 | 41,000 | 41,820 | 42,656 | 43,510 | 44,380 | 45,267 | 46,173 | 47,096 | |
| 3770 | Other Dev Fees | \$ 0.03 | 6,600 | 6,732 | 6,867 | 7,004 | 7,144 | 7,287 | 7,433 | 7,581 | |
| 3800 | Animal Shelter Contracts | \$ 1.06 | 273,200 | 278,664 | 284,237 | 289,922 | 295,720 | 301,635 | 307,668 | 313,821 | |
| 3830 | Services to the Port District | \$ 4.19 | 1,075,678 | 1,097,192 | 1,119,135 | 1,141,518 | 1,164,348 | 1,187,635 | 1,211,388 | 1,235,616 | |
| 3900 | Recreation Program Fees | \$ 5.71 | 1,464,886 | 1,494,184 | 1,524,067 | 1,554,549 | 1,585,640 | 1,617,353 | 1,649,700 | 1,682,694 | |
| 4200 | Staff Services Reimbursements | \$ 11.36 | 2,915,823 | 2,974,139 | 3,033,622 | 3,094,295 | 3,156,181 | 3,219,304 | 3,283,690 | 3,349,364 | |
| 4300 | Fees for Other Services | \$ 0.18 | 46,000 | 46,920 | 47,858 | 48,816 | 49,792 | 50,788 | 51,803 | 52,840 | |
| | TOTAL | | 8,251,002 | 8,416,022 | 8,584,342 | 8,756,029 | 8,931,150 | 9,109,773 | 9,291,968 | 9,477,808 | |
| Other Revenue | | | | | | | | | | | |
| 4410 | DIF Reimbursements | \$ 0.44 | 113,975 | 116,255 | 118,580 | 120,951 | 123,370 | 125,838 | 128,354 | 130,921 | |
| 4420 | Transit Reimbursements | \$ 0.27 | 70,000 | 71,400 | 72,828 | 74,285 | 75,770 | 77,286 | 78,831 | 80,408 | |
| 4430 | Redev Agency Reimbursements | \$ 0.01 | 1,800 | 1,836 | 1,873 | 1,910 | 1,948 | 1,987 | 2,027 | 2,068 | |
| 4440 | Open Space/Assess Dist Reimb | \$ 7.31 | 1,876,001 | 1,913,521 | 1,951,791 | 1,990,827 | 2,030,644 | 2,071,257 | 2,112,682 | 2,154,935 | |
| 4450 | CIP Reimbursements | \$ 20.80 | 5,341,549 | 5,448,380 | 5,557,348 | 5,668,495 | 5,781,864 | 5,897,502 | 6,015,452 | 6,135,761 | |
| 4460 | CDBG/Home Reimbursements | \$ 0.23 | 60,100 | 61,302 | 62,528 | 63,779 | 65,054 | 66,355 | 67,682 | 69,036 | |
| 4480 | Other City Funds Reimbursement | \$ 11.60 | 2,979,570 | 3,039,161 | 3,099,945 | 3,161,944 | 3,225,182 | 3,289,686 | 3,355,480 | 3,422,589 | |
| 4600 | Assessments | \$ 0.61 | 157,780 | 160,936 | 164,154 | 167,437 | 170,786 | 174,202 | 177,686 | 181,240 | |
| 4700 | Collection Charges | \$ 2.44 | 626,270 | 638,795 | 651,571 | 664,603 | 677,895 | 691,453 | 705,282 | 719,387 | |
| 4800 | Sale of Goods | \$ 0.01 | 2,650 | 2,703 | 2,757 | 2,812 | 2,868 | 2,926 | 2,984 | 3,044 | |
| 4900 | Other Revenue | \$ 5.92 | 713,065 | 726,000 | 739,000 | 752,000 | 765,000 | 778,000 | 791,000 | 804,000 | |
| | TOTAL | | 11,942,760 | 12,654,289 | 13,003,375 | 13,357,042 | 13,715,383 | 14,078,491 | 14,406,460 | 14,759,390 | |
| TOTAL - 100 GENERAL FUND | | | \$ 600.11 | 149,356,522 | 152,903,210 | 156,980,381 | 161,149,296 | 165,390,189 | 169,653,300 | 174,068,873 | 178,107,157 |

CITY OF CHULA VISTA, CALIFORNIA
SELECTED ANALYSIS OF REVENUES
PER CAPITA ASSUMPTIONS TABLE

296,494 301,555 306,616 311,677 316,738 321,799 326,860 331,921 336,982 342,043 347,104 352,165

| FUND/ACCOUNT | | FY2019-20 FORECAST | FY2020-21 FORECAST | FY2021-22 FORECAST | FY2022-23 FORECAST | FY2023-24 FORECAST | FY2024-25 FORECAST | FY2025-26 FORECAST | FY2026-27 FORECAST | FY2027-28 FORECAST (3%) | FY2028-29 FORECAST (3%) | FY2029-30 FORECAST (3%) | FY2030-31 FORECAST (3%) |
|--------------------------------------|--------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| 100 GENERAL FUND | | | | | | | | | | | | | |
| <u>Property Taxes</u> | | | | | | | | | | | | | |
| 3000 | Property Tax | \$ 126.04 | \$ 128.87 | \$ 131.53 | \$ 134.18 | \$ 136.93 | \$ 139.59 | \$ 142.51 | \$ 144.79 | \$ 149.14 | \$ 153.61 | \$ 158.22 | \$ 162.97 |
| TOTAL | | | | | | | | | | | | | |
| <u>Other Local Taxes</u> | | | | | | | | | | | | | |
| 3010 | Sales Tax | \$ 119.56 | \$ 115.50 | \$ 115.16 | \$ 114.89 | \$ 114.51 | \$ 114.14 | \$ 113.78 | \$ 113.43 | \$ 116.83 | \$ 120.34 | \$ 123.95 | \$ 127.67 |
| 3020 | Franchise Fees | \$ 41.17 | \$ 41.52 | \$ 41.94 | \$ 42.35 | \$ 42.75 | \$ 43.16 | \$ 43.54 | \$ 43.93 | \$ 45.24 | \$ 46.60 | \$ 48.00 | \$ 49.44 |
| 3030 | Utility Taxes | \$ 19.34 | \$ 19.23 | \$ 19.11 | \$ 18.99 | \$ 18.88 | \$ 18.77 | \$ 18.66 | \$ 18.44 | \$ 18.99 | \$ 19.56 | \$ 20.15 | \$ 20.75 |
| 3040 | Business License Tax | \$ 5.45 | \$ 6.22 | \$ 6.11 | \$ 6.08 | \$ 6.08 | \$ 6.04 | \$ 6.01 | \$ 5.77 | \$ 5.94 | \$ 6.12 | \$ 6.30 | \$ 6.49 |
| 3050 | Transient Occupancy Tax | \$ 14.70 | \$ 14.16 | \$ 14.19 | \$ 14.25 | \$ 14.30 | \$ 14.36 | \$ 14.41 | \$ 14.49 | \$ 14.93 | \$ 15.37 | \$ 15.84 | \$ 16.31 |
| 3070 | Real Property Transfer Tax | \$ 3.96 | \$ 3.97 | \$ 3.98 | \$ 4.00 | \$ 4.01 | \$ 4.03 | \$ 4.04 | \$ 4.06 | \$ 4.18 | \$ 4.31 | \$ 4.44 | \$ 4.57 |
| TOTAL | | | | | | | | | | | | | |
| <u>Licenses and Permits</u> | | | | | | | | | | | | | |
| 3100 | Licenses | \$ 0.59 | \$ 0.59 | \$ 0.59 | \$ 0.60 | \$ 0.60 | \$ 0.60 | \$ 0.60 | \$ 0.61 | \$ 0.62 | \$ 0.64 | \$ 0.66 | \$ 0.68 |
| 3120 | Dev / Improvement Permits | \$ 2.08 | \$ 2.09 | \$ 2.09 | \$ 2.10 | \$ 2.11 | \$ 2.12 | \$ 2.12 | \$ 2.13 | \$ 2.20 | \$ 2.26 | \$ 2.33 | \$ 2.40 |
| 3140 | Regulatory Permits | \$ 2.72 | \$ 2.73 | \$ 2.74 | \$ 2.74 | \$ 2.76 | \$ 2.77 | \$ 2.78 | \$ 2.79 | \$ 2.87 | \$ 2.96 | \$ 3.05 | \$ 3.14 |
| 3160 | Other Permits | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 |
| TOTAL | | | | | | | | | | | | | |
| <u>Fines, Forfeitures, Penalties</u> | | | | | | | | | | | | | |
| 3200 | Community Appearance Penalties | \$ 2.04 | \$ 2.05 | \$ 2.05 | \$ 2.06 | \$ 2.07 | \$ 2.08 | \$ 2.09 | \$ 2.10 | \$ 2.16 | \$ 2.22 | \$ 2.29 | \$ 2.36 |
| 3210 | Law Enforcement Penalties | \$ 0.99 | \$ 0.99 | \$ 1.00 | \$ 1.00 | \$ 1.00 | \$ 1.01 | \$ 1.01 | \$ 1.02 | \$ 1.05 | \$ 1.08 | \$ 1.11 | \$ 1.15 |
| 3240 | Parking Penalties | \$ 0.84 | \$ 0.85 | \$ 0.85 | \$ 0.85 | \$ 0.85 | \$ 0.86 | \$ 0.86 | \$ 0.87 | \$ 0.89 | \$ 0.92 | \$ 0.95 | \$ 0.97 |
| 3250 | Other Penalties | \$ 0.40 | \$ 0.40 | \$ 0.40 | \$ 0.40 | \$ 0.40 | \$ 0.40 | \$ 0.41 | \$ 0.41 | \$ 0.42 | \$ 0.43 | \$ 0.45 | \$ 0.46 |
| TOTAL | | | | | | | | | | | | | |
| <u>Use of Money & Property</u> | | | | | | | | | | | | | |
| 3300 | Investment Earnings | \$ 2.70 | \$ 2.71 | \$ 2.72 | \$ 2.73 | \$ 2.74 | \$ 2.75 | \$ 2.76 | \$ 2.78 | \$ 2.86 | \$ 2.94 | \$ 3.03 | \$ 3.12 |
| 3310 | Sale of Real Property | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 3320 | Sale of Personal Property | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 |
| 3330 | Rental/Lease of Equipment | \$ 0.93 | \$ 0.93 | \$ 0.93 | \$ 0.94 | \$ 0.94 | \$ 0.94 | \$ 0.95 | \$ 0.95 | \$ 0.98 | \$ 1.01 | \$ 1.04 | \$ 1.07 |
| 3350 | Rental/Lease of Land and Space | \$ 3.45 | \$ 3.46 | \$ 3.47 | \$ 3.48 | \$ 3.49 | \$ 3.51 | \$ 3.52 | \$ 3.54 | \$ 3.64 | \$ 3.75 | \$ 3.87 | \$ 3.98 |
| 3370 | Rental/Lease of Buildings | \$ 3.25 | \$ 3.26 | \$ 3.27 | \$ 3.28 | \$ 3.29 | \$ 3.30 | \$ 3.32 | \$ 3.33 | \$ 3.43 | \$ 3.54 | \$ 3.64 | \$ 3.75 |
| TOTAL | | | | | | | | | | | | | |
| <u>Revenue from Other Agencies</u> | | | | | | | | | | | | | |
| 3400 | State Grants | \$ 2.50 | \$ 2.51 | \$ 2.52 | \$ 2.53 | \$ 2.54 | \$ 2.55 | \$ 2.56 | \$ 2.57 | \$ 2.65 | \$ 2.73 | \$ 2.81 | \$ 2.89 |
| 3440 | State Tax Sharing | \$ 0.77 | \$ 0.77 | \$ 0.77 | \$ 0.78 | \$ 0.78 | \$ 0.78 | \$ 0.79 | \$ 0.79 | \$ 0.81 | \$ 0.84 | \$ 0.86 | \$ 0.89 |
| 3460 | PTILVLF-Former Motor Vehicle License | \$ 78.01 | \$ 80.22 | \$ 81.96 | \$ 83.68 | \$ 85.43 | \$ 87.17 | \$ 89.09 | \$ 90.53 | \$ 93.25 | \$ 96.05 | \$ 98.93 | \$ 101.90 |
| 3480 | State Reimbursements | \$ 0.45 | \$ 0.45 | \$ 0.45 | \$ 0.46 | \$ 0.46 | \$ 0.46 | \$ 0.46 | \$ 0.46 | \$ 0.48 | \$ 0.49 | \$ 0.51 | \$ 0.52 |
| 3500 | Federal Grants | \$ 1.55 | \$ 1.56 | \$ 1.56 | \$ 1.57 | \$ 1.57 | \$ 1.58 | \$ 1.59 | \$ 1.59 | \$ 1.64 | \$ 1.69 | \$ 1.74 | \$ 1.79 |
| 3580 | Federal Reimbursements | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 |
| 3600 | Other Agency Grants | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 |
| 3690 | Other Agency Revenue | \$ 2.06 | \$ 2.06 | \$ 2.07 | \$ 2.08 | \$ 2.08 | \$ 2.09 | \$ 2.10 | \$ 2.11 | \$ 2.17 | \$ 2.24 | \$ 2.31 | \$ 2.38 |
| TOTAL | | | | | | | | | | | | | |
| <u>Charges for Services</u> | | | | | | | | | | | | | |
| 3700 | Zoning Fees | \$ 4.46 | \$ 4.47 | \$ 4.49 | \$ 4.50 | \$ 4.52 | \$ 4.54 | \$ 4.55 | \$ 4.58 | \$ 4.71 | \$ 4.85 | \$ 5.00 | \$ 5.15 |
| 3720 | Document Fees | \$ 2.26 | \$ 2.26 | \$ 2.27 | \$ 2.28 | \$ 2.29 | \$ 2.29 | \$ 2.30 | \$ 2.31 | \$ 2.38 | \$ 2.46 | \$ 2.53 | \$ 2.61 |
| 3730 | Plan Checking Fees | \$ 0.08 | \$ 0.08 | \$ 0.08 | \$ 0.09 | \$ 0.09 | \$ 0.09 | \$ 0.09 | \$ 0.09 | \$ 0.09 | \$ 0.09 | \$ 0.09 | \$ 0.10 |
| 3740 | Inspection Fees | \$ 1.39 | \$ 1.39 | \$ 1.40 | \$ 1.40 | \$ 1.41 | \$ 1.41 | \$ 1.42 | \$ 1.43 | \$ 1.47 | \$ 1.51 | \$ 1.56 | \$ 1.60 |
| 3750 | Filing Fees | \$ 0.14 | \$ 0.14 | \$ 0.14 | \$ 0.14 | \$ 0.14 | \$ 0.14 | \$ 0.14 | \$ 0.14 | \$ 0.15 | \$ 0.15 | \$ 0.16 | \$ 0.16 |
| 3770 | Other Dev Fees | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.03 |
| 3800 | Animal Shelter Contracts | \$ 0.92 | \$ 0.92 | \$ 0.93 | \$ 0.93 | \$ 0.93 | \$ 0.94 | \$ 0.94 | \$ 0.95 | \$ 0.97 | \$ 1.00 | \$ 1.03 | \$ 1.06 |
| 3830 | Services to the Port District | \$ 3.63 | \$ 3.64 | \$ 3.65 | \$ 3.66 | \$ 3.68 | \$ 3.69 | \$ 3.71 | \$ 3.72 | \$ 3.83 | \$ 3.95 | \$ 4.07 | \$ 4.19 |
| 3900 | Recreation Program Fees | \$ 4.94 | \$ 4.95 | \$ 4.97 | \$ 4.99 | \$ 5.01 | \$ 5.03 | \$ 5.05 | \$ 5.07 | \$ 5.22 | \$ 5.38 | \$ 5.54 | \$ 5.71 |
| 4200 | Staff Services Reimbursements | \$ 9.83 | \$ 9.86 | \$ 9.89 | \$ 9.93 | \$ 9.96 | \$ 10.00 | \$ 10.05 | \$ 10.09 | \$ 10.39 | \$ 10.71 | \$ 11.03 | \$ 11.36 |
| 4300 | Fees for Other Services | \$ 0.16 | \$ 0.16 | \$ 0.16 | \$ 0.16 | \$ 0.16 | \$ 0.16 | \$ 0.16 | \$ 0.16 | \$ 0.16 | \$ 0.17 | \$ 0.17 | \$ 0.18 |
| TOTAL | | | | | | | | | | | | | |
| <u>Other Revenue</u> | | | | | | | | | | | | | |
| 4410 | DIF Reimbursements | \$ 0.38 | \$ 0.39 | \$ 0.39 | \$ 0.39 | \$ 0.39 | \$ 0.39 | \$ 0.39 | \$ 0.39 | \$ 0.41 | \$ 0.42 | \$ 0.43 | \$ 0.44 |
| 4420 | Transit Reimbursements | \$ 0.24 | \$ 0.24 | \$ 0.24 | \$ 0.24 | \$ 0.24 | \$ 0.24 | \$ 0.24 | \$ 0.24 | \$ 0.25 | \$ 0.26 | \$ 0.26 | \$ 0.27 |
| 4430 | Redev Agency Reimbursements | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 |
| 4440 | Open Space/Assess Dist Reimb | \$ 6.33 | \$ 6.35 | \$ 6.37 | \$ 6.39 | \$ 6.41 | \$ 6.44 | \$ 6.46 | \$ 6.49 | \$ 6.69 | \$ 6.89 | \$ 7.09 | \$ 7.31 |
| 4450 | CIP Reimbursements | \$ 18.02 | \$ 18.07 | \$ 18.12 | \$ 18.19 | \$ 18.25 | \$ 18.33 | \$ 18.40 | \$ 18.49 | \$ 19.04 | \$ 19.61 | \$ 20.20 | \$ 20.81 |
| 4460 | CDBG/Home Reimbursements | \$ 0.20 | \$ 0.20 | \$ 0.20 | \$ 0.20 | \$ 0.21 | \$ 0.21 | \$ 0.21 | \$ 0.21 | \$ 0.21 | \$ 0.22 | \$ 0.23 | \$ 0.23 |
| 4480 | Other City Funds Reimbursement | \$ 10.05 | \$ 10.08 | \$ 10.11 | \$ 10.14 | \$ 10.18 | \$ 10.22 | \$ 10.27 | \$ 10.31 | \$ 10.62 | \$ 10.94 | \$ 11.27 | \$ 11.61 |
| 4600 | Assessments | \$ 0.53 | \$ 0.53 | \$ 0.54 | \$ 0.54 | \$ 0.54 | \$ 0.54 | \$ 0.54 | \$ 0.55 | \$ 0.56 | \$ 0.58 | \$ 0.60 | \$ 0.61 |
| 4700 | Collection Charges | \$ 2.11 | \$ 2.12 | \$ 2.13 | \$ 2.13 | \$ 2.14 | \$ 2.15 | \$ 2.16 | \$ 2.17 | \$ 2.23 | \$ 2.30 | \$ 2.37 | \$ 2.44 |
| 4800 | Sale of Goods | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 |
| 4900 | Other Revenue | \$ 2.40 | \$ 3.98 | \$ 4.31 | \$ 4.62 | \$ 4.93 | \$ 5.22 | \$ 5.38 | \$ 5.60 | \$ 5.77 | \$ 5.95 | \$ 6.12 | \$ 6.31 |
| TOTAL | | | | | | | | | | | | | |
| TOTAL - 100 GENERAL FUND | | \$ 503.74 | \$ 507.05 | \$ 511.98 | \$ 517.04 | \$ 522.17 | \$ 527.20 | \$ 532.55 | \$ 536.60 | \$ 552.69 | \$ 569.27 | \$ 586.35 | \$ 603.94 |

CITY OF CHULA VISTA, CALIFORNIA
 SELECTED ANALYSIS OF REVENUES
 PER CAPITA ASSUMPTIONS TABLE

357,226 359,169 361,036 362,933 364,812 366,644 368,438 370,188

| FUND/ACCOUNT | FY2031-32 FORECAST (3%) | FY2032-33 FORECAST (3%) | FY2033-34 FORECAST (3%) | FY2034-35 FORECAST (3%) | FY2035-36 FORECAST (3%) | FY2037-38 FORECAST (3%) | FY2038-39 FORECAST (3%) | FY2039-40 FORECAST (3%) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| 100 GENERAL FUND | | | | | | | | |
| Property Taxes | | | | | | | | |
| 3000 Property Tax | \$ 167.86 | \$ 172.89 | \$ 178.08 | \$ 183.42 | \$ 188.92 | \$ 194.59 | \$ 200.43 | \$ 206.44 |
| TOTAL | | | | | | | | |
| Other Local Taxes | | | | | | | | |
| 3010 Sales Tax | \$ 131.50 | \$ 135.44 | \$ 139.51 | \$ 143.69 | \$ 148.00 | \$ 152.44 | \$ 157.01 | \$ 161.73 |
| 3020 Franchise Fees | \$ 50.92 | \$ 52.45 | \$ 54.02 | \$ 55.64 | \$ 57.31 | \$ 59.03 | \$ 60.80 | \$ 62.63 |
| 3030 Utility Taxes | \$ 21.37 | \$ 22.02 | \$ 22.68 | \$ 23.36 | \$ 24.06 | \$ 24.78 | \$ 25.52 | \$ 26.29 |
| 3040 Business License Tax | \$ 6.69 | \$ 6.89 | \$ 7.09 | \$ 7.31 | \$ 7.53 | \$ 7.75 | \$ 7.98 | \$ 8.22 |
| 3050 Transient Occupancy Tax | \$ 16.80 | \$ 17.30 | \$ 17.82 | \$ 18.36 | \$ 18.91 | \$ 19.48 | \$ 20.06 | \$ 20.66 |
| 3070 Real Property Transfer Tax | \$ 4.71 | \$ 4.85 | \$ 4.99 | \$ 5.14 | \$ 5.30 | \$ 5.46 | \$ 5.62 | \$ 5.79 |
| TOTAL | | | | | | | | |
| Licenses and Permits | | | | | | | | |
| 3100 Licenses | \$ 0.70 | \$ 0.72 | \$ 0.75 | \$ 0.77 | \$ 0.79 | \$ 0.82 | \$ 0.84 | \$ 0.86 |
| 3120 Dev / Improvement Permits | \$ 2.47 | \$ 2.55 | \$ 2.62 | \$ 2.70 | \$ 2.78 | \$ 2.87 | \$ 2.95 | \$ 3.04 |
| 3140 Regulatory Permits | \$ 3.23 | \$ 3.33 | \$ 3.43 | \$ 3.53 | \$ 3.64 | \$ 3.75 | \$ 3.86 | \$ 3.98 |
| 3160 Other Permits | \$ 0.06 | \$ 0.06 | \$ 0.06 | \$ 0.06 | \$ 0.06 | \$ 0.07 | \$ 0.07 | \$ 0.07 |
| TOTAL | | | | | | | | |
| Fines, Forfeitures, Penalties | | | | | | | | |
| 3200 Community Appearance Penalties | \$ 2.43 | \$ 2.50 | \$ 2.58 | \$ 2.65 | \$ 2.73 | \$ 2.82 | \$ 2.90 | \$ 2.99 |
| 3210 Law Enforcement Penalties | \$ 1.18 | \$ 1.21 | \$ 1.25 | \$ 1.29 | \$ 1.33 | \$ 1.37 | \$ 1.41 | \$ 1.45 |
| 3240 Parking Penalties | \$ 1.00 | \$ 1.03 | \$ 1.06 | \$ 1.10 | \$ 1.13 | \$ 1.16 | \$ 1.20 | \$ 1.23 |
| 3250 Other Penalties | \$ 0.47 | \$ 0.49 | \$ 0.50 | \$ 0.52 | \$ 0.53 | \$ 0.55 | \$ 0.57 | \$ 0.58 |
| TOTAL | | | | | | | | |
| Use of Money & Property | | | | | | | | |
| 3300 Investment Earnings | \$ 3.22 | \$ 3.31 | \$ 3.41 | \$ 3.52 | \$ 3.62 | \$ 3.73 | \$ 3.84 | \$ 3.96 |
| 3310 Sale of Real Property | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 3320 Sale of Personal Property | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 |
| 3330 Rental/Lease of Equipment | \$ 1.10 | \$ 1.14 | \$ 1.17 | \$ 1.20 | \$ 1.24 | \$ 1.28 | \$ 1.32 | \$ 1.36 |
| 3350 Rental/Lease of Land and Space | \$ 4.10 | \$ 4.22 | \$ 4.35 | \$ 4.48 | \$ 4.62 | \$ 4.75 | \$ 4.90 | \$ 5.04 |
| 3370 Rental/Lease of Buildings | \$ 3.86 | \$ 3.98 | \$ 4.10 | \$ 4.22 | \$ 4.35 | \$ 4.48 | \$ 4.61 | \$ 4.75 |
| TOTAL | | | | | | | | |
| Revenue from Other Agencies | | | | | | | | |
| 3400 State Grants | \$ 2.98 | \$ 3.07 | \$ 3.16 | \$ 3.25 | \$ 3.35 | \$ 3.45 | \$ 3.56 | \$ 3.66 |
| 3440 State Tax Sharing | \$ 0.92 | \$ 0.94 | \$ 0.97 | \$ 1.00 | \$ 1.03 | \$ 1.06 | \$ 1.09 | \$ 1.13 |
| 3460 PTILVLF-Former Motor Vehicle License | \$ 104.95 | \$ 108.10 | \$ 111.34 | \$ 114.69 | \$ 118.13 | \$ 121.67 | \$ 125.32 | \$ 129.08 |
| 3480 State Reimbursements | \$ 0.54 | \$ 0.55 | \$ 0.57 | \$ 0.59 | \$ 0.60 | \$ 0.62 | \$ 0.64 | \$ 0.66 |
| 3500 Federal Grants | \$ 1.85 | \$ 1.90 | \$ 1.96 | \$ 2.02 | \$ 2.08 | \$ 2.14 | \$ 2.21 | \$ 2.27 |
| 3580 Federal Reimbursements | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.04 |
| 3600 Other Agency Grants | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 |
| 3690 Other Agency Revenue | \$ 2.45 | \$ 2.52 | \$ 2.60 | \$ 2.67 | \$ 2.75 | \$ 2.84 | \$ 2.92 | \$ 3.01 |
| TOTAL | | | | | | | | |
| Charges for Services | | | | | | | | |
| 3700 Zoning Fees | \$ 5.30 | \$ 5.46 | \$ 5.63 | \$ 5.80 | \$ 5.97 | \$ 6.15 | \$ 6.33 | \$ 6.52 |
| 3720 Document Fees | \$ 2.68 | \$ 2.76 | \$ 2.85 | \$ 2.93 | \$ 3.02 | \$ 3.11 | \$ 3.20 | \$ 3.30 |
| 3730 Plan Checking Fees | \$ 0.10 | \$ 0.10 | \$ 0.11 | \$ 0.11 | \$ 0.11 | \$ 0.12 | \$ 0.12 | \$ 0.12 |
| 3740 Inspection Fees | \$ 1.65 | \$ 1.70 | \$ 1.75 | \$ 1.81 | \$ 1.86 | \$ 1.92 | \$ 1.97 | \$ 2.03 |
| 3750 Filing Fees | \$ 0.16 | \$ 0.17 | \$ 0.17 | \$ 0.18 | \$ 0.19 | \$ 0.19 | \$ 0.20 | \$ 0.20 |
| 3770 Other Dev Fees | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 |
| 3800 Animal Shelter Contracts | \$ 1.10 | \$ 1.13 | \$ 1.16 | \$ 1.20 | \$ 1.23 | \$ 1.27 | \$ 1.31 | \$ 1.35 |
| 3830 Services to the Port District | \$ 4.32 | \$ 4.45 | \$ 4.58 | \$ 4.72 | \$ 4.86 | \$ 5.00 | \$ 5.15 | \$ 5.31 |
| 3900 Recreation Program Fees | \$ 5.88 | \$ 6.05 | \$ 6.23 | \$ 6.42 | \$ 6.61 | \$ 6.81 | \$ 7.02 | \$ 7.23 |
| 4200 Staff Services Reimbursements | \$ 11.70 | \$ 12.05 | \$ 12.41 | \$ 12.78 | \$ 13.17 | \$ 13.56 | \$ 13.97 | \$ 14.39 |
| 4300 Fees for Other Services | \$ 0.18 | \$ 0.19 | \$ 0.20 | \$ 0.20 | \$ 0.21 | \$ 0.21 | \$ 0.22 | \$ 0.23 |
| TOTAL | | | | | | | | |
| Other Revenue | | | | | | | | |
| 4410 DIF Reimbursements | \$ 0.46 | \$ 0.47 | \$ 0.49 | \$ 0.50 | \$ 0.51 | \$ 0.53 | \$ 0.55 | \$ 0.56 |
| 4420 Transit Reimbursements | \$ 0.28 | \$ 0.29 | \$ 0.30 | \$ 0.31 | \$ 0.32 | \$ 0.33 | \$ 0.34 | \$ 0.35 |
| 4430 Redev Agency Reimbursements | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 |
| 4440 Open Space/Assess Dist Reimb | \$ 7.53 | \$ 7.75 | \$ 7.98 | \$ 8.22 | \$ 8.47 | \$ 8.73 | \$ 8.99 | \$ 9.26 |
| 4450 CIP Reimbursements | \$ 21.43 | \$ 22.07 | \$ 22.73 | \$ 23.42 | \$ 24.12 | \$ 24.84 | \$ 25.59 | \$ 26.36 |
| 4460 CDBG/Home Reimbursements | \$ 0.24 | \$ 0.25 | \$ 0.26 | \$ 0.26 | \$ 0.27 | \$ 0.28 | \$ 0.29 | \$ 0.30 |
| 4480 Other City Funds Reimbursement | \$ 11.95 | \$ 12.31 | \$ 12.68 | \$ 13.06 | \$ 13.45 | \$ 13.86 | \$ 14.27 | \$ 14.70 |
| 4600 Assessments | \$ 0.63 | \$ 0.65 | \$ 0.67 | \$ 0.69 | \$ 0.71 | \$ 0.73 | \$ 0.76 | \$ 0.78 |
| 4700 Collection Charges | \$ 2.51 | \$ 2.59 | \$ 2.67 | \$ 2.75 | \$ 2.83 | \$ 2.91 | \$ 3.00 | \$ 3.09 |
| 4800 Sale of Goods | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 |
| 4900 Other Revenue | \$ 6.50 | \$ 6.69 | \$ 6.89 | \$ 7.10 | \$ 7.31 | \$ 7.53 | \$ 7.76 | \$ 7.99 |
| TOTAL | | | | | | | | |
| TOTAL - 100 GENERAL FUND | \$ 622.06 | \$ 640.72 | \$ 659.94 | \$ 679.74 | \$ 700.14 | \$ 721.14 | \$ 742.77 | \$ 765.06 |

**CITY OF CHULA VISTA, CALIFORNIA
 SELECTED ANALYSIS - EXPENDITURES PER CAPITA
 PER CAPITA ASSUMPTIONS TABLE**

| | Weighted Average | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 |
|---|-----------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Household Population | | 282,375 | 287,195 | 292,015 | 296,835 | 301,655 | 306,475 | 311,295 | 316,115 | 320,935 | 325,755 | 330,575 |
| Employment Population (Per Capita Equiv) | | 14,119 | 14,360 | 14,601 | 14,842 | 15,083 | 15,324 | 15,565 | 15,806 | 16,047 | 16,288 | 16,529 |
| Total Population | | 296,494 | 301,555 | 306,616 | 311,677 | 316,738 | 321,799 | 326,860 | 331,921 | 336,982 | 342,043 | 347,104 |
| Per Capita by Category: | | | | | | | | | | | | |
| General Government | \$ 71.25 | \$ 61.25 | \$ 62.03 | \$ 62.84 | \$ 63.67 | \$ 64.53 | \$ 65.42 | \$ 66.34 | \$ 67.29 | \$ 68.27 | \$ 69.28 | \$ 70.31 |
| Community Development | 12.59 | 10.82 | 10.96 | 11.10 | 11.25 | 11.40 | 11.56 | 11.72 | 11.89 | 12.06 | 12.24 | 12.42 |
| Public Works/Engineering | 55.62 | 47.95 | 48.90 | 49.49 | 50.09 | 50.67 | 51.29 | 51.94 | 52.56 | 53.24 | 53.90 | 54.71 |
| Community Services | 60.81 | 52.27 | 52.94 | 53.63 | 54.34 | 55.07 | 55.83 | 56.62 | 57.43 | 58.26 | 59.12 | 60.01 |
| Public Safety: | | | | | | | | | | | | |
| Police Services | 270.13 | 212.46 | 221.00 | 226.49 | 232.03 | 237.80 | 243.66 | 249.80 | 255.69 | 261.81 | 267.92 | 271.93 |
| Fire Services | 130.97 | 111.49 | 114.46 | 117.89 | 119.20 | 120.50 | 121.79 | 123.10 | 124.21 | 125.45 | 126.60 | 128.49 |
| Animal Control Services | 11.31 | 9.72 | 9.85 | 9.97 | 10.11 | 10.24 | 10.39 | 10.53 | 10.68 | 10.84 | 11.00 | 11.16 |
| Total Public Safety | 412.41 | 333.67 | 345.31 | 354.36 | 361.34 | 368.54 | 375.83 | 383.43 | 390.58 | 398.09 | 405.51 | 411.59 |
| Total General Fund Expenditures | \$ 612.68 | \$ 505.97 | \$ 520.14 | \$ 531.41 | \$ 540.68 | \$ 550.22 | \$ 559.94 | \$ 570.05 | \$ 579.75 | \$ 589.92 | \$ 600.05 | \$ 609.04 |
| Per Capita by Department: | | | | | | | | | | | | |
| City Council | 2.56 | \$ 2.20 | \$ 2.23 | \$ 2.26 | \$ 2.29 | \$ 2.32 | \$ 2.35 | \$ 2.38 | \$ 2.42 | \$ 2.45 | \$ 2.49 | \$ 2.52 |
| Boards & Commissions | 0.05 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.05 | 0.05 | 0.05 |
| City Clerk | 4.09 | 3.52 | 3.56 | 3.61 | 3.65 | 3.70 | 3.76 | 3.81 | 3.86 | 3.92 | 3.98 | 4.04 |
| City Attorney | 12.86 | 11.05 | 11.20 | 11.34 | 11.49 | 11.65 | 11.81 | 11.97 | 12.15 | 12.32 | 12.50 | 12.69 |
| Administration | 8.46 | 7.27 | 7.36 | 7.46 | 7.56 | 7.66 | 7.76 | 7.87 | 7.99 | 8.10 | 8.22 | 8.34 |
| Info Tech Services | 15.23 | 13.09 | 13.26 | 13.43 | 13.61 | 13.79 | 13.98 | 14.18 | 14.38 | 14.59 | 14.80 | 15.03 |
| Human Resources | 12.11 | 10.41 | 10.54 | 10.68 | 10.82 | 10.97 | 11.12 | 11.28 | 11.44 | 11.60 | 11.78 | 11.95 |
| Finance | 15.90 | 13.67 | 13.84 | 14.02 | 14.21 | 14.40 | 14.60 | 14.81 | 15.02 | 15.24 | 15.46 | 15.69 |
| Non-Departmental | - | - | - | - | - | - | - | - | - | - | - | - |
| Animal Care Facility | 11.31 | 9.72 | 9.85 | 9.97 | 10.11 | 10.24 | 10.39 | 10.53 | 10.68 | 10.84 | 11.00 | 11.16 |
| Economic Development | 8.65 | 7.44 | 7.53 | 7.63 | 7.73 | 7.84 | 7.94 | 8.06 | 8.17 | 8.29 | 8.41 | 8.54 |
| Planning & Building | 3.93 | 3.38 | 3.43 | 3.47 | 3.52 | 3.56 | 3.61 | 3.66 | 3.72 | 3.77 | 3.83 | 3.88 |
| Engineering/CIP Projects | 36.60 | 31.47 | 31.87 | 32.28 | 32.71 | 33.15 | 33.61 | 34.08 | 34.57 | 35.07 | 35.59 | 36.12 |
| Police | 270.13 | 212.46 | 221.00 | 226.49 | 232.03 | 237.80 | 243.66 | 249.80 | 255.69 | 261.81 | 267.92 | 271.93 |
| Fire | 130.97 | 111.49 | 114.46 | 117.89 | 119.20 | 120.50 | 121.79 | 123.10 | 124.21 | 125.45 | 126.60 | 128.49 |
| Public Works | 19.01 | 16.49 | 17.04 | 17.21 | 17.38 | 17.52 | 17.68 | 17.86 | 18.00 | 18.16 | 18.31 | 18.58 |
| Recreation | 44.35 | 38.12 | 38.61 | 39.11 | 39.63 | 40.17 | 40.72 | 41.29 | 41.88 | 42.49 | 43.12 | 43.77 |
| Library | 16.46 | 14.15 | 14.33 | 14.52 | 14.71 | 14.91 | 15.11 | 15.33 | 15.54 | 15.77 | 16.00 | 16.24 |
| General Fund Totals | \$ 612.68 | \$ 505.97 | \$ 520.14 | \$ 531.41 | \$ 540.68 | \$ 550.22 | \$ 559.94 | \$ 570.05 | \$ 579.75 | \$ 589.92 | \$ 600.05 | \$ 609.04 |

CITY OF CHULA VISTA, CALIFORNIA
 SELECTED ANALYSIS - EXPENDITURES PER CAPITA
 PER CAPITA ASSUMPTIONS TABLE

| | Weighted Average | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 |
|--------------------------------------|------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| FULL FISCAL IMPACT - FORECAST | | | | | | | | | | | | |
| | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 |
| General Government | | 18,160,487 | 18,705,302 | 19,266,461 | 19,844,455 | 20,439,789 | 21,052,982 | 21,684,572 | 22,335,109 | 23,005,162 | 23,695,317 | 24,406,177 |
| Community Development | | 3,208,062 | 3,304,304 | 3,403,433 | 3,505,536 | 3,610,702 | 3,719,023 | 3,830,594 | 3,945,512 | 4,063,877 | 4,185,794 | 4,311,367 |
| Public Works/Engineering | | 14,217,621 | 14,747,185 | 15,175,755 | 15,611,689 | 16,049,950 | 16,505,765 | 16,976,996 | 17,446,944 | 17,939,238 | 18,435,310 | 18,988,369 |
| Community Services | | 15,498,905 | 15,963,872 | 16,442,789 | 16,936,072 | 17,444,154 | 17,967,479 | 18,506,503 | 19,061,699 | 19,633,550 | 20,222,556 | 20,829,233 |
| Public Safety: | | | | | | | | | | | | |
| Police Services | | 62,993,374 | 66,643,363 | 69,445,105 | 72,319,470 | 75,320,061 | 78,408,743 | 81,648,090 | 84,868,480 | 88,225,442 | 91,639,078 | 94,388,250 |
| Fire Services | | 33,055,258 | 34,516,650 | 36,148,007 | 37,150,475 | 38,166,592 | 39,191,500 | 40,237,679 | 41,227,647 | 42,272,838 | 43,301,909 | 44,600,967 |
| Animal Control Services | | 2,882,814 | 2,969,298 | 3,058,377 | 3,150,129 | 3,244,633 | 3,341,972 | 3,442,231 | 3,545,498 | 3,651,863 | 3,761,418 | 3,874,261 |
| Total Public Safety | | 98,931,446 | 104,129,311 | 108,651,490 | 112,620,074 | 116,731,286 | 120,942,215 | 125,328,000 | 129,641,625 | 134,150,143 | 138,702,406 | 142,863,478 |
| Total General Fund Expenditures | | 150,016,522 | 156,849,974 | 162,939,928 | 168,517,826 | 174,275,881 | 180,187,464 | 186,326,665 | 192,430,888 | 198,791,969 | 205,241,382 | 211,398,623 |
| DEPARTMENT NAME | | | | | | | | | | | | |
| CITY COUNCIL | 3.59% | 651,797 | 671,350 | 691,491 | 712,236 | 733,603 | 755,611 | 778,279 | 801,628 | 825,676 | 850,447 | 875,960 |
| BOARDS AND COMMISSIONS | 0.07% | 12,074 | 12,436 | 12,809 | 13,193 | 13,589 | 13,997 | 14,417 | 14,849 | 15,295 | 15,754 | 16,226 |
| CITY CLERK | 5.25% | 1,042,495 | 1,073,770 | 1,105,983 | 1,139,163 | 1,173,338 | 1,208,538 | 1,244,794 | 1,282,138 | 1,320,602 | 1,360,220 | 1,401,027 |
| CITY ATTORNEY | 16.61% | 3,277,722 | 3,376,054 | 3,477,336 | 3,581,656 | 3,689,105 | 3,799,779 | 3,913,772 | 4,031,185 | 4,152,121 | 4,276,684 | 4,404,985 |
| ADMINISTRATION | 11.41% | 2,155,103 | 2,219,756 | 2,286,349 | 2,354,939 | 2,425,588 | 2,498,355 | 2,573,306 | 2,650,505 | 2,730,020 | 2,811,921 | 2,896,278 |
| INFO TECH SRVCS | 21.07% | 3,881,057 | 3,997,488 | 4,117,413 | 4,240,936 | 4,368,164 | 4,499,208 | 4,634,185 | 4,773,210 | 4,916,407 | 5,063,899 | 5,215,816 |
| HUMAN RESOURCES | 15.47% | 3,086,826 | 3,179,431 | 3,274,813 | 3,373,058 | 3,474,250 | 3,578,477 | 3,685,831 | 3,796,406 | 3,910,299 | 4,027,607 | 4,148,436 |
| FINANCE | 21.14% | 4,053,414 | 4,175,016 | 4,300,266 | 4,429,274 | 4,562,153 | 4,699,017 | 4,839,988 | 4,985,187 | 5,134,743 | 5,288,785 | 5,447,449 |
| NON-DEPARTMENTAL | 0.00% | - | - | - | - | - | - | - | - | - | - | - |
| ANIMAL CARE FACILITY | | 2,882,814 | 2,969,298 | 3,058,377 | 3,150,129 | 3,244,633 | 3,341,972 | 3,442,231 | 3,545,498 | 3,651,863 | 3,761,418 | 3,874,261 |
| ECONOMIC DEVELOPMENT | 68.74% | 2,205,269 | 2,271,428 | 2,339,570 | 2,409,757 | 2,482,050 | 2,556,512 | 2,633,207 | 2,712,203 | 2,793,569 | 2,877,376 | 2,963,698 |
| PLANNING AND BUILDING SERVICE | 31.26% | 1,002,793 | 1,032,877 | 1,063,863 | 1,095,779 | 1,128,652 | 1,162,512 | 1,197,387 | 1,233,309 | 1,270,308 | 1,308,417 | 1,347,670 |
| ENGINEERING AND CIP PROJECTS | 65.62% | 9,329,383 | 9,609,265 | 9,897,543 | 10,194,469 | 10,500,303 | 10,815,312 | 11,139,772 | 11,473,965 | 11,818,184 | 12,172,729 | 12,537,911 |
| POLICE | | 62,993,374 | 66,643,363 | 69,445,105 | 72,319,470 | 75,320,061 | 78,408,743 | 81,648,090 | 84,868,480 | 88,225,442 | 91,639,078 | 94,388,250 |
| FIRE | | 33,055,258 | 34,516,650 | 36,148,007 | 37,150,475 | 38,166,592 | 39,191,500 | 40,237,679 | 41,227,647 | 42,272,838 | 43,301,909 | 44,600,967 |
| PUBLIC WORKS | 54.48% | 4,888,237 | 5,137,920 | 5,278,213 | 5,417,220 | 5,549,646 | 5,690,452 | 5,837,224 | 5,972,980 | 6,121,054 | 6,262,580 | 6,450,458 |
| RECREATION | 53.71% | 11,303,651 | 11,642,760 | 11,992,043 | 12,351,804 | 12,722,358 | 13,104,029 | 13,497,150 | 13,902,065 | 14,319,126 | 14,748,700 | 15,191,161 |
| LIBRARY | 46.29% | 4,195,255 | 4,321,112 | 4,450,746 | 4,584,268 | 4,721,796 | 4,863,450 | 5,009,353 | 5,159,634 | 5,314,423 | 5,473,856 | 5,638,071 |
| GENERAL FUND TOTALS | | 150,016,522 | 156,849,974 | 162,939,928 | 168,517,826 | 174,275,881 | 180,187,464 | 186,326,665 | 192,430,888 | 198,791,969 | 205,241,382 | 211,398,623 |

**CITY OF CHULA VISTA, CALIFORNIA
SELECTED ANALYSIS - EXPENDITURES
PER CAPITA ASSUMPTIONS TABLE**

| | FY 2031 | FY 2032 | FY 2033 | FY 2034 | FY 2035 | FY 2036 | FY 2037 | FY 2038 | FY 2039 |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Household Population | 335,395 | 340,215 | 342,066 | 343,844 | 345,651 | 347,440 | 349,185 | 350,894 | 352,560 |
| Employment Population (Per Capita Equiv) | 16,770 | 17,011 | 17,103 | 17,192 | 17,283 | 17,372 | 17,459 | 17,545 | 17,628 |
| Total Population | 352,165 | 357,226 | 359,169 | 361,036 | 362,933 | 364,812 | 366,644 | 368,438 | 370,188 |
| Per Capita by Category: | | | | | | | | | |
| General Government | \$ 71.38 | \$ 72.48 | \$ 74.25 | \$ 76.08 | \$ 77.96 | \$ 79.88 | \$ 81.87 | \$ 83.91 | \$ 86.02 |
| Community Development | 12.61 | 12.80 | 13.12 | 13.44 | 13.77 | 14.11 | 14.46 | 14.82 | 15.20 |
| Public Works/Engineering | 55.54 | 56.39 | 57.77 | 59.20 | 60.65 | 62.15 | 63.69 | 65.29 | 66.93 |
| Community Services | 60.92 | 61.86 | 63.37 | 64.93 | 66.53 | 68.18 | 69.87 | 71.62 | 73.42 |
| Public Safety: | | | | | | | | | |
| Police Services | 276.06 | 280.32 | 287.16 | 294.25 | 301.49 | 308.94 | 316.62 | 324.53 | 332.68 |
| Fire Services | 130.45 | 132.46 | 135.69 | 139.04 | 142.46 | 145.98 | 149.61 | 153.35 | 157.20 |
| Animal Control Services | 11.33 | 11.51 | 11.79 | 12.08 | 12.38 | 12.68 | 13.00 | 13.32 | 13.66 |
| Total Public Safety | 417.84 | 424.28 | 434.64 | 445.37 | 456.33 | 467.60 | 479.22 | 491.20 | 503.54 |
| Total General Fund Expenditures | \$ 618.29 | \$ 627.82 | \$ 643.15 | \$ 659.02 | \$ 675.25 | \$ 691.92 | \$ 709.12 | \$ 726.83 | \$ 745.10 |
| Per Capita by Department: | | | | | | | | | |
| City Council | \$ 2.56 | \$ 2.60 | \$ 2.66 | \$ 2.73 | \$ 2.80 | \$ 2.87 | \$ 2.94 | \$ 3.01 | \$ 3.09 |
| Boards & Commissions | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 | 0.06 | 0.06 |
| City Clerk | 4.10 | 4.16 | 4.26 | 4.37 | 4.48 | 4.59 | 4.70 | 4.82 | 4.94 |
| City Attorney | 12.88 | 13.08 | 13.40 | 13.73 | 14.07 | 14.42 | 14.78 | 15.15 | 15.53 |
| Administration | 8.47 | 8.60 | 8.81 | 9.03 | 9.25 | 9.48 | 9.72 | 9.96 | 10.21 |
| Info Tech Services | 15.26 | 15.49 | 15.87 | 16.26 | 16.66 | 17.07 | 17.50 | 17.93 | 18.38 |
| Human Resources | 12.13 | 12.32 | 12.62 | 12.93 | 13.25 | 13.58 | 13.92 | 14.26 | 14.62 |
| Finance | 15.93 | 16.18 | 16.57 | 16.98 | 17.40 | 17.83 | 18.27 | 18.73 | 19.20 |
| Non-Departmental | | | | | | | | | |
| Animal Care Facility | 11.33 | 11.51 | 11.79 | 12.08 | 12.38 | 12.68 | 13.00 | 13.32 | 13.66 |
| Economic Development | 8.67 | 8.80 | 9.02 | 9.24 | 9.47 | 9.70 | 9.94 | 10.19 | 10.45 |
| Planning & Building | 3.94 | 4.00 | 4.10 | 4.20 | 4.30 | 4.41 | 4.52 | 4.63 | 4.75 |
| Engineering/CIP Projects | 36.67 | 37.24 | 38.15 | 39.09 | 40.05 | 41.04 | 42.06 | 43.11 | 44.19 |
| Police | 276.06 | 280.32 | 287.16 | 294.25 | 301.49 | 308.94 | 316.62 | 324.53 | 332.68 |
| Fire | 130.45 | 132.46 | 135.69 | 139.04 | 142.46 | 145.98 | 149.61 | 153.35 | 157.20 |
| Public Works | 18.87 | 19.16 | 19.62 | 20.11 | 20.60 | 21.11 | 21.64 | 22.18 | 22.74 |
| Recreation | 44.43 | 45.12 | 46.22 | 47.36 | 48.52 | 49.72 | 50.96 | 52.23 | 53.54 |
| Library | 16.49 | 16.74 | 17.15 | 17.58 | 18.01 | 18.45 | 18.91 | 19.38 | 19.87 |
| General Fund Totals | \$ 618.29 | \$ 627.82 | \$ 643.15 | \$ 659.02 | \$ 675.25 | \$ 691.92 | \$ 709.12 | \$ 726.83 | \$ 745.10 |

**CITY OF CHULA VISTA, CALIFORNIA
SELECTED ANALYSIS - EXPENDITURES
PER CAPITA ASSUMPTIONS TABLE**

| | FY 2031 | FY 2032 | FY 2033 | FY 2034 | FY 2035 | FY 2036 | FY 2037 | FY 2038 | FY 2039 |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| FULL FISCAL IMPACT - FORECAST | FY 2031 | FY 2032 | FY 2033 | FY 2034 | FY 2035 | FY 2036 | FY 2037 | FY 2038 | FY 2039 |
| General Government | 25,138,362 | 25,892,513 | 26,669,288 | 27,469,367 | 28,293,448 | 29,142,251 | 30,016,519 | 30,917,014 | 31,844,525 |
| Community Development | 4,440,708 | 4,573,930 | 4,711,148 | 4,852,482 | 4,998,056 | 5,147,998 | 5,302,438 | 5,461,511 | 5,625,357 |
| Public Works/Engineering | 19,558,020 | 20,144,761 | 20,749,103 | 21,371,577 | 22,012,724 | 22,673,106 | 23,353,299 | 24,053,898 | 24,775,515 |
| Community Services | 21,454,110 | 22,097,733 | 22,760,665 | 23,443,485 | 24,146,789 | 24,871,193 | 25,617,329 | 26,385,849 | 27,177,424 |
| Public Safety: | | | | | | | | | |
| Police Services | 97,219,898 | 100,136,494 | 103,140,589 | 106,234,807 | 109,421,851 | 112,704,507 | 116,085,642 | 119,568,211 | 123,155,257 |
| Fire Services | 45,938,996 | 47,317,166 | 48,736,681 | 50,198,781 | 51,704,744 | 53,255,887 | 54,853,563 | 56,499,170 | 58,194,145 |
| Animal Control Services | 3,990,489 | 4,110,203 | 4,233,510 | 4,360,515 | 4,491,330 | 4,626,070 | 4,764,852 | 4,907,798 | 5,055,032 |
| Total Public Safety | 147,149,382 | 151,563,863 | 156,110,779 | 160,794,103 | 165,617,926 | 170,586,464 | 175,704,058 | 180,975,179 | 186,404,435 |
| Total General Fund Expenditures | 217,740,582 | 224,272,799 | 231,000,983 | 237,931,013 | 245,068,943 | 252,421,012 | 259,993,642 | 267,793,451 | 275,827,255 |
| DEPARTMENT NAME | | | | | | | | | |
| CITY COUNCIL | 902,239 | 929,306 | 957,185 | 985,901 | 1,015,478 | 1,045,942 | 1,077,320 | 1,109,640 | 1,142,929 |
| BOARDS AND COMMISSIONS | 16,713 | 17,214 | 17,731 | 18,263 | 18,811 | 19,375 | 19,956 | 20,555 | 21,172 |
| CITY CLERK | 1,443,057 | 1,486,349 | 1,530,940 | 1,576,868 | 1,624,174 | 1,672,899 | 1,723,086 | 1,774,778 | 1,828,022 |
| CITY ATTORNEY | 4,537,134 | 4,673,248 | 4,813,446 | 4,957,849 | 5,106,585 | 5,259,782 | 5,417,576 | 5,580,103 | 5,747,506 |
| ADMINISTRATION | 2,983,167 | 3,072,662 | 3,164,842 | 3,259,787 | 3,357,581 | 3,458,308 | 3,562,057 | 3,668,919 | 3,778,986 |
| INFO TECH SRVCS | 5,372,290 | 5,533,459 | 5,699,463 | 5,870,447 | 6,046,560 | 6,227,957 | 6,414,795 | 6,607,239 | 6,805,457 |
| HUMAN RESOURCES | 4,272,889 | 4,401,075 | 4,533,108 | 4,669,101 | 4,809,174 | 4,953,449 | 5,102,053 | 5,255,114 | 5,412,768 |
| FINANCE | 5,610,872 | 5,779,199 | 5,952,575 | 6,131,152 | 6,315,086 | 6,504,539 | 6,699,675 | 6,900,665 | 7,107,685 |
| NON-DEPARTMENTAL | - | - | - | - | - | - | - | - | - |
| ANIMAL CARE FACILITY | 3,990,489 | 4,110,203 | 4,233,510 | 4,360,515 | 4,491,330 | 4,626,070 | 4,764,852 | 4,907,798 | 5,055,032 |
| ECONOMIC DEVELOPMENT | 3,052,609 | 3,144,187 | 3,238,513 | 3,335,668 | 3,435,738 | 3,538,810 | 3,644,974 | 3,754,324 | 3,866,953 |
| PLANNING AND BUILDING SERVICES | 1,388,100 | 1,429,743 | 1,472,635 | 1,516,814 | 1,562,319 | 1,609,188 | 1,657,464 | 1,707,188 | 1,758,403 |
| ENGINEERING AND CIP PROJECTS | 12,914,048 | 13,301,470 | 13,700,514 | 14,111,529 | 14,534,875 | 14,970,922 | 15,420,049 | 15,882,651 | 16,359,130 |
| POLICE | 97,219,898 | 100,136,494 | 103,140,589 | 106,234,807 | 109,421,851 | 112,704,507 | 116,085,642 | 119,568,211 | 123,155,257 |
| FIRE | 45,938,996 | 47,317,166 | 48,736,681 | 50,198,781 | 51,704,744 | 53,255,887 | 54,853,563 | 56,499,170 | 58,194,145 |
| PUBLIC WORKS | 6,643,972 | 6,843,291 | 7,048,589 | 7,260,047 | 7,477,849 | 7,702,184 | 7,933,249 | 8,171,247 | 8,416,384 |
| RECREATION | 15,646,896 | 16,116,303 | 16,599,792 | 17,097,786 | 17,610,719 | 18,139,041 | 18,683,212 | 19,243,709 | 19,821,020 |
| LIBRARY | 5,807,214 | 5,981,430 | 6,160,873 | 6,345,699 | 6,536,070 | 6,732,152 | 6,934,117 | 7,142,140 | 7,356,404 |
| GENERAL FUND TOTALS | 217,740,582 | 224,272,799 | 231,000,983 | 237,931,013 | 245,068,943 | 252,421,012 | 259,993,642 | 267,793,451 | 275,827,255 |

| FUNCTIONAL AREA RECONCILED ITEMS TO PUBLISHED BUDGET | PERSONNEL SERVICES | SUPPLIES & SERVICES | UTILITIES | OTHER | OPERATING CAPITAL | XFERS OUT | INTERNAL SERVICE CHARGES | AMENDED FY2019- 20 TOTAL | ELIMINATION ENTRY | RECLASS NON- DEPARTMENTAL COSTS | RECLASS NON- DEPARTMENTAL COSTS | REVISED TOTALS | TRANSFERS IN | City 10 Year Model | REVISED TOTALS |
|---|-----------------------|---------------------|--------------|------------|----------------------|---------------|-----------------------------|-----------------------------|----------------------|---------------------------------------|---------------------------------------|----------------|-----------------|-----------------------|-------------------|
| General Government | \$ 15,592,728 | \$ 2,924,966 | \$ 20,259 | \$ - | \$ 123,915 | \$ - | \$ - | \$ 18,661,868 | \$ - | \$ - | \$ 454,715 | \$ 19,116,583 | (956,096) | - | \$ 18,160,487 |
| Community Development | 4,621,535 | 343,316 | 4,872 | 12,000 | 2,020 | - | 23,635 | 5,007,378 | - | - | 124,332 | 5,131,710 | (1,923,648) | - | 3,208,062 |
| Public Works/Engineering | 16,361,728 | 1,792,632 | 1,457,593 | 123,500 | 150,171 | 386,611 | 609,443 | 20,881,678 | - | - | 673,694 | 21,555,372 | (7,687,751) | 350,000 | 14,217,621 |
| Community Services | 10,814,949 | 1,185,597 | 2,881,712 | 81,300 | 2,523 | - | 324,262 | 15,290,343 | - | - | 208,562 | 15,498,905 | - | - | 15,498,905 |
| Public Safety | | | | | | | | | | | | | | | |
| Police Services ³ | 54,776,784 | 2,010,850 | 412,372 | 103,243 | - | - | 1,000,423 | 58,303,672 | - | 2,233,778 | 1,413,564 | 61,951,014 | (587,640) | 1,630,000 | 62,993,374 |
| Fire Services ⁴ | 28,491,107 | 2,131,858 | 193,717 | - | - | 62,326 | 955,878 | 31,834,886 | - | - | 703,874 | 32,538,760 | (1,143,502) | 1,660,000 | 33,055,258 |
| Animal Control Services | 2,348,400 | 351,949 | 42,296 | 4,500 | 6,282 | - | 53,200 | 2,806,627 | - | - | 76,187 | 2,882,814 | - | - | 2,882,814 |
| Non-Departmental | (153,983) | 1,668,697 | 3,984 | 454,622 | - | 42,207,075 | - | 44,180,395 | (36,767,305) | (2,233,778) | (3,654,929) | 1,524,383 | (1,524,383) | - | - |
| | \$ 132,853,248 | \$ 12,409,865 | \$ 5,016,805 | \$ 779,165 | \$ 284,911 | \$ 42,656,012 | \$ 2,966,841 | \$ 196,966,847 | \$ (36,767,305) | \$ - | \$ - | \$ 160,199,542 | \$ (13,823,020) | \$ 3,640,000 | \$ 150,016,522 |

| | |
|-----------|-------------------|
| FY2019-20 | ADOPTED FY2019-20 |
|-----------|-------------------|

| DEPT | DEPARTMENT NAME | PERSONNEL SERVICES | SUPPLIES & SERVICES | UTILITIES | OTHER | OPERATING CAPITAL | XFERS OUT | INTERNAL SERVICE CHARGES | TOTAL | ELIMINATION ENTRY AND 1ST QUARTER ADJUSTMENTS | RECLASS FOR POLICE | SPREAD | REVISED TOTALS | TRANSFERS IN | City 10 Year Model | REVISED TOTALS |
|-------|--------------------------------|-----------------------|---------------------|--------------|------------|----------------------|---------------|-----------------------------|----------------|--|-----------------------|-------------|----------------|-----------------|-----------------------|-------------------|
| 01100 | CITY COUNCIL | \$ 1,456,659 | \$ 105,880 | \$ 1,307 | \$ - | \$ 3,190 | \$ - | \$ - | \$ 1,567,036 | | | | \$ 1,607,893 | (956,096) | - | \$ 651,797 |
| 02000 | BOARDS AND COMMISSIONS | - | 11,841 | - | - | - | - | - | 11,841 | - | - | - | 233 | - | - | 12,074 |
| 03000 | CITY CLERK | 858,657 | 159,285 | 688 | - | - | - | - | 1,018,630 | - | - | - | 23,865 | - | - | 1,042,495 |
| 04000 | CITY ATTORNEY | 2,886,587 | 308,800 | 1,856 | - | 4,948 | - | - | 3,202,191 | - | - | - | 75,531 | - | - | 3,277,722 |
| 05000 | ADMINISTRATION | 1,948,791 | 150,187 | 832 | - | 3,416 | - | - | 2,103,226 | - | - | - | 51,877 | - | - | 2,155,103 |
| 06000 | INFO TECH SRVCS | 2,349,498 | 1,335,947 | 11,907 | - | 87,890 | - | - | 3,785,242 | - | - | - | 95,815 | - | - | 3,881,057 |
| 07000 | HUMAN RESOURCES | 2,587,023 | 418,970 | 1,457 | - | 8,972 | - | - | 3,016,422 | - | - | - | 70,404 | - | - | 3,086,826 |
| 08000 | FINANCE | 3,505,513 | 434,056 | 2,212 | - | 15,499 | - | - | 3,957,280 | - | - | - | 96,134 | - | - | 4,053,414 |
| 09000 | NON-DEPARTMENTAL | (153,983) | 1,668,697 | 3,984 | 454,622 | - | 42,207,075 | - | 44,180,395 | (36,767,305) | (2,233,778) | (3,654,929) | 1,524,383 | (1,524,383) | - | - |
| 10000 | ANIMAL CARE FACILITY | 2,348,400 | 351,949 | 42,296 | 4,500 | 6,282 | - | 53,200 | 2,806,627 | - | - | - | 76,187 | - | - | 2,882,814 |
| 11000 | ECONOMIC DEVELOPMENT | 1,977,144 | 168,422 | 2,497 | - | 1,520 | - | - | 2,149,583 | - | - | - | 55,686 | - | - | 2,205,269 |
| 12000 | PLANNING AND BUILDING SERVICES | 2,644,391 | 174,894 | 2,375 | 12,000 | 500 | - | 23,635 | 2,857,795 | - | - | - | 68,646 | (1,923,648) | - | 1,002,793 |
| 13000 | ENGINEERING AND CIP PROJECTS | 7,229,662 | 366,083 | 863,671 | 108,500 | 10,000 | 386,611 | 144,695 | 9,109,222 | - | - | - | 220,161 | - | - | 9,329,383 |
| 14000 | POLICE | 54,776,784 | 2,010,850 | 412,372 | 103,243 | - | - | 1,000,423 | 58,303,672 | - | 2,233,778 | 1,413,564 | 61,951,014 | (587,640) | 1,630,000 | 62,993,374 |
| 15000 | FIRE | 28,491,107 | 2,131,858 | 193,717 | - | - | 62,326 | 955,878 | 31,834,886 | - | - | - | 703,874 | (1,143,502) | 1,660,000 | 33,055,258 |
| 16000 | PUBLIC WORKS | 9,132,066 | 1,426,549 | 593,922 | 15,000 | 140,171 | - | 464,748 | 11,772,456 | - | - | - | 453,532 | (7,687,751) | 350,000 | 4,888,237 |
| 17000 | RECREATION | 7,219,052 | 959,603 | 2,608,646 | 80,900 | 2,523 | - | 320,917 | 11,911,641 | - | - | - | 112,010 | - | - | 11,303,651 |
| 18000 | LIBRARY | 3,595,897 | 225,994 | 273,066 | 400 | - | - | 3,345 | 4,098,702 | - | - | - | 96,553 | - | - | 4,195,255 |
| | GENERAL FUND TOTALS | \$ 132,853,248 | \$ 12,409,865 | \$ 5,016,805 | \$ 779,165 | \$ 284,911 | \$ 42,656,012 | \$ 2,966,841 | \$ 196,966,847 | \$ (36,767,305) | \$ - | \$ - | \$ 160,199,542 | \$ (13,823,020) | \$ 3,640,000 | \$ 150,016,522 |

Appendix B
Printouts from Unmodified Fiscal Model for Existing Industrial Use



Instructional Guide

- 1 The spreadsheet is ready to accept unit counts and valuation of project costs.
- 2 TABS: COMPLETE SHADED AREAS AS INSTRUCTED ON EACH TAB
 - 2a TAB: Property Tax Analysis
Enter unit counts in yellow highlighted cells
Single Family Residential
Multi-Family Residential
Commercial
Industrial
Office
Hotel
 - 2b Input a Constructed Assessed Value
 - 2c Input on Percentage Complete row for each section - a factor of how much of
 - 2d TAB: Sales Tax Analysis - Input Square Footage and Rates on Sheet
 - 2e TAB: Expenditure - Police & Fire
Input Acres by Land Use In Shaded Areas
 - 2f TAB: Police & Fire Costs - Dev - No input; shows costs and phase in of Fire Station/S
 - 2g TAB: Police & Fire Detal Calcs (call volume by Land Use)
 - 2h TAB: Master Plan Services
 - 2i TAB: Maintenance Service Costs
Input Lane Miles and Park Acres
- 3 TAB: Maintenance Service Costs - PS
 - 3a Input the service count components listed (as applicable)
- 4 TAB: Analysis - Model FY
 - 4a This table links to other input tables and calculates the fiscal impact on
 - 4b If the project has a hotel, the room counts per hotel need to be input to
 - 4c Also, an absorption % impact factor needs to be entered on realizing the
- 5 TAB: Population Factor - Prepopulated
TAB: EXH 1 - Revenue Per Capita (Data supporting Fiscal Impact - Locked)
TAB: EXH 2 - Expenditures Per Capita (Data supporting Fiscal Impact - Locked)
TAB: SUMMARY-EXP (Reconciles Published Budget to Base for Fiscal Model)
- 6 Print each Tab when done



| Year | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Single Family Residential | - | - | - | - | - | - | - | - | - |
| Multi-Family Residential | - | - | - | - | - | - | - | - | - |
| Subtotal (Per Capita) | - | - | - | - | - | - | - | - | - |
| Employment Population | 13 | 13 | 13 | 13 | 13 | 13 | 13 | 13 | 13 |
| Totals | 13 | 13 | 13 | 13 | 13 | 13 | 13 | 13 | 13 |
| Number of Homes | | | | | | | | | |
| Single Family Residential | - | - | - | - | - | - | - | - | - |
| Multi-Family Residential | - | - | - | - | - | - | - | - | - |
| Totals | - | - | - | - | - | - | - | - | - |
| Transient Occupancy Tax (Project Specific) | | | | | | | | | |
| Hotel 1 - # rooms | - | - | - | - | - | - | - | - | - |
| Hotel 2 - # rooms | - | - | - | - | - | - | - | - | - |
| Totals | - | - | - | - | - | - | - | - | - |
| Average Hotel Daily Rate - San Diego County Average* | \$ 154.87 | \$ 157.19 | \$ 159.55 | \$ 161.94 | \$ 164.37 | \$ 166.84 | \$ 169.34 | \$ 171.88 | \$ 174.46 |
| Average Hotel Daily Rate - Developer Assigned* | \$ 142.10 | \$ 144.23 | \$ 146.39 | \$ 148.59 | \$ 150.82 | \$ 153.08 | \$ 155.38 | \$ 157.71 | \$ 160.07 |
| Average Hotel Occupancy* | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% |
| Developer Provided Hotel Occupancy* | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Transient Occupancy Tax Rate (per room night) | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% |
| Absorption Rate | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

| Year | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 11 | |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| General Fund Revenues | | | | | | | | | | |
| Tax Revenues | | | | | | | | | | |
| Property Tax | AV | \$ 6,357 | \$ 6,484 | \$ 6,614 | \$ 6,746 | \$ 6,881 | \$ 7,019 | \$ 7,159 | \$ 7,303 | \$ 7,449 |
| Sales and Use Tax | Per Capita | 1,590 | 1,536 | 1,532 | 1,528 | 1,523 | 1,518 | 1,513 | 1,509 | 1,554 |
| Transient Occupancy Tax | Per Capita | 195 | 188 | 189 | 189 | 190 | 191 | 192 | 193 | 199 |
| Motor Vehicle In-Lieu of VLF | Project Specific | - | 64 | 130 | 197 | 265 | 335 | 406 | 478 | 552 |
| Franchise Fees | Per Capita | 548 | 552 | 558 | 563 | 569 | 574 | 579 | 584 | 602 |
| Other Taxes | Per Capita | 505 | 497 | 496 | 495 | 495 | 494 | 494 | 492 | 507 |
| <i>Subtotal Tax Revenues</i> | | <i>9,196</i> | <i>9,322</i> | <i>9,518</i> | <i>9,719</i> | <i>9,923</i> | <i>10,131</i> | <i>10,343</i> | <i>10,559</i> | <i>10,862</i> |
| Other Revenues | Per Capita | 536 | 558 | 564 | 570 | 576 | 582 | 586 | 591 | 609 |
| Licenses and Permits | Per Capita | 72 | 73 | 73 | 73 | 73 | 74 | 74 | 74 | 76 |
| Fines, forfeitures, penalties | Per Capita | 57 | 57 | 57 | 57 | 58 | 58 | 58 | 58 | 60 |
| Use of Money & Property | Per Capita | 137 | 138 | 138 | 139 | 139 | 140 | 140 | 141 | 145 |
| Charges for Services | No Forecast | - | - | - | - | - | - | - | - | - |
| Intergovernmental | Per Capita | 98 | 98 | 99 | 99 | 99 | 100 | 100 | 101 | 104 |
| <i>Subtotal Other Revenues</i> | | <i>900</i> | <i>924</i> | <i>931</i> | <i>938</i> | <i>945</i> | <i>953</i> | <i>959</i> | <i>966</i> | <i>995</i> |
| Total General Fund Revenues | | \$ 10,096 | \$ 10,246 | \$ 10,449 | \$ 10,658 | \$ 10,868 | \$ 11,084 | \$ 11,302 | \$ 11,524 | \$ 11,856 |

| | | | | | | | | | | |
|--|--------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| General Fund Expenditures | | | | | | | | | | |
| General Government | Per Capita | \$ 122 | \$ 124 | \$ 125 | \$ 127 | \$ 129 | \$ 131 | \$ 132 | \$ 134 | \$ 136 |
| Community Development (20%) | Per Capita | 29 | 29 | 30 | 30 | 30 | 31 | 31 | 32 | 32 |
| Public Works/Engineering | Per Capita | 44 | 45 | 46 | 46 | 47 | 47 | 48 | 48 | 48 |
| | PC/EMP Base | | | | | | | | | |
| Drainage Management System | \$ 26.50 | 123 | 123 | 123 | 123 | 123 | 123 | 123 | 123 | 123 |
| Building Management System | 4.10 | 19 | 19 | 19 | 19 | 19 | 19 | 19 | 19 | 19 |
| Parks Management System | 15.68 | 73 | 73 | 73 | 73 | 73 | 73 | 73 | 73 | 73 |
| Open Space Management System | 6.72 | 31 | 31 | 31 | 31 | 31 | 31 | 31 | 31 | 31 |
| Fleet Management System | 3.73 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 |
| Pavement Annual (PMP) | 14.18 | 66 | 66 | 66 | 66 | 66 | 66 | 66 | 66 | 66 |
| General Govt Management System | 0.65 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Urban Forestry Management System | 6.72 | 31 | 31 | 31 | 31 | 31 | 31 | 31 | 31 | 31 |
| | \$ 78.28 | 364 | 364 | 364 | 364 | 364 | 364 | 364 | 364 | 364 |
| Community Services | Per Capita | 348 | 352 | 357 | 361 | 366 | 371 | 377 | 382 | 387 |
| Public Safety: | | | | | | | | | | |
| Police Services | Project Specific | 6,865 | 7,263 | 7,568 | 7,881 | 8,208 | 8,545 | 8,898 | 9,249 | 9,480 |
| Fire Services | Project Specific | 2,378 | 2,483 | 2,600 | 2,672 | 2,746 | 2,819 | 2,895 | 2,966 | 3,041 |
| Animal Control Services | Per Capita | 129 | 131 | 133 | 134 | 136 | 138 | 140 | 142 | 144 |
| <i>Total Public Safety</i> | | <i>9,372</i> | <i>9,877</i> | <i>10,301</i> | <i>10,688</i> | <i>11,090</i> | <i>11,502</i> | <i>11,932</i> | <i>12,357</i> | <i>12,665</i> |
| Total General Fund Expenditures | | \$ 10,279 | \$ 10,791 | \$ 11,223 | \$ 11,617 | \$ 12,026 | \$ 12,446 | \$ 12,884 | \$ 13,317 | \$ 13,634 |

| | | | | | | | | | | |
|---|--|----------------|----------------|----------------|----------------|------------------|------------------|------------------|------------------|------------------|
| Projected Net Revenues/(Shortfall) | | (\$183) | (\$545) | (\$774) | (\$960) | (\$1,158) | (\$1,362) | (\$1,583) | (\$1,793) | (\$1,777) |
|---|--|----------------|----------------|----------------|----------------|------------------|------------------|------------------|------------------|------------------|



| Year | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 |
|---------------------------|----|----|----|----|----|----|----|----|----|
| Single Family Residential | - | - | - | - | - | - | - | - | - |
| Multi-Family Residential | - | - | - | - | - | - | - | - | - |
| Subtotal (Per Capita) | - | - | - | - | - | - | - | - | - |
| Employment Population | 13 | 13 | 13 | 13 | 13 | 13 | 13 | 13 | 13 |
| Totals | 13 | 13 | 13 | 13 | 13 | 13 | 13 | 13 | 13 |

Number of Homes

| | | | | | | | | | |
|---------------------------|---|---|---|---|---|---|---|---|---|
| Single Family Residential | - | - | - | - | - | - | - | - | - |
| Multi-Family Residential | - | - | - | - | - | - | - | - | - |
| Totals | - | - | - | - | - | - | - | - | - |

Transient Occupancy Tax (Project Specific)

| | | | | | | | | | |
|-------------------|---|---|---|---|---|---|---|---|---|
| Hotel 1 - # rooms | - | - | - | - | - | - | - | - | - |
| Hotel 2 - # rooms | - | - | - | - | - | - | - | - | - |
| Totals | - | - | - | - | - | - | - | - | - |

| | | | | | | | | | |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Average Hotel Daily Rate - San Diego County Average* | \$ 177.08 | \$ 179.73 | \$ 182.43 | \$ 185.17 | \$ 187.94 | \$ 190.76 | \$ 193.62 | \$ 196.53 | \$ 199.48 |
| Average Hotel Daily Rate - Developer Assigned* | \$ 162.48 | \$ 164.91 | \$ 167.39 | \$ 169.90 | \$ 172.45 | \$ 175.03 | \$ 177.66 | \$ 180.32 | \$ 183.03 |
| Average Hotel Occupancy* | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% |
| Developer Provided Hotel Occupancy* | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Transient Occupancy Tax Rate (per room night) | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% |
| Absorption Rate | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

| Year | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
|------|----|----|----|----|----|----|----|----|----|
|------|----|----|----|----|----|----|----|----|----|

General Fund Revenues

| Tax Revenues | | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Property Tax | AV | \$ 7,598 | \$ 7,750 | \$ 7,905 | \$ 8,063 | \$ 8,224 | \$ 8,388 | \$ 8,556 | \$ 8,727 | \$ 8,902 |
| Sales and Use Tax | Per Capita | 1,601 | 1,649 | 1,698 | 1,749 | 1,801 | 1,855 | 1,911 | 1,968 | 2,027 |
| Transient Occupancy Tax | Per Capita | 204 | 211 | 217 | 223 | 230 | 237 | 244 | 251 | 259 |
| Motor Vehicle In-Lieu of VLF | Project Specific | 628 | 705 | 783 | 863 | 945 | 1,028 | 1,113 | 1,200 | 1,288 |
| Franchise Fees | Per Capita | 620 | 638 | 658 | 677 | 698 | 719 | 740 | 762 | 785 |
| Other Taxes | Per Capita | 522 | 538 | 554 | 570 | 587 | 605 | 623 | 642 | 661 |
| <i>Subtotal Tax Revenues</i> | | <i>11,172</i> | <i>11,489</i> | <i>11,814</i> | <i>12,146</i> | <i>12,485</i> | <i>12,832</i> | <i>13,188</i> | <i>13,551</i> | <i>13,922</i> |
| Other Revenues | Per Capita | 627 | 646 | 666 | 686 | 706 | 727 | 749 | 772 | 795 |
| Licenses and Permits | Per Capita | 79 | 81 | 84 | 86 | 89 | 91 | 94 | 97 | 100 |
| Fines, forfeitures, penalties | Per Capita | 62 | 64 | 66 | 68 | 70 | 72 | 74 | 76 | 78 |
| Use of Money & Property | Per Capita | 150 | 154 | 159 | 164 | 168 | 174 | 179 | 184 | 190 |
| Charges for Services | No Forecast | - | - | - | - | - | - | - | - | - |
| Intergovernmental | Per Capita | 107 | 110 | 113 | 117 | 120 | 124 | 127 | 131 | 135 |
| <i>Subtotal Other Revenues</i> | | <i>1,024</i> | <i>1,055</i> | <i>1,087</i> | <i>1,119</i> | <i>1,153</i> | <i>1,188</i> | <i>1,223</i> | <i>1,260</i> | <i>1,298</i> |
| Total General Fund Revenues | | \$ 12,196 | \$ 12,544 | \$ 12,901 | \$ 13,265 | \$ 13,638 | \$ 14,020 | \$ 14,411 | \$ 14,811 | \$ 15,220 |

General Fund Expenditures

| | | | | | | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| General Government | Per Capita | \$ 138 | \$ 140 | \$ 142 | \$ 145 | \$ 148 | \$ 152 | \$ 156 | \$ 159 | \$ 163 |
| Community Development (20%) | Per Capita | 33 | 33 | 34 | 34 | 35 | 36 | 37 | 38 | 38 |
| Public Works/Engineering | Per Capita | 49 | 49 | 50 | 51 | 52 | 53 | 55 | 56 | 58 |
| <i>PC/EMP Base</i> | | | | | | | | | | |
| Drainage Management System | \$ 26.50 | 123 | 123 | 123 | 123 | 123 | 123 | 123 | 123 | 123 |
| Building Management System | 4.10 | 19 | 19 | 19 | 19 | 19 | 19 | 19 | 19 | 19 |
| Parks Management System | 15.68 | 73 | 73 | 73 | 73 | 73 | 73 | 73 | 73 | 73 |
| Open Space Management System | 6.72 | 31 | 31 | 31 | 31 | 31 | 31 | 31 | 31 | 31 |
| Fleet Management System | 3.73 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 |
| Pavement Annual (PMP) | 14.18 | 66 | 66 | 66 | 66 | 66 | 66 | 66 | 66 | 66 |
| General Govt Management System | 0.65 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Urban Forestry Management System | 6.72 | 31 | 31 | 31 | 31 | 31 | 31 | 31 | 31 | 31 |
| <i>\$ 78.28</i> | | <i>364</i> | <i>364</i> | <i>364</i> | <i>364</i> | <i>364</i> | <i>364</i> | <i>364</i> | <i>364</i> | <i>364</i> |
| Community Services | Per Capita | 393 | 399 | 405 | 411 | 421 | 432 | 442 | 453 | 465 |
| Public Safety: | | | | | | | | | | |
| Police Services | Project Specific | 9,717 | 9,960 | 10,209 | 10,464 | 10,726 | 10,994 | 11,269 | 11,550 | 11,839 |
| Fire Services | Project Specific | 3,115 | 3,208 | 3,305 | 3,404 | 3,506 | 3,611 | 3,719 | 3,831 | 3,946 |
| Animal Control Services | Per Capita | 146 | 148 | 151 | 153 | 157 | 161 | 165 | 169 | 173 |
| <i>Total Public Safety</i> | | <i>12,978</i> | <i>13,317</i> | <i>13,664</i> | <i>14,021</i> | <i>14,388</i> | <i>14,766</i> | <i>15,153</i> | <i>15,550</i> | <i>15,958</i> |
| Total General Fund Expenditures | | \$ 13,955 | \$ 14,303 | \$ 14,660 | \$ 15,026 | \$ 15,409 | \$ 15,803 | \$ 16,207 | \$ 16,621 | \$ 17,046 |

| | | | | | | | | | |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Projected Net Revenues/(Shortfall) | (\$1,759) | (\$1,759) | (\$1,759) | (\$1,761) | (\$1,771) | (\$1,783) | (\$1,796) | (\$1,810) | (\$1,826) |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|



| | Year | |
|--|-----------|-----------|
| | 19 | 20 |
| Population | | |
| Single Family Residential | - | - |
| Multi-Family Residential | - | - |
| Subtotal (Per Capita) | - | - |
| Employment Population | 13 | 13 |
| Totals | 13 | 13 |
| Number of Homes | | |
| Single Family Residential | - | - |
| Multi-Family Residential | - | - |
| Totals | - | - |
| Transient Occupancy Tax (Project Specific) | | |
| Hotel 1 - # rooms | - | - |
| Hotel 2 - # rooms | - | - |
| Totals | - | - |
| Average Hotel Daily Rate - San Diego County Average* | \$ 202.47 | \$ 205.50 |
| Average Hotel Daily Rate - Developer Assigned* | \$ 185.77 | \$ 188.56 |
| Average Hotel Occupancy* | 77.1% | 77.1% |
| Developer Provided Hotel Occupancy* | 0.0% | 0.0% |
| Transient Occupancy Tax Rate (per room night) | 10% | 10% |
| Absorption Rate | 0% | 0% |

| | Year | | |
|------------------------------------|------------------|------------------|------------------|
| | 21 | 22 | |
| General Fund Revenues | | | |
| Tax Revenues | | | |
| Property Tax | AV | \$ 9,080 | \$ 9,261 |
| Sales and Use Tax | Per Capita | 2,088 | 2,151 |
| Transient Occupancy Tax | Per Capita | 267 | 275 |
| Motor Vehicle In-Lieu of VLF | Project Specific | 1,378 | 1,470 |
| Franchise Fees | Per Capita | 809 | 833 |
| Other Taxes | Per Capita | 681 | 701 |
| <i>Subtotal Tax Revenues</i> | | <u>14,303</u> | <u>14,691</u> |
| Other Revenues | Per Capita | 819 | 843 |
| Licenses and Permits | Per Capita | 103 | 106 |
| Fines, forfeitures, penalties | Per Capita | 81 | 83 |
| Use of Money & Property | Per Capita | 195 | 201 |
| Charges for Services | No Forecast | - | - |
| Intergovernmental | Per Capita | 139 | 143 |
| <i>Subtotal Other Revenues</i> | | <u>1,337</u> | <u>1,377</u> |
| Total General Fund Revenues | | \$ 15,639 | \$ 16,068 |

| | | | |
|--|--------------------|------------------|------------------|
| General Fund Expenditures | | | |
| General Government | Per Capita | \$ 167 | \$ 172 |
| Community Development (20%) | Per Capita | 39 | 40 |
| Public Works/Engineering | Per Capita | 59 | 60 |
| | PC/EMP Base | | |
| Drainage Management System | \$ 26.50 | 123 | 123 |
| Building Management System | 4.10 | 19 | 19 |
| Parks Management System | 15.68 | 73 | 73 |
| Open Space Management System | 6.72 | 31 | 31 |
| Fleet Management System | 3.73 | 17 | 17 |
| Pavement Annual (PMP) | 14.18 | 66 | 66 |
| General Govt Management System | 0.65 | 3 | 3 |
| Urban Forestry Management System | 6.72 | 31 | 31 |
| | <u>\$ 78.28</u> | <u>364</u> | <u>364</u> |
| Community Services | Per Capita | 476 | 488 |
| Public Safety: | | | |
| Police Services | Project Specific | 12,135 | 12,439 |
| Fire Services | Project Specific | 4,064 | 4,186 |
| Animal Control Services | Per Capita | 177 | 182 |
| <i>Total Public Safety</i> | | <u>16,377</u> | <u>16,806</u> |
| Total General Fund Expenditures | | \$ 17,483 | \$ 17,932 |

| | | |
|---|------------------|------------------|
| Projected Net Revenues/(Shortfall) | (\$1,844) | (\$1,863) |
|---|------------------|------------------|



| Year | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Property Tax Analysis | | | | | | | | |
| Residential Units | | | | | | | | |
| Single Family Residential | | | | | | | | |
| Total Cumulative SFR Units | - | - | - | - | - | - | - | - |
| Total Cumulative Residents | 2.80 | - | - | - | - | - | - | - |
| Percentage Complete | | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Multi-Family Residential | | | | | | | | |
| Total Cumulative MFR Units | - | - | - | - | - | - | - | - |
| Total Cumulative Residents | 2.80 | - | - | - | - | - | - | - |
| Percentage Complete | | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Total Cumulative Residents | | | | | | | | |
| | | - | - | - | - | - | - | - |
| Commercial | | | | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Industrial | | | | | | | | |
| Employees | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| Percentage Complete | | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Constructed Assessed Values | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 |
| Office | | | | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Hotel | | | | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Constructed Assessed Values | | | | | | | | |
| Total Current Period Assessed Value Additions | | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 |
| Inflation Factor | 2.00% | 100.00% | 102.00% | 104.04% | 106.12% | 108.24% | 110.41% | 112.62% |
| Total AV - Inflated | | \$3,946,185 | \$4,025,109 | \$4,105,611 | \$4,187,723 | \$4,271,478 | \$4,356,907 | \$4,444,045 |
| Cumulative AV (w/o Prior Years Inflation) | | \$3,946,185 | \$4,025,109 | \$4,105,611 | \$4,187,723 | \$4,271,478 | \$4,356,907 | \$4,444,045 |
| Prior Years AV Inflation Factor | 2.00% | 0.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% |
| Prior Years AV Inflation Amount | | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Cumulative Residential AV - Inflated | | \$3,946,185 | \$4,025,109 | \$4,105,611 | \$4,187,723 | \$4,271,478 | \$4,356,907 | \$4,444,045 |
| Property Tax Revenue Estimate | | | | | | | | |
| Ad-Valorem | 1.00% | \$ 39,462 | \$ 40,251 | \$ 41,056 | \$ 41,877 | \$ 42,715 | \$ 43,569 | \$ 44,440 |
| Total AV Tax Due to City | 16.11% | \$6,357 | \$6,484 | \$6,614 | \$6,746 | \$6,881 | \$7,019 | \$7,159 |

| Year | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Property Tax Analysis | | | | | | | | |
| Residential Units | | | | | | | | |
| Single Family Residential | | | | | | | | |
| Total Cumulative SFR Units | - | - | - | - | - | - | - | - |
| Total Cumulative Residents | - | - | - | - | - | - | - | - |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Multi-Family Residential | | | | | | | | |
| Total Cumulative MFR Units | - | - | - | - | - | - | - | - |
| Total Cumulative Residents | - | - | - | - | - | - | - | - |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Cumulative Residents | - | - | - | - | - | - | - | - |
| Commercial | | | | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Industrial | | | | | | | | |
| Employees | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| Percentage Complete | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Constructed Assessed Values | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 |
| Office | | | | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Hotel | | | | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Constructed Assessed Values | | | | | | | | |
| Total Current Period Assessed Value Additions | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 |
| Inflation Factor | 114.87% | 117.17% | 119.51% | 121.90% | 124.34% | 126.82% | 129.36% | 131.95% |
| Total AV - Inflated | \$4,532,926 | \$4,623,585 | \$4,716,056 | \$4,810,377 | \$4,906,585 | \$5,004,717 | \$5,104,811 | \$5,206,907 |
| Cumulative AV (w/o Prior Years Inflation) | \$4,532,926 | \$4,623,585 | \$4,716,056 | \$4,810,377 | \$4,906,585 | \$5,004,717 | \$5,104,811 | \$5,206,907 |
| Prior Years AV Inflation Factor | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% |
| Prior Years AV Inflation Amount | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Cumulative Residential AV - Inflated | \$4,532,926 | \$4,623,585 | \$4,716,056 | \$4,810,377 | \$4,906,585 | \$5,004,717 | \$5,104,811 | \$5,206,907 |
| Property Tax Revenue Estimate | | | | | | | | |
| Ad-Valorem | \$ 45,329 | \$ 46,236 | \$ 47,161 | \$ 48,104 | \$ 49,066 | \$ 50,047 | \$ 51,048 | \$ 52,069 |
| Total AV Tax Due to City | \$7,303 | \$7,449 | \$7,598 | \$7,750 | \$7,905 | \$8,063 | \$8,224 | \$8,388 |

| Year | 16 | 17 | 18 | 19 | 20 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| Property Tax Analysis | | | | | |
| Residential Units | | | | | |
| Single Family Residential | | | | | |
| Total Cumulative SFR Units | - | - | - | - | - |
| Total Cumulative Residents | - | - | - | - | - |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$0 | \$0 | \$0 | \$0 | \$0 |
| Multi-Family Residential | | | | | |
| Total Cumulative MFR Units | - | - | - | - | - |
| Total Cumulative Residents | - | - | - | - | - |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Cumulative Residents | | | | | |
| | - | - | - | - | - |
| Commercial | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - |
| Industrial | | | | | |
| Employees | 38 | 38 | 38 | 38 | 38 |
| Percentage Complete | 100% | 100% | 100% | 100% | 100% |
| Constructed Assessed Values | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 |
| Office | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - |
| Hotel | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - |
| Constructed Assessed Values | | | | | |
| Total Current Period Assessed Value Additions | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 | \$ 3,946,185 |
| Inflation Factor | 134.59% | 137.28% | 140.02% | 142.82% | 145.68% |
| Total AV - Inflated | \$5,311,045 | \$5,417,266 | \$5,525,612 | \$5,636,124 | \$5,748,846 |
| Cumulative AV (w/o Prior Years Inflation) | \$5,311,045 | \$5,417,266 | \$5,525,612 | \$5,636,124 | \$5,748,846 |
| Prior Years AV Inflation Factor | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% |
| Prior Years AV Inflation Amount | \$0 | \$0 | \$0 | \$0 | \$0 |
| Cumulative Residential AV - Inflated | \$5,311,045 | \$5,417,266 | \$5,525,612 | \$5,636,124 | \$5,748,846 |
| Property Tax Revenue Estimate | | | | | |
| Ad-Valorem | \$ 53,110 | \$ 54,173 | \$ 55,256 | \$ 56,361 | \$ 57,488 |
| Total AV Tax Due to City | \$8,556 | \$8,727 | \$8,902 | \$9,080 | \$9,261 |



| | FY2019-20 ADOPTED | FY2020-21 FORECAST | FY2021-22 FORECAST | FY2022-23 FORECAST | FY2023-24 FORECAST | FY2024-25 FORECAST | FY2025-26 FORECAST | FY2026-27 FORECAST | FY2027-28 FORECAST | FY2028-29 FORECAST | FY2029-30 FORECAST | FY2030-31 FORECAST | FY2031-32 FORECAST |
|--|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|--|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |
|----------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| POPULATION | 296,494 | 301,555 | 306,616 | 311,677 | 316,738 | 321,799 | 326,860 | 331,921 | 336,982 | 342,043 | 347,104 | 352,165 | 357,226 |
| CHANGE IN POPULATION | 25,083 | 5,061 | 5,061 | 5,061 | 5,061 | 5,061 | 5,061 | 5,061 | 5,061 | 5,061 | 5,061 | 5,061 | 5,061 |
| # of DU | 8,958 | 1,808 | 1,808 | 1,808 | 1,808 | 1,808 | 1,808 | 1,808 | 1,808 | 1,808 | 1,808 | 1,808 | 1,808 |
| SFR | 1,592 | 321 | 321 | 321 | 321 | 321 | 321 | 321 | 321 | 321 | 321 | 321 | 321 |
| MFR | 7,366 | 1,487 | 1,487 | 1,487 | 1,487 | 1,487 | 1,487 | 1,487 | 1,487 | 1,487 | 1,487 | 1,487 | 1,487 |

| | | | | | | | | | | | | | |
|-----------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| DEVELOPER SFR (UNITS) | - | - | - | - | - | - | - | - | - | - | - | - | - |
| DEVELOPER MFR (UNITS) | - | - | - | - | - | - | - | - | - | - | - | - | - |
| COMMERCIAL (ACRES) | - | - | - | - | - | - | - | - | - | - | - | - | - |
| INDUSTRIAL (ACRES) | 6.91 | 6.91 | 6.91 | 6.91 | 6.91 | 6.91 | 6.91 | 6.91 | 6.91 | 6.91 | 6.91 | 6.91 | 6.91 |
| OFFICE (ACRES) | - | - | - | - | - | - | - | - | - | - | - | - | - |
| HOTEL (ACRES) | - | - | - | - | - | - | - | - | - | - | - | - | - |

| | | EXISTING DU | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------|---------------------|-------------|--------|----|--------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|
| POLICE | Single Family Units | 36,084 | PER DU | \$ | 882.52 | \$ | 975.90 | \$ | 1,032.44 | \$ | 1,075.85 | \$ | 1,120.38 | \$ | 1,166.86 | \$ | 1,214.71 | \$ | 1,264.90 | \$ | 1,314.79 | \$ | 1,347.66 | \$ | 1,381.35 | \$ | 1,415.88 | \$ | 1,451.28 | \$ | 1,487.56 |
| POLICE | Multi-Family Units | 27,814 | PER DU | \$ | 952.71 | \$ | 1,053.52 | \$ | 1,114.56 | \$ | 1,161.42 | \$ | 1,209.49 | \$ | 1,259.67 | \$ | 1,311.33 | \$ | 1,365.51 | \$ | 1,419.36 | \$ | 1,454.85 | \$ | 1,491.22 | \$ | 1,528.50 | \$ | 1,566.71 | \$ | 1,605.88 |

| | | EXISTING ACRES | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------|-------------------------|----------------|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|--|
| POLICE | Commercial Acres | 936 | PER ACRE | \$ | 4,167.10 | \$ | 4,608.01 | \$ | 4,875.01 | \$ | 5,079.96 | \$ | 5,290.22 | \$ | 5,509.72 | \$ | 5,735.66 | \$ | 5,972.62 | \$ | 6,208.19 | \$ | 6,363.40 | \$ | 6,522.48 | \$ | 6,685.55 | \$ | 6,852.68 | \$ | 7,024.00 | |
| POLICE | Industrial/Office Acres | 834 | PER ACRE | \$ | 898.41 | \$ | 993.47 | \$ | 1,051.04 | \$ | 1,095.22 | \$ | 1,140.56 | \$ | 1,187.88 | \$ | 1,236.59 | \$ | 1,287.68 | \$ | 1,338.47 | \$ | 1,371.93 | \$ | 1,406.23 | \$ | 1,441.38 | \$ | 1,477.42 | \$ | 1,514.35 | |

| | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------------------------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|--------|----|--------|
| POLICE COSTS - PROJECT SPECIFIC | \$ | 6,865 | \$ | 7,263 | \$ | 7,568 | \$ | 7,881 | \$ | 8,208 | \$ | 8,545 | \$ | 8,898 | \$ | 9,249 | \$ | 9,480 | \$ | 9,717 | \$ | 9,960 | \$ | 10,209 | \$ | 10,464 |
|---------------------------------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|--------|----|--------|

| | | EXISTING DU | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|------|---------------------|-------------|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|--|
| FIRE | Single Family Units | 36,084 | PER DU | \$ | 376.83 | \$ | 439.73 | \$ | 459.17 | \$ | 480.87 | \$ | 494.21 | \$ | 507.72 | \$ | 521.36 | \$ | 535.28 | \$ | 548.44 | \$ | 562.35 | \$ | 576.04 | \$ | 593.32 | \$ | 611.12 | \$ | 629.45 | |
| FIRE | Multi-Family Units | 27,814 | PER DU | \$ | 422.97 | \$ | 493.58 | \$ | 515.40 | \$ | 539.76 | \$ | 554.73 | \$ | 569.90 | \$ | 585.20 | \$ | 600.82 | \$ | 615.60 | \$ | 631.21 | \$ | 646.58 | \$ | 665.97 | \$ | 685.95 | \$ | 706.53 | |

| | | EXISTING ACRES | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|------|-------------------------|----------------|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|--|
| FIRE | Commercial Acres | 936 | PER ACRE | \$ | 1,479.61 | \$ | 1,726.59 | \$ | 1,802.93 | \$ | 1,888.14 | \$ | 1,940.50 | \$ | 1,993.58 | \$ | 2,047.11 | \$ | 2,101.76 | \$ | 2,153.47 | \$ | 2,208.06 | \$ | 2,261.81 | \$ | 2,329.67 | \$ | 2,399.56 | \$ | 2,471.54 | |
| FIRE | Industrial/Office Acres | 834 | PER ACRE | \$ | 294.89 | \$ | 344.12 | \$ | 359.33 | \$ | 376.32 | \$ | 386.75 | \$ | 397.33 | \$ | 408.00 | \$ | 418.89 | \$ | 429.20 | \$ | 440.08 | \$ | 450.79 | \$ | 464.32 | \$ | 478.24 | \$ | 492.59 | |

| | | | | | | | | | | | | | | | | | | | | | | | | | | |
|-------------------------------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|
| FIRE COSTS - PROJECT SPECIFIC | \$ | 2,378 | \$ | 2,483 | \$ | 2,600 | \$ | 2,672 | \$ | 2,746 | \$ | 2,819 | \$ | 2,895 | \$ | 2,966 | \$ | 3,041 | \$ | 3,115 | \$ | 3,208 | \$ | 3,305 | \$ | 3,404 |
|-------------------------------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|



FY2032-33 FORECAST FY2033-34 FORECAST FY2034-35 FORECAST FY2035-36 FORECAST FY2037-38 FORECAST FY2038-39 FORECAST FY2039-40 FORECAST

| | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
|----------------------|---------|---------|---------|---------|---------|---------|---------|
| POPULATION | 359,169 | 361,036 | 362,933 | 364,812 | 366,644 | 368,438 | 370,188 |
| CHANGE IN POPULATION | 1,943 | 1,867 | 1,898 | 1,878 | 1,833 | 1,794 | 1,750 |
| # of DU | 694 | 667 | 678 | 671 | 655 | 641 | 625 |
| SFR | 123 | 119 | 120 | 119 | 116 | 114 | 111 |
| MFR | 571 | 548 | 558 | 552 | 539 | 527 | 514 |

| | | | | | | | |
|-----------------------|------|------|------|------|------|------|------|
| DEVELOPER SFR (UNITS) | - | - | - | - | - | - | - |
| DEVELOPER MFR (UNITS) | - | - | - | - | - | - | - |
| COMMERCIAL (ACRES) | - | - | - | - | - | - | - |
| INDUSTRIAL (ACRES) | 6.91 | 6.91 | 6.91 | 6.91 | 6.91 | 6.91 | 6.91 |
| OFFICE (ACRES) | - | - | - | - | - | - | - |
| HOTEL (ACRES) | - | - | - | - | - | - | - |

EXISTING DU

| | | | | | | | | | | |
|----------------------------|--------|--------|-----------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| POLICE Single Family Units | 36,084 | PER DU | \$ 882.52 | \$ 1,524.75 | \$ 1,562.87 | \$ 1,601.94 | \$ 1,641.99 | \$ 1,683.04 | \$ 1,725.12 | \$ 1,768.25 |
| POLICE Multi-Family Units | 27,814 | PER DU | \$ 952.71 | \$ 1,646.03 | \$ 1,687.18 | \$ 1,729.36 | \$ 1,772.59 | \$ 1,816.91 | \$ 1,862.33 | \$ 1,908.89 |

EXISTING ACRES

| | | | | | | | | | | |
|--------------------------------|-----|----------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| POLICE Commercial Acres | 936 | PER ACRE | \$ 4,167.10 | \$ 7,199.60 | \$ 7,379.59 | \$ 7,564.08 | \$ 7,753.18 | \$ 7,947.01 | \$ 8,145.69 | \$ 8,349.33 |
| POLICE Industrial/Office Acres | 834 | PER ACRE | \$ 898.41 | \$ 1,552.21 | \$ 1,591.02 | \$ 1,630.79 | \$ 1,671.56 | \$ 1,713.35 | \$ 1,756.18 | \$ 1,800.09 |

| | | | | | | | |
|---------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| POLICE COSTS - PROJECT SPECIFIC | \$ 10,726 | \$ 10,994 | \$ 11,269 | \$ 11,550 | \$ 11,839 | \$ 12,135 | \$ 12,439 |
|---------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

EXISTING DU

| | | | | | | | | | | |
|--------------------------|--------|--------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| FIRE Single Family Units | 36,084 | PER DU | \$ 376.83 | \$ 648.34 | \$ 667.79 | \$ 687.82 | \$ 708.45 | \$ 729.71 | \$ 751.60 | \$ 774.15 |
| FIRE Multi-Family Units | 27,814 | PER DU | \$ 422.97 | \$ 727.73 | \$ 749.56 | \$ 772.05 | \$ 795.21 | \$ 819.07 | \$ 843.64 | \$ 868.95 |

EXISTING ACRES

| | | | | | | | | | | |
|------------------------------|-----|----------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| FIRE Commercial Acres | 936 | PER ACRE | \$ 1,479.61 | \$ 2,545.69 | \$ 2,622.06 | \$ 2,700.72 | \$ 2,781.74 | \$ 2,865.20 | \$ 2,951.15 | \$ 3,039.69 |
| FIRE Industrial/Office Acres | 834 | PER ACRE | \$ 294.89 | \$ 507.37 | \$ 522.59 | \$ 538.27 | \$ 554.42 | \$ 571.05 | \$ 588.18 | \$ 605.83 |

| | | | | | | | |
|-------------------------------|----------|----------|----------|----------|----------|----------|----------|
| FIRE COSTS - PROJECT SPECIFIC | \$ 3,506 | \$ 3,611 | \$ 3,719 | \$ 3,831 | \$ 3,946 | \$ 4,064 | \$ 4,186 |
|-------------------------------|----------|----------|----------|----------|----------|----------|----------|

Table - Public Safety Costs by Land Use

| Police Calls for Service by Land Use | | | | | | | | | |
|---|--|-------------------------------|--------------------|-----------------------------|----------------------|---------------------------|---------|---------------|---------------|
| Dwelling Type | Call Volume (CV) ⁽¹⁾ | Existing EDUs ⁽²⁾ | Existing CV / DU | Future EDUs ⁽³⁾ | Projected Future CV | Future SDF ⁽⁴⁾ | % OF CV | COSTS | COST PER EDU |
| Single Family Units | 123,906,773 | 36,084 | 3,434 | 4,854 | 16,667,871 | 14.957% | \$ | 62,993,374 | |
| Multi-Family Units | 103,105,371 | 27,814 | 3,707 | 22,467 | 83,283,023 | 74.735% | 50.55% | \$ 31,844,897 | \$ 883 |
| | | | | | | | 42.07% | \$ 26,498,793 | \$ 953 |
| Land Use | Call Volume (CV) ⁽¹⁾ | Existing Acres ⁽²⁾ | Existing CV / Acre | Future Acres ⁽³⁾ | Projected Future CV | Future SDF ⁽⁴⁾ | % OF CV | COSTS | COST PER ACRE |
| Commercial Acres | 15,176,274 | 936 | 16,214 | 518 | 8,405,596 | 7.543% | 6.19% | \$ 3,900,407 | \$ 4,167 |
| Industrial/Office Acres | 2,915,398 | 834 | 3,496 | 882 | 3,081,488 | 2.765% | 1.19% | \$ 749,277 | \$ 898 |
| Citywide Total | <u>245,103,815</u> | | | | | | | | |
| Fire Calls for Service by Land Use | | | | | | | | | |
| Dwelling Type | Calls for Service (CFS) ⁽¹⁾ | Existing EDUs ⁽²⁾ | Existing CFS / DU | Future EDUs ⁽³⁾ | Projected Future CFS | Future SDF ⁽⁴⁾ | % OF CV | COSTS | COST PER EDU |
| Single Family Units | 3,893 | 53629 | 0.0725947 | 4854 | 352.3746952 | 14.800% | | \$ 33,055,258 | |
| Multi-Family Units | 2,161 | 26516 | 0.08148433 | 22466.6667 | 1830.681368 | 76.890% | 61.137% | \$ 20,208,875 | \$ 376.83 |
| | <u>6,054</u> | | | | | | 33.930% | \$ 11,215,526 | \$ 422.97 |
| Land Use | Call Volume (CV) ⁽¹⁾ | Existing Acres ⁽²⁾ | Existing CV / Acre | Future Acres ⁽³⁾ | Projected Future CV | Future SDF ⁽⁴⁾ | % OF CV | COSTS | COST PER ACRE |
| Commercial Acres | 267 | 936 | 0.28504274 | 518.417 | 147.7709996 | 6.207% | 4.190% | \$ 1,384,916 | \$ 1,479.61 |
| Industrial/Office Acres | 47 | 834 | 0.05681055 | 881.513 | 50.07923974 | 2.103% | 0.744% | \$ 245,942 | \$ 294.89 |
| | <u>314</u> | | | | | | | | |
| | <u>6,368</u> | | | | | | | | |

⁽¹⁾ Calls for Service include all calls for service responded to by the Fire Department during a one-year period.

⁽²⁾ Existing development data is per General Plan Update Fiscal Model.

⁽³⁾ Future development data is per March 2006 PFDIF Update - Development Forecast.

⁽⁴⁾ SDF - Service Demand Factor

**CITY OF CHULA VISTA, CALIFORNIA
 SELECTED ANALYSIS OF REVENUES
 PER CAPITA ASSUMPTIONS TABLE**

| | HOUSEHOLD POPULATION | EMPLOYEES | EMPLOYMENT RESIDENT EQUIVALENT (.05) |
|-------|---------------------------------|------------------|---|
| 2012 | 244,408 | 37,218 | 12,220 |
| 2013 | 249,110 | 37,934 | 12,456 |
| 2014 | 253,812 | 38,650 | 12,691 |
| 2015 | 258,514 | 39,366 | 12,926 |
| 2016 | 263,216 | 40,082 | 13,161 |
| 2017 | 267,917 | 40,798 | 13,396 |
| 2018 | 268,060 | 40,820 | 13,403 |
| 2019* | 271,411 | 41,330 | 13,571 |
| 2020 | 282,375 | 43,000 | 14,119 |
| 2021 | 287,195 | 43,734 | 14,360 |
| 2022 | 292,015 | 44,468 | 14,601 |
| 2023 | 296,835 | 45,201 | 14,842 |
| 2024 | 301,655 | 45,935 | 15,083 |
| 2025 | 306,475 | 46,669 | 15,324 |
| 2026 | 311,295 | 47,403 | 15,565 |
| 2027 | 316,115 | 48,137 | 15,806 |
| 2028 | 320,935 | 48,871 | 16,047 |
| 2029 | 325,755 | 49,605 | 16,288 |
| 2030 | 330,575 | 50,339 | 16,529 |
| 2031 | 335,395 | 51,073 | 16,770 |
| 2032 | 340,215 | 51,807 | 17,011 |
| 2033 | 342,066 | 52,089 | 17,103 |
| 2034 | 343,844 | 52,360 | 17,192 |
| 2035 | 345,651 | 52,635 | 17,283 |
| 2036 | 347,440 | 52,907 | 17,372 |
| 2037 | 349,185 | 53,173 | 17,459 |
| 2038 | 350,894 | 53,433 | 17,545 |
| 2039 | 352,560 | 53,687 | 17,628 |
| 2040 | 354,241 | 53,943 | 17,712 |
| 2041 | 355,895 | 54,195 | 17,795 |
| 2042 | 357,524 | 54,443 | 17,876 |
| 2043 | 359,126 | 54,687 | 17,956 |
| 2044 | 360,683 | 54,924 | 18,034 |
| 2045 | 362,220 | 55,158 | 18,111 |
| 2046 | 363,786 | 55,397 | 18,189 |
| 2047 | 365,344 | 55,634 | 18,267 |

* As of 01/01/2019 Per State of California Department of Finance, Chula Vista Population is 271,411.

CITY OF CHULA VISTA, CALIFORNIA
SELECTED ANALYSIS OF REVENUES
PER CAPITA ASSUMPTIONS TABLE

| FUND/ACCOUNT | Per Capita Weighted Average | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 | FY2025-26 | FY2026-27 |
|--|-----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | | FORECAST | FORECAST | FORECAST | FORECAST | FORECAST | FORECAST | FORECAST | FORECAST |
| 100 GENERAL FUND | | | | | | | | | |
| <u>Property Taxes</u> | | | | | | | | | |
| 3000 Property Tax | \$ 160.05 | 37,371,038 | 38,860,000 | 40,330,000 | 41,820,000 | 43,370,000 | 44,920,000 | 46,580,000 | 48,060,000 |
| TOTAL | | 37,371,038 | 38,860,000 | 40,330,000 | 41,820,000 | 43,370,000 | 44,920,000 | 46,580,000 | 48,060,000 |
| <u>Other Local Taxes</u> | | | | | | | | | |
| 3010 Sales Tax | \$ 128.95 | 35,447,600 | 34,830,000 | 35,310,000 | 35,810,000 | 36,270,000 | 36,730,000 | 37,190,000 | 37,650,000 |
| 3020 Franchise Fees | \$ 49.12 | 12,205,678 | 12,520,000 | 12,860,000 | 13,200,000 | 13,540,000 | 13,890,000 | 14,230,000 | 14,580,000 |
| 3030 Utility Taxes | \$ 21.05 | 5,733,423 | 5,800,000 | 5,860,000 | 5,920,000 | 5,980,000 | 6,040,000 | 6,100,000 | 6,120,000 |
| 3040 Business License Tax | \$ 6.60 | 1,614,643 | 1,874,650 | 1,874,650 | 1,894,650 | 1,924,650 | 1,944,650 | 1,964,650 | 1,914,650 |
| 3050 Transient Occupancy Tax | \$ 16.33 | 4,357,922 | 4,270,000 | 4,350,000 | 4,440,000 | 4,530,000 | 4,620,000 | 4,710,000 | 4,810,000 |
| 3070 Real Property Transfer Tax | \$ 4.57 | 1,173,550 | 1,197,021 | 1,220,961 | 1,245,381 | 1,270,288 | 1,295,694 | 1,321,608 | 1,348,040 |
| TOTAL | | 60,532,816 | 60,491,671 | 61,475,611 | 62,510,031 | 63,514,938 | 64,520,344 | 65,516,258 | 66,422,690 |
| <u>Licenses and Permits</u> | | | | | | | | | |
| 3100 Licenses | \$ 0.68 | 175,300 | 178,806 | 182,382 | 186,030 | 189,750 | 193,545 | 197,416 | 201,365 |
| 3120 Dev / Improvement Permits | \$ 2.40 | 616,455 | 628,784 | 641,360 | 654,187 | 667,271 | 680,616 | 694,228 | 708,113 |
| 3140 Regulatory Permits | \$ 3.14 | 806,170 | 822,293 | 838,739 | 855,514 | 872,624 | 890,077 | 907,878 | 926,036 |
| 3160 Other Permits | \$ 0.05 | 14,000 | 14,280 | 14,566 | 14,857 | 15,154 | 15,457 | 15,766 | 16,082 |
| TOTAL | | 1,611,925 | 1,644,164 | 1,677,047 | 1,710,588 | 1,744,799 | 1,779,695 | 1,815,289 | 1,851,595 |
| <u>Fines, Forfeitures, Penalties</u> | | | | | | | | | |
| 3200 Community Appearance Penalties | \$ 2.36 | 605,439 | 617,548 | 629,899 | 642,497 | 655,347 | 668,454 | 681,823 | 695,459 |
| 3210 Law Enforcement Penalties | \$ 1.15 | 294,000 | 299,880 | 305,878 | 311,995 | 318,235 | 324,600 | 331,092 | 337,714 |
| 3240 Parking Penalties | \$ 0.97 | 250,000 | 255,000 | 260,100 | 265,302 | 270,608 | 276,020 | 281,541 | 287,171 |
| 3250 Other Penalties | \$ 0.46 | 118,000 | 120,360 | 122,767 | 125,223 | 127,727 | 130,282 | 132,887 | 135,545 |
| TOTAL | | 1,267,439 | 1,292,788 | 1,318,644 | 1,345,016 | 1,371,917 | 1,399,355 | 1,427,342 | 1,455,889 |
| <u>Use of Money & Property</u> | | | | | | | | | |
| 3300 Investment Earnings | \$ 3.12 | 802,000 | 818,040 | 834,401 | 851,089 | 868,111 | 885,473 | 903,182 | 921,246 |
| 3310 Sale of Real Property | \$ - | - | - | - | - | - | - | - | - |
| 3320 Sale of Personal Property | \$ 0.01 | 3,000 | 3,060 | 3,121 | 3,184 | 3,247 | 3,312 | 3,378 | 3,446 |
| 3330 Rental/Lease of Equipment | \$ 1.07 | 274,847 | 280,344 | 285,951 | 291,670 | 297,503 | 303,453 | 309,522 | 315,713 |
| 3350 Rental/Lease of Land and Space | \$ 3.98 | 1,022,250 | 1,042,695 | 1,063,549 | 1,084,820 | 1,106,516 | 1,128,647 | 1,151,220 | 1,174,244 |
| 3370 Rental/Lease of Buildings | \$ 3.75 | 963,130 | 982,393 | 1,002,040 | 1,022,081 | 1,042,523 | 1,063,373 | 1,084,641 | 1,106,334 |
| TOTAL | | 3,065,227 | 3,126,532 | 3,189,062 | 3,252,843 | 3,317,900 | 3,384,258 | 3,451,943 | 3,520,982 |
| <u>Revenue from Other Agencies</u> | | | | | | | | | |
| 3400 State Grants | \$ 2.89 | 742,346 | 757,193 | 772,337 | 787,784 | 803,539 | 819,610 | 836,002 | 852,722 |
| 3440 State Tax Sharing | \$ 0.89 | 228,246 | 232,811 | 237,467 | 242,216 | 247,061 | 252,002 | 257,042 | 262,183 |
| 3460 PTLVLF-Former Motor Vehicle License F | \$ 99.97 | 23,130,251 | 24,190,000 | 25,130,000 | 26,080,000 | 27,060,000 | 28,050,000 | 29,120,000 | 30,050,000 |
| 3480 State Reimbursements | \$ 0.52 | 133,799 | 136,475 | 139,204 | 141,989 | 144,828 | 147,725 | 150,679 | 153,693 |
| 3500 Federal Grants | \$ 1.79 | 460,440 | 469,649 | 479,042 | 488,623 | 498,395 | 508,363 | 518,530 | 528,901 |
| 3580 Federal Reimbursements | \$ 0.03 | 7,233 | 7,378 | 7,525 | 7,676 | 7,829 | 7,986 | 8,146 | 8,308 |
| 3600 Other Agency Grants | \$ 0.01 | 2,000 | 2,040 | 2,081 | 2,122 | 2,165 | 2,208 | 2,252 | 2,297 |
| 3690 Other Agency Revenue | \$ 2.38 | 610,000 | 622,200 | 634,644 | 647,337 | 660,284 | 673,489 | 686,959 | 700,698 |
| TOTAL | | 25,314,315 | 26,417,745 | 27,402,300 | 28,397,746 | 29,424,101 | 30,461,383 | 31,579,611 | 32,558,803 |
| <u>Charges for Services</u> | | | | | | | | | |
| 3700 Zoning Fees | \$ 5.15 | 1,321,991 | 1,348,431 | 1,375,399 | 1,402,907 | 1,430,966 | 1,459,585 | 1,488,777 | 1,518,552 |
| 3720 Document Fees | \$ 2.60 | 668,824 | 682,200 | 695,844 | 709,761 | 723,957 | 738,436 | 753,204 | 768,269 |
| 3730 Plan Checking Fees | \$ 0.10 | 25,000 | 25,500 | 26,010 | 26,530 | 27,061 | 27,602 | 28,154 | 28,717 |
| 3740 Inspection Fees | \$ 1.60 | 412,000 | 420,240 | 428,645 | 437,218 | 445,962 | 454,881 | 463,979 | 473,258 |
| 3750 Filing Fees | \$ 0.16 | 41,000 | 41,820 | 42,656 | 43,510 | 44,380 | 45,267 | 46,173 | 47,096 |
| 3770 Other Dev Fees | \$ 0.03 | 6,600 | 6,732 | 6,867 | 7,004 | 7,144 | 7,287 | 7,433 | 7,581 |
| 3800 Animal Shelter Contracts | \$ 1.06 | 273,200 | 278,664 | 284,237 | 289,922 | 295,720 | 301,635 | 307,668 | 313,821 |
| 3830 Services to the Port District | \$ 4.19 | 1,075,678 | 1,097,192 | 1,119,135 | 1,141,518 | 1,164,348 | 1,187,635 | 1,211,388 | 1,235,616 |
| 3900 Recreation Program Fees | \$ 5.71 | 1,464,886 | 1,494,184 | 1,524,067 | 1,554,549 | 1,585,640 | 1,617,353 | 1,649,700 | 1,682,694 |
| 4200 Staff Services Reimbursements | \$ 11.36 | 2,915,823 | 2,974,139 | 3,033,622 | 3,094,295 | 3,156,181 | 3,219,304 | 3,283,690 | 3,349,364 |
| 4300 Fees for Other Services | \$ 0.18 | 46,000 | 46,920 | 47,858 | 48,816 | 49,792 | 50,788 | 51,803 | 52,840 |
| TOTAL | | 8,251,002 | 8,416,022 | 8,584,342 | 8,756,029 | 8,931,150 | 9,109,773 | 9,291,968 | 9,477,808 |
| <u>Other Revenue</u> | | | | | | | | | |
| 4410 DIF Reimbursements | \$ 0.44 | 113,975 | 116,255 | 118,580 | 120,951 | 123,370 | 125,838 | 128,354 | 130,921 |
| 4420 Transit Reimbursements | \$ 0.27 | 70,000 | 71,400 | 72,828 | 74,285 | 75,770 | 77,286 | 78,831 | 80,408 |
| 4430 Redev Agency Reimbursements | \$ 0.01 | 1,800 | 1,836 | 1,873 | 1,910 | 1,948 | 1,987 | 2,027 | 2,068 |
| 4440 Open Space/Assess Dist Reimb | \$ 7.31 | 1,876,001 | 1,913,521 | 1,951,791 | 1,990,827 | 2,030,644 | 2,071,257 | 2,112,682 | 2,154,935 |
| 4450 CIP Reimbursements | \$ 20.80 | 5,341,549 | 5,448,380 | 5,557,348 | 5,668,495 | 5,781,864 | 5,897,502 | 6,015,452 | 6,135,761 |
| 4460 CDBG/Home Reimbursements | \$ 0.23 | 60,100 | 61,302 | 62,528 | 63,779 | 65,054 | 66,355 | 67,682 | 69,036 |
| 4480 Other City Funds Reimbursement | \$ 11.60 | 2,979,570 | 3,039,161 | 3,099,945 | 3,161,944 | 3,225,182 | 3,289,686 | 3,355,480 | 3,422,589 |
| 4600 Assessments | \$ 0.61 | 157,780 | 160,936 | 164,154 | 167,437 | 170,786 | 174,202 | 177,686 | 181,240 |
| 4700 Collection Charges | \$ 2.44 | 626,270 | 638,795 | 651,571 | 664,603 | 677,895 | 691,453 | 705,282 | 719,387 |
| 4800 Sale of Goods | \$ 0.01 | 2,650 | 2,703 | 2,757 | 2,812 | 2,868 | 2,926 | 2,984 | 3,044 |
| 4900 Other Revenue | \$ 5.92 | 713,065 | 1,200,000 | 1,320,000 | 1,440,000 | 1,560,000 | 1,680,000 | 1,760,000 | 1,860,000 |
| TOTAL | | 11,942,760 | 12,654,289 | 13,003,375 | 13,357,042 | 13,715,383 | 14,078,491 | 14,406,460 | 14,759,390 |
| TOTAL - 100 GENERAL FUND | \$ 600.11 | 149,356,522 | 152,903,210 | 156,980,381 | 161,149,296 | 165,390,189 | 169,653,300 | 174,068,873 | 178,107,157 |

CITY OF CHULA VISTA, CALIFORNIA
 SELECTED ANALYSIS OF REVENUES
 PER CAPITA ASSUMPTIONS TABLE

296,494 301,555 306,616 311,677 316,738 321,799 326,860 331,921 336,982 342,043 347,104 352,165

| FUND/ACCOUNT | FY2019-20 FORECAST | FY2020-21 FORECAST | FY2021-22 FORECAST | FY2022-23 FORECAST | FY2023-24 FORECAST | FY2024-25 FORECAST | FY2025-26 FORECAST | FY2026-27 FORECAST | FY2027-28 FORECAST (3%) | FY2028-29 FORECAST (3%) | FY2029-30 FORECAST (3%) | FY2030-31 FORECAST (3%) |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| 100 GENERAL FUND | | | | | | | | | | | | |
| <u>Property Taxes</u> | | | | | | | | | | | | |
| 3000 Property Tax | \$ 126.04 | \$ 128.87 | \$ 131.53 | \$ 134.18 | \$ 136.93 | \$ 139.59 | \$ 142.51 | \$ 144.79 | \$ 149.14 | \$ 153.61 | \$ 158.22 | \$ 162.97 |
| TOTAL | | | | | | | | | | | | |
| <u>Other Local Taxes</u> | | | | | | | | | | | | |
| 3010 Sales Tax | \$ 119.56 | \$ 115.50 | \$ 115.16 | \$ 114.89 | \$ 114.51 | \$ 114.14 | \$ 113.78 | \$ 113.43 | \$ 116.83 | \$ 120.34 | \$ 123.95 | \$ 127.67 |
| 3020 Franchise Fees | \$ 41.17 | \$ 41.52 | \$ 41.94 | \$ 42.35 | \$ 42.75 | \$ 43.16 | \$ 43.54 | \$ 43.93 | \$ 45.24 | \$ 46.60 | \$ 48.00 | \$ 49.44 |
| 3030 Utility Taxes | \$ 19.34 | \$ 19.23 | \$ 19.11 | \$ 18.99 | \$ 18.88 | \$ 18.77 | \$ 18.66 | \$ 18.44 | \$ 18.99 | \$ 19.56 | \$ 20.15 | \$ 20.75 |
| 3040 Business License Tax | \$ 5.45 | \$ 6.22 | \$ 6.11 | \$ 6.08 | \$ 6.08 | \$ 6.04 | \$ 6.01 | \$ 5.77 | \$ 5.94 | \$ 6.12 | \$ 6.30 | \$ 6.49 |
| 3050 Transient Occupancy Tax | \$ 14.70 | \$ 14.16 | \$ 14.19 | \$ 14.25 | \$ 14.30 | \$ 14.36 | \$ 14.41 | \$ 14.49 | \$ 14.93 | \$ 15.37 | \$ 15.84 | \$ 16.31 |
| 3070 Real Property Transfer Tax | \$ 3.96 | \$ 3.97 | \$ 3.98 | \$ 4.00 | \$ 4.01 | \$ 4.03 | \$ 4.04 | \$ 4.06 | \$ 4.18 | \$ 4.31 | \$ 4.44 | \$ 4.57 |
| TOTAL | | | | | | | | | | | | |
| <u>Licenses and Permits</u> | | | | | | | | | | | | |
| 3100 Licenses | \$ 0.59 | \$ 0.59 | \$ 0.59 | \$ 0.60 | \$ 0.60 | \$ 0.60 | \$ 0.60 | \$ 0.61 | \$ 0.62 | \$ 0.64 | \$ 0.66 | \$ 0.68 |
| 3120 Dev / Improvement Permits | \$ 2.08 | \$ 2.09 | \$ 2.09 | \$ 2.10 | \$ 2.11 | \$ 2.12 | \$ 2.12 | \$ 2.13 | \$ 2.20 | \$ 2.26 | \$ 2.33 | \$ 2.40 |
| 3140 Regulatory Permits | \$ 2.72 | \$ 2.73 | \$ 2.74 | \$ 2.74 | \$ 2.76 | \$ 2.77 | \$ 2.78 | \$ 2.79 | \$ 2.87 | \$ 2.96 | \$ 3.05 | \$ 3.14 |
| 3160 Other Permits | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 |
| TOTAL | | | | | | | | | | | | |
| <u>Fines, Forfeitures, Penalties</u> | | | | | | | | | | | | |
| 3200 Community Appearance Penalties | \$ 2.04 | \$ 2.05 | \$ 2.05 | \$ 2.06 | \$ 2.07 | \$ 2.08 | \$ 2.09 | \$ 2.10 | \$ 2.16 | \$ 2.22 | \$ 2.29 | \$ 2.36 |
| 3210 Law Enforcement Penalties | \$ 0.99 | \$ 0.99 | \$ 1.00 | \$ 1.00 | \$ 1.00 | \$ 1.01 | \$ 1.01 | \$ 1.02 | \$ 1.05 | \$ 1.08 | \$ 1.11 | \$ 1.15 |
| 3240 Parking Penalties | \$ 0.84 | \$ 0.85 | \$ 0.85 | \$ 0.85 | \$ 0.85 | \$ 0.86 | \$ 0.86 | \$ 0.87 | \$ 0.89 | \$ 0.92 | \$ 0.95 | \$ 0.97 |
| 3250 Other Penalties | \$ 0.40 | \$ 0.40 | \$ 0.40 | \$ 0.40 | \$ 0.40 | \$ 0.40 | \$ 0.41 | \$ 0.41 | \$ 0.42 | \$ 0.43 | \$ 0.45 | \$ 0.46 |
| TOTAL | | | | | | | | | | | | |
| <u>Use of Money & Property</u> | | | | | | | | | | | | |
| 3300 Investment Earnings | \$ 2.70 | \$ 2.71 | \$ 2.72 | \$ 2.73 | \$ 2.74 | \$ 2.75 | \$ 2.76 | \$ 2.78 | \$ 2.86 | \$ 2.94 | \$ 3.03 | \$ 3.12 |
| 3310 Sale of Real Property | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 3320 Sale of Personal Property | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 |
| 3330 Rental/Lease of Equipment | \$ 0.93 | \$ 0.93 | \$ 0.93 | \$ 0.94 | \$ 0.94 | \$ 0.94 | \$ 0.95 | \$ 0.95 | \$ 0.98 | \$ 1.01 | \$ 1.04 | \$ 1.07 |
| 3350 Rental/Lease of Land and Space | \$ 3.45 | \$ 3.46 | \$ 3.47 | \$ 3.48 | \$ 3.49 | \$ 3.51 | \$ 3.52 | \$ 3.54 | \$ 3.64 | \$ 3.75 | \$ 3.87 | \$ 3.98 |
| 3370 Rental/Lease of Buildings | \$ 3.25 | \$ 3.26 | \$ 3.27 | \$ 3.28 | \$ 3.29 | \$ 3.30 | \$ 3.32 | \$ 3.33 | \$ 3.43 | \$ 3.54 | \$ 3.64 | \$ 3.75 |
| TOTAL | | | | | | | | | | | | |
| <u>Revenue from Other Agencies</u> | | | | | | | | | | | | |
| 3400 State Grants | \$ 2.50 | \$ 2.51 | \$ 2.52 | \$ 2.53 | \$ 2.54 | \$ 2.55 | \$ 2.56 | \$ 2.57 | \$ 2.65 | \$ 2.73 | \$ 2.81 | \$ 2.89 |
| 3440 State Tax Sharing | \$ 0.77 | \$ 0.77 | \$ 0.77 | \$ 0.78 | \$ 0.78 | \$ 0.78 | \$ 0.79 | \$ 0.79 | \$ 0.81 | \$ 0.84 | \$ 0.86 | \$ 0.89 |
| 3460 PTILVLF-Former Motor Vehicle License | \$ 78.01 | \$ 80.22 | \$ 81.96 | \$ 83.68 | \$ 85.43 | \$ 87.17 | \$ 89.09 | \$ 90.53 | \$ 93.25 | \$ 96.05 | \$ 98.93 | \$ 101.90 |
| 3480 State Reimbursements | \$ 0.45 | \$ 0.45 | \$ 0.45 | \$ 0.46 | \$ 0.46 | \$ 0.46 | \$ 0.46 | \$ 0.46 | \$ 0.48 | \$ 0.49 | \$ 0.51 | \$ 0.52 |
| 3500 Federal Grants | \$ 1.55 | \$ 1.56 | \$ 1.56 | \$ 1.57 | \$ 1.57 | \$ 1.58 | \$ 1.59 | \$ 1.59 | \$ 1.64 | \$ 1.69 | \$ 1.74 | \$ 1.79 |
| 3580 Federal Reimbursements | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 |
| 3600 Other Agency Grants | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 |
| 3690 Other Agency Revenue | \$ 2.06 | \$ 2.06 | \$ 2.07 | \$ 2.08 | \$ 2.08 | \$ 2.09 | \$ 2.10 | \$ 2.11 | \$ 2.17 | \$ 2.24 | \$ 2.31 | \$ 2.38 |
| TOTAL | | | | | | | | | | | | |
| <u>Charges for Services</u> | | | | | | | | | | | | |
| 3700 Zoning Fees | \$ 4.46 | \$ 4.47 | \$ 4.49 | \$ 4.50 | \$ 4.52 | \$ 4.54 | \$ 4.55 | \$ 4.58 | \$ 4.71 | \$ 4.85 | \$ 5.00 | \$ 5.15 |
| 3720 Document Fees | \$ 2.26 | \$ 2.26 | \$ 2.27 | \$ 2.28 | \$ 2.29 | \$ 2.29 | \$ 2.30 | \$ 2.31 | \$ 2.38 | \$ 2.46 | \$ 2.53 | \$ 2.61 |
| 3730 Plan Checking Fees | \$ 0.08 | \$ 0.08 | \$ 0.08 | \$ 0.09 | \$ 0.09 | \$ 0.09 | \$ 0.09 | \$ 0.09 | \$ 0.09 | \$ 0.09 | \$ 0.09 | \$ 0.10 |
| 3740 Inspection Fees | \$ 1.39 | \$ 1.39 | \$ 1.40 | \$ 1.40 | \$ 1.41 | \$ 1.41 | \$ 1.42 | \$ 1.43 | \$ 1.47 | \$ 1.51 | \$ 1.56 | \$ 1.60 |
| 3750 Filing Fees | \$ 0.14 | \$ 0.14 | \$ 0.14 | \$ 0.14 | \$ 0.14 | \$ 0.14 | \$ 0.14 | \$ 0.14 | \$ 0.15 | \$ 0.15 | \$ 0.16 | \$ 0.16 |
| 3770 Other Dev Fees | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.03 |
| 3800 Animal Shelter Contracts | \$ 0.92 | \$ 0.92 | \$ 0.93 | \$ 0.93 | \$ 0.93 | \$ 0.94 | \$ 0.94 | \$ 0.95 | \$ 0.97 | \$ 1.00 | \$ 1.03 | \$ 1.06 |
| 3830 Services to the Port District | \$ 3.63 | \$ 3.64 | \$ 3.65 | \$ 3.66 | \$ 3.68 | \$ 3.69 | \$ 3.71 | \$ 3.72 | \$ 3.83 | \$ 3.95 | \$ 4.07 | \$ 4.19 |
| 3900 Recreation Program Fees | \$ 4.94 | \$ 4.95 | \$ 4.97 | \$ 4.99 | \$ 5.01 | \$ 5.03 | \$ 5.05 | \$ 5.07 | \$ 5.22 | \$ 5.38 | \$ 5.54 | \$ 5.71 |
| 4200 Staff Services Reimbursements | \$ 9.83 | \$ 9.86 | \$ 9.89 | \$ 9.93 | \$ 9.96 | \$ 10.00 | \$ 10.05 | \$ 10.09 | \$ 10.39 | \$ 10.71 | \$ 11.03 | \$ 11.36 |
| 4300 Fees for Other Services | \$ 0.16 | \$ 0.16 | \$ 0.16 | \$ 0.16 | \$ 0.16 | \$ 0.16 | \$ 0.16 | \$ 0.16 | \$ 0.16 | \$ 0.17 | \$ 0.17 | \$ 0.18 |
| TOTAL | | | | | | | | | | | | |
| <u>Other Revenue</u> | | | | | | | | | | | | |
| 4410 DIF Reimbursements | \$ 0.38 | \$ 0.39 | \$ 0.39 | \$ 0.39 | \$ 0.39 | \$ 0.39 | \$ 0.39 | \$ 0.39 | \$ 0.41 | \$ 0.42 | \$ 0.43 | \$ 0.44 |
| 4420 Transit Reimbursements | \$ 0.24 | \$ 0.24 | \$ 0.24 | \$ 0.24 | \$ 0.24 | \$ 0.24 | \$ 0.24 | \$ 0.24 | \$ 0.25 | \$ 0.26 | \$ 0.26 | \$ 0.27 |
| 4430 Redev Agency Reimbursements | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 |
| 4440 Open Space/Assess Dist Reimb | \$ 6.33 | \$ 6.35 | \$ 6.37 | \$ 6.39 | \$ 6.41 | \$ 6.44 | \$ 6.46 | \$ 6.49 | \$ 6.69 | \$ 6.89 | \$ 7.09 | \$ 7.31 |
| 4450 CIP Reimbursements | \$ 18.02 | \$ 18.07 | \$ 18.12 | \$ 18.19 | \$ 18.25 | \$ 18.33 | \$ 18.40 | \$ 18.49 | \$ 19.04 | \$ 19.61 | \$ 20.20 | \$ 20.81 |
| 4460 CDBG/Home Reimbursements | \$ 0.20 | \$ 0.20 | \$ 0.20 | \$ 0.20 | \$ 0.21 | \$ 0.21 | \$ 0.21 | \$ 0.21 | \$ 0.21 | \$ 0.22 | \$ 0.23 | \$ 0.23 |
| 4480 Other City Funds Reimbursement | \$ 10.05 | \$ 10.08 | \$ 10.11 | \$ 10.14 | \$ 10.18 | \$ 10.22 | \$ 10.27 | \$ 10.31 | \$ 10.62 | \$ 10.94 | \$ 11.27 | \$ 11.61 |
| 4600 Assessments | \$ 0.53 | \$ 0.53 | \$ 0.54 | \$ 0.54 | \$ 0.54 | \$ 0.54 | \$ 0.54 | \$ 0.55 | \$ 0.56 | \$ 0.58 | \$ 0.60 | \$ 0.61 |
| 4700 Collection Charges | \$ 2.11 | \$ 2.12 | \$ 2.13 | \$ 2.13 | \$ 2.14 | \$ 2.15 | \$ 2.16 | \$ 2.17 | \$ 2.23 | \$ 2.30 | \$ 2.37 | \$ 2.44 |
| 4800 Sale of Goods | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 |
| 4900 Other Revenue | \$ 2.40 | \$ 3.98 | \$ 4.31 | \$ 4.62 | \$ 4.93 | \$ 5.22 | \$ 5.58 | \$ 5.60 | \$ 5.77 | \$ 5.95 | \$ 6.12 | \$ 6.31 |
| TOTAL | | | | | | | | | | | | |
| TOTAL - 100 GENERAL FUND | \$ 503.74 | \$ 507.05 | \$ 511.98 | \$ 517.04 | \$ 522.17 | \$ 527.20 | \$ 532.55 | \$ 536.60 | \$ 552.69 | \$ 569.27 | \$ 586.35 | \$ 603.94 |

CITY OF CHULA VISTA, CALIFORNIA
 SELECTED ANALYSIS OF REVENUES
 PER CAPITA ASSUMPTIONS TABLE

357,226 359,169 361,036 362,933 364,812 366,644 368,438 370,188

| FUND/ACCOUNT | FY2031-32 FORECAST (3%) | FY2032-33 FORECAST (3%) | FY2033-34 FORECAST (3%) | FY2034-35 FORECAST (3%) | FY2035-36 FORECAST (3%) | FY2037-38 FORECAST (3%) | FY2038-39 FORECAST (3%) | FY2039-40 FORECAST (3%) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| 100 GENERAL FUND | | | | | | | | |
| Property Taxes | | | | | | | | |
| 3000 Property Tax | \$ 167.86 | \$ 172.89 | \$ 178.08 | \$ 183.42 | \$ 188.92 | \$ 194.59 | \$ 200.43 | \$ 206.44 |
| TOTAL | | | | | | | | |
| Other Local Taxes | | | | | | | | |
| 3010 Sales Tax | \$ 131.50 | \$ 135.44 | \$ 139.51 | \$ 143.69 | \$ 148.00 | \$ 152.44 | \$ 157.01 | \$ 161.73 |
| 3020 Franchise Fees | \$ 50.92 | \$ 52.45 | \$ 54.02 | \$ 55.64 | \$ 57.31 | \$ 59.03 | \$ 60.80 | \$ 62.63 |
| 3030 Utility Taxes | \$ 21.37 | \$ 22.02 | \$ 22.68 | \$ 23.36 | \$ 24.06 | \$ 24.78 | \$ 25.52 | \$ 26.29 |
| 3040 Business License Tax | \$ 6.69 | \$ 6.89 | \$ 7.09 | \$ 7.31 | \$ 7.53 | \$ 7.75 | \$ 7.98 | \$ 8.22 |
| 3050 Transient Occupancy Tax | \$ 16.80 | \$ 17.30 | \$ 17.82 | \$ 18.36 | \$ 18.91 | \$ 19.48 | \$ 20.06 | \$ 20.66 |
| 3070 Real Property Transfer Tax | \$ 4.71 | \$ 4.85 | \$ 4.99 | \$ 5.14 | \$ 5.30 | \$ 5.46 | \$ 5.62 | \$ 5.79 |
| TOTAL | | | | | | | | |
| Licenses and Permits | | | | | | | | |
| 3100 Licenses | \$ 0.70 | \$ 0.72 | \$ 0.75 | \$ 0.77 | \$ 0.79 | \$ 0.82 | \$ 0.84 | \$ 0.86 |
| 3120 Dev / Improvement Permits | \$ 2.47 | \$ 2.55 | \$ 2.62 | \$ 2.70 | \$ 2.78 | \$ 2.87 | \$ 2.95 | \$ 3.04 |
| 3140 Regulatory Permits | \$ 3.23 | \$ 3.33 | \$ 3.43 | \$ 3.53 | \$ 3.64 | \$ 3.75 | \$ 3.86 | \$ 3.98 |
| 3160 Other Permits | \$ 0.06 | \$ 0.06 | \$ 0.06 | \$ 0.06 | \$ 0.06 | \$ 0.07 | \$ 0.07 | \$ 0.07 |
| TOTAL | | | | | | | | |
| Fines, Forfeitures, Penalties | | | | | | | | |
| 3200 Community Appearance Penalties | \$ 2.43 | \$ 2.50 | \$ 2.58 | \$ 2.65 | \$ 2.73 | \$ 2.82 | \$ 2.90 | \$ 2.99 |
| 3210 Law Enforcement Penalties | \$ 1.18 | \$ 1.21 | \$ 1.25 | \$ 1.29 | \$ 1.33 | \$ 1.37 | \$ 1.41 | \$ 1.45 |
| 3240 Parking Penalties | \$ 1.00 | \$ 1.03 | \$ 1.06 | \$ 1.10 | \$ 1.13 | \$ 1.16 | \$ 1.20 | \$ 1.23 |
| 3250 Other Penalties | \$ 0.47 | \$ 0.49 | \$ 0.50 | \$ 0.52 | \$ 0.53 | \$ 0.55 | \$ 0.57 | \$ 0.58 |
| TOTAL | | | | | | | | |
| Use of Money & Property | | | | | | | | |
| 3300 Investment Earnings | \$ 3.22 | \$ 3.31 | \$ 3.41 | \$ 3.52 | \$ 3.62 | \$ 3.73 | \$ 3.84 | \$ 3.96 |
| 3310 Sale of Real Property | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 3320 Sale of Personal Property | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 |
| 3330 Rental/Lease of Equipment | \$ 1.10 | \$ 1.14 | \$ 1.17 | \$ 1.20 | \$ 1.24 | \$ 1.28 | \$ 1.32 | \$ 1.36 |
| 3350 Rental/Lease of Land and Space | \$ 4.10 | \$ 4.22 | \$ 4.35 | \$ 4.48 | \$ 4.62 | \$ 4.75 | \$ 4.90 | \$ 5.04 |
| 3370 Rental/Lease of Buildings | \$ 3.86 | \$ 3.98 | \$ 4.10 | \$ 4.22 | \$ 4.35 | \$ 4.48 | \$ 4.61 | \$ 4.75 |
| TOTAL | | | | | | | | |
| Revenue from Other Agencies | | | | | | | | |
| 3400 State Grants | \$ 2.98 | \$ 3.07 | \$ 3.16 | \$ 3.25 | \$ 3.35 | \$ 3.45 | \$ 3.56 | \$ 3.66 |
| 3440 State Tax Sharing | \$ 0.92 | \$ 0.94 | \$ 0.97 | \$ 1.00 | \$ 1.03 | \$ 1.06 | \$ 1.09 | \$ 1.13 |
| 3460 PTILVLF-Former Motor Vehicle License | \$ 104.95 | \$ 108.10 | \$ 111.34 | \$ 114.69 | \$ 118.13 | \$ 121.67 | \$ 125.32 | \$ 129.08 |
| 3480 State Reimbursements | \$ 0.54 | \$ 0.55 | \$ 0.57 | \$ 0.59 | \$ 0.60 | \$ 0.62 | \$ 0.64 | \$ 0.66 |
| 3500 Federal Grants | \$ 1.85 | \$ 1.90 | \$ 1.96 | \$ 2.02 | \$ 2.08 | \$ 2.14 | \$ 2.21 | \$ 2.27 |
| 3580 Federal Reimbursements | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.04 |
| 3600 Other Agency Grants | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 |
| 3690 Other Agency Revenue | \$ 2.45 | \$ 2.52 | \$ 2.60 | \$ 2.67 | \$ 2.75 | \$ 2.84 | \$ 2.92 | \$ 3.01 |
| TOTAL | | | | | | | | |
| Charges for Services | | | | | | | | |
| 3700 Zoning Fees | \$ 5.30 | \$ 5.46 | \$ 5.63 | \$ 5.80 | \$ 5.97 | \$ 6.15 | \$ 6.33 | \$ 6.52 |
| 3720 Document Fees | \$ 2.68 | \$ 2.76 | \$ 2.85 | \$ 2.93 | \$ 3.02 | \$ 3.11 | \$ 3.20 | \$ 3.30 |
| 3730 Plan Checking Fees | \$ 0.10 | \$ 0.10 | \$ 0.11 | \$ 0.11 | \$ 0.11 | \$ 0.12 | \$ 0.12 | \$ 0.12 |
| 3740 Inspection Fees | \$ 1.65 | \$ 1.70 | \$ 1.75 | \$ 1.81 | \$ 1.86 | \$ 1.92 | \$ 1.97 | \$ 2.03 |
| 3750 Filing Fees | \$ 0.16 | \$ 0.17 | \$ 0.17 | \$ 0.18 | \$ 0.19 | \$ 0.19 | \$ 0.20 | \$ 0.20 |
| 3770 Other Dev Fees | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 |
| 3800 Animal Shelter Contracts | \$ 1.10 | \$ 1.13 | \$ 1.16 | \$ 1.20 | \$ 1.23 | \$ 1.27 | \$ 1.31 | \$ 1.35 |
| 3830 Services to the Port District | \$ 4.32 | \$ 4.45 | \$ 4.58 | \$ 4.72 | \$ 4.86 | \$ 5.00 | \$ 5.15 | \$ 5.31 |
| 3900 Recreation Program Fees | \$ 5.88 | \$ 6.05 | \$ 6.23 | \$ 6.42 | \$ 6.61 | \$ 6.81 | \$ 7.02 | \$ 7.23 |
| 4200 Staff Services Reimbursements | \$ 11.70 | \$ 12.05 | \$ 12.41 | \$ 12.78 | \$ 13.17 | \$ 13.56 | \$ 13.97 | \$ 14.39 |
| 4300 Fees for Other Services | \$ 0.18 | \$ 0.19 | \$ 0.20 | \$ 0.20 | \$ 0.21 | \$ 0.21 | \$ 0.22 | \$ 0.23 |
| TOTAL | | | | | | | | |
| Other Revenue | | | | | | | | |
| 4410 DIF Reimbursements | \$ 0.46 | \$ 0.47 | \$ 0.49 | \$ 0.50 | \$ 0.51 | \$ 0.53 | \$ 0.55 | \$ 0.56 |
| 4420 Transit Reimbursements | \$ 0.28 | \$ 0.29 | \$ 0.30 | \$ 0.31 | \$ 0.32 | \$ 0.33 | \$ 0.34 | \$ 0.35 |
| 4430 Redev Agency Reimbursements | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 |
| 4440 Open Space/Assess Dist Reimb | \$ 7.53 | \$ 7.75 | \$ 7.98 | \$ 8.22 | \$ 8.47 | \$ 8.73 | \$ 8.99 | \$ 9.26 |
| 4450 CIP Reimbursements | \$ 21.43 | \$ 22.07 | \$ 22.73 | \$ 23.42 | \$ 24.12 | \$ 24.84 | \$ 25.59 | \$ 26.36 |
| 4460 CDBG/Home Reimbursements | \$ 0.24 | \$ 0.25 | \$ 0.26 | \$ 0.26 | \$ 0.27 | \$ 0.28 | \$ 0.29 | \$ 0.30 |
| 4480 Other City Funds Reimbursement | \$ 11.95 | \$ 12.31 | \$ 12.68 | \$ 13.06 | \$ 13.45 | \$ 13.86 | \$ 14.27 | \$ 14.70 |
| 4600 Assessments | \$ 0.63 | \$ 0.65 | \$ 0.67 | \$ 0.69 | \$ 0.71 | \$ 0.73 | \$ 0.76 | \$ 0.78 |
| 4700 Collection Charges | \$ 2.51 | \$ 2.59 | \$ 2.67 | \$ 2.75 | \$ 2.83 | \$ 2.91 | \$ 3.00 | \$ 3.09 |
| 4800 Sale of Goods | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 |
| 4900 Other Revenue | \$ 6.50 | \$ 6.69 | \$ 6.89 | \$ 7.10 | \$ 7.31 | \$ 7.53 | \$ 7.76 | \$ 7.99 |
| TOTAL | | | | | | | | |
| TOTAL - 100 GENERAL FUND | \$ 622.06 | \$ 640.72 | \$ 659.94 | \$ 679.74 | \$ 700.14 | \$ 721.14 | \$ 742.77 | \$ 765.06 |

**CITY OF CHULA VISTA, CALIFORNIA
 SELECTED ANALYSIS - EXPENDITURES PER CAPITA
 PER CAPITA ASSUMPTIONS TABLE**

| | Weighted Average | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 |
|---|-----------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Household Population | | 282,375 | 287,195 | 292,015 | 296,835 | 301,655 | 306,475 | 311,295 | 316,115 | 320,935 | 325,755 | 330,575 |
| Employment Population (Per Capita Equiv) | | 14,119 | 14,360 | 14,601 | 14,842 | 15,083 | 15,324 | 15,565 | 15,806 | 16,047 | 16,288 | 16,529 |
| Total Population | | 296,494 | 301,555 | 306,616 | 311,677 | 316,738 | 321,799 | 326,860 | 331,921 | 336,982 | 342,043 | 347,104 |
| Per Capita by Category: | | | | | | | | | | | | |
| General Government | \$ 71.25 | \$ 61.25 | \$ 62.03 | \$ 62.84 | \$ 63.67 | \$ 64.53 | \$ 65.42 | \$ 66.34 | \$ 67.29 | \$ 68.27 | \$ 69.28 | \$ 70.31 |
| Community Development | 12.59 | 10.82 | 10.96 | 11.10 | 11.25 | 11.40 | 11.56 | 11.72 | 11.89 | 12.06 | 12.24 | 12.42 |
| Public Works/Engineering | 55.62 | 47.95 | 48.90 | 49.49 | 50.09 | 50.67 | 51.29 | 51.94 | 52.56 | 53.24 | 53.90 | 54.71 |
| Community Services | 60.81 | 52.27 | 52.94 | 53.63 | 54.34 | 55.07 | 55.83 | 56.62 | 57.43 | 58.26 | 59.12 | 60.01 |
| Public Safety: | | | | | | | | | | | | |
| Police Services | 270.13 | 212.46 | 221.00 | 226.49 | 232.03 | 237.80 | 243.66 | 249.80 | 255.69 | 261.81 | 267.92 | 271.93 |
| Fire Services | 130.97 | 111.49 | 114.46 | 117.89 | 119.20 | 120.50 | 121.79 | 123.10 | 124.21 | 125.45 | 126.60 | 128.49 |
| Animal Control Services | 11.31 | 9.72 | 9.85 | 9.97 | 10.11 | 10.24 | 10.39 | 10.53 | 10.68 | 10.84 | 11.00 | 11.16 |
| Total Public Safety | 412.41 | 333.67 | 345.31 | 354.36 | 361.34 | 368.54 | 375.83 | 383.43 | 390.58 | 398.09 | 405.51 | 411.59 |
| Total General Fund Expenditures | \$ 612.68 | \$ 505.97 | \$ 520.14 | \$ 531.41 | \$ 540.68 | \$ 550.22 | \$ 559.94 | \$ 570.05 | \$ 579.75 | \$ 589.92 | \$ 600.05 | \$ 609.04 |
| Per Capita by Department: | | | | | | | | | | | | |
| City Council | 2.56 | \$ 2.20 | \$ 2.23 | \$ 2.26 | \$ 2.29 | \$ 2.32 | \$ 2.35 | \$ 2.38 | \$ 2.42 | \$ 2.45 | \$ 2.49 | \$ 2.52 |
| Boards & Commissions | 0.05 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.05 | 0.05 | 0.05 |
| City Clerk | 4.09 | 3.52 | 3.56 | 3.61 | 3.65 | 3.70 | 3.76 | 3.81 | 3.86 | 3.92 | 3.98 | 4.04 |
| City Attorney | 12.86 | 11.05 | 11.20 | 11.34 | 11.49 | 11.65 | 11.81 | 11.97 | 12.15 | 12.32 | 12.50 | 12.69 |
| Administration | 8.46 | 7.27 | 7.36 | 7.46 | 7.56 | 7.66 | 7.76 | 7.87 | 7.99 | 8.10 | 8.22 | 8.34 |
| Info Tech Services | 15.23 | 13.09 | 13.26 | 13.43 | 13.61 | 13.79 | 13.98 | 14.18 | 14.38 | 14.59 | 14.80 | 15.03 |
| Human Resources | 12.11 | 10.41 | 10.54 | 10.68 | 10.82 | 10.97 | 11.12 | 11.28 | 11.44 | 11.60 | 11.78 | 11.95 |
| Finance | 15.90 | 13.67 | 13.84 | 14.02 | 14.21 | 14.40 | 14.60 | 14.81 | 15.02 | 15.24 | 15.46 | 15.69 |
| Non-Departmental | - | - | - | - | - | - | - | - | - | - | - | - |
| Animal Care Facility | 11.31 | 9.72 | 9.85 | 9.97 | 10.11 | 10.24 | 10.39 | 10.53 | 10.68 | 10.84 | 11.00 | 11.16 |
| Economic Development | 8.65 | 7.44 | 7.53 | 7.63 | 7.73 | 7.84 | 7.94 | 8.06 | 8.17 | 8.29 | 8.41 | 8.54 |
| Planning & Building | 3.93 | 3.38 | 3.43 | 3.47 | 3.52 | 3.56 | 3.61 | 3.66 | 3.72 | 3.77 | 3.83 | 3.88 |
| Engineering/CIP Projects | 36.60 | 31.47 | 31.87 | 32.28 | 32.71 | 33.15 | 33.61 | 34.08 | 34.57 | 35.07 | 35.59 | 36.12 |
| Police | 270.13 | 212.46 | 221.00 | 226.49 | 232.03 | 237.80 | 243.66 | 249.80 | 255.69 | 261.81 | 267.92 | 271.93 |
| Fire | 130.97 | 111.49 | 114.46 | 117.89 | 119.20 | 120.50 | 121.79 | 123.10 | 124.21 | 125.45 | 126.60 | 128.49 |
| Public Works | 19.01 | 16.49 | 17.04 | 17.21 | 17.38 | 17.52 | 17.68 | 17.86 | 18.00 | 18.16 | 18.31 | 18.58 |
| Recreation | 44.35 | 38.12 | 38.61 | 39.11 | 39.63 | 40.17 | 40.72 | 41.29 | 41.88 | 42.49 | 43.12 | 43.77 |
| Library | 16.46 | 14.15 | 14.33 | 14.52 | 14.71 | 14.91 | 15.11 | 15.33 | 15.54 | 15.77 | 16.00 | 16.24 |
| General Fund Totals | \$ 612.68 | \$ 505.97 | \$ 520.14 | \$ 531.41 | \$ 540.68 | \$ 550.22 | \$ 559.94 | \$ 570.05 | \$ 579.75 | \$ 589.92 | \$ 600.05 | \$ 609.04 |

CITY OF CHULA VISTA, CALIFORNIA
 SELECTED ANALYSIS - EXPENDITURES PER CAPITA
 PER CAPITA ASSUMPTIONS TABLE

| | Weighted Average | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 |
|--------------------------------------|------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| FULL FISCAL IMPACT - FORECAST | | | | | | | | | | | | |
| | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 |
| General Government | | 18,160,487 | 18,705,302 | 19,266,461 | 19,844,455 | 20,439,789 | 21,052,982 | 21,684,572 | 22,335,109 | 23,005,162 | 23,695,317 | 24,406,177 |
| Community Development | | 3,208,062 | 3,304,304 | 3,403,433 | 3,505,536 | 3,610,702 | 3,719,023 | 3,830,594 | 3,945,512 | 4,063,877 | 4,185,794 | 4,311,367 |
| Public Works/Engineering | | 14,217,621 | 14,747,185 | 15,175,755 | 15,611,689 | 16,049,950 | 16,505,765 | 16,976,996 | 17,446,944 | 17,939,238 | 18,435,310 | 18,988,369 |
| Community Services | | 15,498,905 | 15,963,872 | 16,442,789 | 16,936,072 | 17,444,154 | 17,967,479 | 18,506,503 | 19,061,699 | 19,633,550 | 20,222,556 | 20,829,233 |
| Public Safety: | | | | | | | | | | | | |
| Police Services | | 62,993,374 | 66,643,363 | 69,445,105 | 72,319,470 | 75,320,061 | 78,408,743 | 81,648,090 | 84,868,480 | 88,225,442 | 91,639,078 | 94,388,250 |
| Fire Services | | 33,055,258 | 34,516,650 | 36,148,007 | 37,150,475 | 38,166,592 | 39,191,500 | 40,237,679 | 41,227,647 | 42,272,838 | 43,301,909 | 44,600,967 |
| Animal Control Services | | 2,882,814 | 2,969,298 | 3,058,377 | 3,150,129 | 3,244,633 | 3,341,972 | 3,442,231 | 3,545,498 | 3,651,863 | 3,761,418 | 3,874,261 |
| Total Public Safety | | 98,931,446 | 104,129,311 | 108,651,490 | 112,620,074 | 116,731,286 | 120,942,215 | 125,328,000 | 129,641,625 | 134,150,143 | 138,702,406 | 142,863,478 |
| Total General Fund Expenditures | | 150,016,522 | 156,849,974 | 162,939,928 | 168,517,826 | 174,275,881 | 180,187,464 | 186,326,665 | 192,430,888 | 198,791,969 | 205,241,382 | 211,398,623 |
| DEPARTMENT NAME | | | | | | | | | | | | |
| CITY COUNCIL | 3.59% | 651,797 | 671,350 | 691,491 | 712,236 | 733,603 | 755,611 | 778,279 | 801,628 | 825,676 | 850,447 | 875,960 |
| BOARDS AND COMMISSIONS | 0.07% | 12,074 | 12,436 | 12,809 | 13,193 | 13,589 | 13,997 | 14,417 | 14,849 | 15,295 | 15,754 | 16,226 |
| CITY CLERK | 5.25% | 1,042,495 | 1,073,770 | 1,105,983 | 1,139,163 | 1,173,338 | 1,208,538 | 1,244,794 | 1,282,138 | 1,320,602 | 1,360,220 | 1,401,027 |
| CITY ATTORNEY | 16.61% | 3,277,722 | 3,376,054 | 3,477,336 | 3,581,656 | 3,689,105 | 3,799,779 | 3,913,772 | 4,031,185 | 4,152,121 | 4,276,684 | 4,404,985 |
| ADMINISTRATION | 11.41% | 2,155,103 | 2,219,756 | 2,286,349 | 2,354,939 | 2,425,588 | 2,498,355 | 2,573,306 | 2,650,505 | 2,730,020 | 2,811,921 | 2,896,278 |
| INFO TECH SRVCS | 21.07% | 3,881,057 | 3,997,488 | 4,117,413 | 4,240,936 | 4,368,164 | 4,499,208 | 4,634,185 | 4,773,210 | 4,916,407 | 5,063,899 | 5,215,816 |
| HUMAN RESOURCES | 15.47% | 3,086,826 | 3,179,431 | 3,274,813 | 3,373,058 | 3,474,250 | 3,578,477 | 3,685,831 | 3,796,406 | 3,910,299 | 4,027,607 | 4,148,436 |
| FINANCE | 21.14% | 4,053,414 | 4,175,016 | 4,300,266 | 4,429,274 | 4,562,153 | 4,699,017 | 4,839,988 | 4,985,187 | 5,134,743 | 5,288,785 | 5,447,449 |
| NON-DEPARTMENTAL | 0.00% | - | - | - | - | - | - | - | - | - | - | - |
| ANIMAL CARE FACILITY | | 2,882,814 | 2,969,298 | 3,058,377 | 3,150,129 | 3,244,633 | 3,341,972 | 3,442,231 | 3,545,498 | 3,651,863 | 3,761,418 | 3,874,261 |
| ECONOMIC DEVELOPMENT | 68.74% | 2,205,269 | 2,271,428 | 2,339,570 | 2,409,757 | 2,482,050 | 2,556,512 | 2,633,207 | 2,712,203 | 2,793,569 | 2,877,376 | 2,963,698 |
| PLANNING AND BUILDING SERVICE | 31.26% | 1,002,793 | 1,032,877 | 1,063,863 | 1,095,779 | 1,128,652 | 1,162,512 | 1,197,387 | 1,233,309 | 1,270,308 | 1,308,417 | 1,347,670 |
| ENGINEERING AND CIP PROJECTS | 65.62% | 9,329,383 | 9,609,265 | 9,897,543 | 10,194,469 | 10,500,303 | 10,815,312 | 11,139,772 | 11,473,965 | 11,818,184 | 12,172,729 | 12,537,911 |
| POLICE | | 62,993,374 | 66,643,363 | 69,445,105 | 72,319,470 | 75,320,061 | 78,408,743 | 81,648,090 | 84,868,480 | 88,225,442 | 91,639,078 | 94,388,250 |
| FIRE | | 33,055,258 | 34,516,650 | 36,148,007 | 37,150,475 | 38,166,592 | 39,191,500 | 40,237,679 | 41,227,647 | 42,272,838 | 43,301,909 | 44,600,967 |
| PUBLIC WORKS | 54.48% | 4,888,237 | 5,137,920 | 5,278,213 | 5,417,220 | 5,549,646 | 5,690,452 | 5,837,224 | 5,972,980 | 6,121,054 | 6,262,580 | 6,450,458 |
| RECREATION | 53.71% | 11,303,651 | 11,642,760 | 11,992,043 | 12,351,804 | 12,722,358 | 13,104,029 | 13,497,150 | 13,902,065 | 14,319,126 | 14,748,700 | 15,191,161 |
| LIBRARY | 46.29% | 4,195,255 | 4,321,112 | 4,450,746 | 4,584,268 | 4,721,796 | 4,863,450 | 5,009,353 | 5,159,634 | 5,314,423 | 5,473,856 | 5,638,071 |
| GENERAL FUND TOTALS | | 150,016,522 | 156,849,974 | 162,939,928 | 168,517,826 | 174,275,881 | 180,187,464 | 186,326,665 | 192,430,888 | 198,791,969 | 205,241,382 | 211,398,623 |

**CITY OF CHULA VISTA, CALIFORNIA
SELECTED ANALYSIS - EXPENDITURES
PER CAPITA ASSUMPTIONS TABLE**

| | FY 2031 | FY 2032 | FY 2033 | FY 2034 | FY 2035 | FY 2036 | FY 2037 | FY 2038 | FY 2039 |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Household Population | 335,395 | 340,215 | 342,066 | 343,844 | 345,651 | 347,440 | 349,185 | 350,894 | 352,560 |
| Employment Population (Per Capita Equiv) | 16,770 | 17,011 | 17,103 | 17,192 | 17,283 | 17,372 | 17,459 | 17,545 | 17,628 |
| Total Population | 352,165 | 357,226 | 359,169 | 361,036 | 362,933 | 364,812 | 366,644 | 368,438 | 370,188 |
| Per Capita by Category: | | | | | | | | | |
| General Government | \$ 71.38 | \$ 72.48 | \$ 74.25 | \$ 76.08 | \$ 77.96 | \$ 79.88 | \$ 81.87 | \$ 83.91 | \$ 86.02 |
| Community Development | 12.61 | 12.80 | 13.12 | 13.44 | 13.77 | 14.11 | 14.46 | 14.82 | 15.20 |
| Public Works/Engineering | 55.54 | 56.39 | 57.77 | 59.20 | 60.65 | 62.15 | 63.69 | 65.29 | 66.93 |
| Community Services | 60.92 | 61.86 | 63.37 | 64.93 | 66.53 | 68.18 | 69.87 | 71.62 | 73.42 |
| Public Safety: | | | | | | | | | |
| Police Services | 276.06 | 280.32 | 287.16 | 294.25 | 301.49 | 308.94 | 316.62 | 324.53 | 332.68 |
| Fire Services | 130.45 | 132.46 | 135.69 | 139.04 | 142.46 | 145.98 | 149.61 | 153.35 | 157.20 |
| Animal Control Services | 11.33 | 11.51 | 11.79 | 12.08 | 12.38 | 12.68 | 13.00 | 13.32 | 13.66 |
| Total Public Safety | 417.84 | 424.28 | 434.64 | 445.37 | 456.33 | 467.60 | 479.22 | 491.20 | 503.54 |
| Total General Fund Expenditures | \$ 618.29 | \$ 627.82 | \$ 643.15 | \$ 659.02 | \$ 675.25 | \$ 691.92 | \$ 709.12 | \$ 726.83 | \$ 745.10 |
| Per Capita by Department: | | | | | | | | | |
| City Council | \$ 2.56 | \$ 2.60 | \$ 2.66 | \$ 2.73 | \$ 2.80 | \$ 2.87 | \$ 2.94 | \$ 3.01 | \$ 3.09 |
| Boards & Commissions | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 | 0.06 | 0.06 |
| City Clerk | 4.10 | 4.16 | 4.26 | 4.37 | 4.48 | 4.59 | 4.70 | 4.82 | 4.94 |
| City Attorney | 12.88 | 13.08 | 13.40 | 13.73 | 14.07 | 14.42 | 14.78 | 15.15 | 15.53 |
| Administration | 8.47 | 8.60 | 8.81 | 9.03 | 9.25 | 9.48 | 9.72 | 9.96 | 10.21 |
| Info Tech Services | 15.26 | 15.49 | 15.87 | 16.26 | 16.66 | 17.07 | 17.50 | 17.93 | 18.38 |
| Human Resources | 12.13 | 12.32 | 12.62 | 12.93 | 13.25 | 13.58 | 13.92 | 14.26 | 14.62 |
| Finance | 15.93 | 16.18 | 16.57 | 16.98 | 17.40 | 17.83 | 18.27 | 18.73 | 19.20 |
| Non-Departmental | | | | | | | | | |
| Animal Care Facility | 11.33 | 11.51 | 11.79 | 12.08 | 12.38 | 12.68 | 13.00 | 13.32 | 13.66 |
| Economic Development | 8.67 | 8.80 | 9.02 | 9.24 | 9.47 | 9.70 | 9.94 | 10.19 | 10.45 |
| Planning & Building | 3.94 | 4.00 | 4.10 | 4.20 | 4.30 | 4.41 | 4.52 | 4.63 | 4.75 |
| Engineering/CIP Projects | 36.67 | 37.24 | 38.15 | 39.09 | 40.05 | 41.04 | 42.06 | 43.11 | 44.19 |
| Police | 276.06 | 280.32 | 287.16 | 294.25 | 301.49 | 308.94 | 316.62 | 324.53 | 332.68 |
| Fire | 130.45 | 132.46 | 135.69 | 139.04 | 142.46 | 145.98 | 149.61 | 153.35 | 157.20 |
| Public Works | 18.87 | 19.16 | 19.62 | 20.11 | 20.60 | 21.11 | 21.64 | 22.18 | 22.74 |
| Recreation | 44.43 | 45.12 | 46.22 | 47.36 | 48.52 | 49.72 | 50.96 | 52.23 | 53.54 |
| Library | 16.49 | 16.74 | 17.15 | 17.58 | 18.01 | 18.45 | 18.91 | 19.38 | 19.87 |
| General Fund Totals | \$ 618.29 | \$ 627.82 | \$ 643.15 | \$ 659.02 | \$ 675.25 | \$ 691.92 | \$ 709.12 | \$ 726.83 | \$ 745.10 |

**CITY OF CHULA VISTA, CALIFORNIA
SELECTED ANALYSIS - EXPENDITURES
PER CAPITA ASSUMPTIONS TABLE**

| | FY 2031 | FY 2032 | FY 2033 | FY 2034 | FY 2035 | FY 2036 | FY 2037 | FY 2038 | FY 2039 |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| FULL FISCAL IMPACT - FORECAST | FY 2031 | FY 2032 | FY 2033 | FY 2034 | FY 2035 | FY 2036 | FY 2037 | FY 2038 | FY 2039 |
| General Government | 25,138,362 | 25,892,513 | 26,669,288 | 27,469,367 | 28,293,448 | 29,142,251 | 30,016,519 | 30,917,014 | 31,844,525 |
| Community Development | 4,440,708 | 4,573,930 | 4,711,148 | 4,852,482 | 4,998,056 | 5,147,998 | 5,302,438 | 5,461,511 | 5,625,357 |
| Public Works/Engineering | 19,558,020 | 20,144,761 | 20,749,103 | 21,371,577 | 22,012,724 | 22,673,106 | 23,353,299 | 24,053,898 | 24,775,515 |
| Community Services | 21,454,110 | 22,097,733 | 22,760,665 | 23,443,485 | 24,146,789 | 24,871,193 | 25,617,329 | 26,385,849 | 27,177,424 |
| Public Safety: | | | | | | | | | |
| Police Services | 97,219,898 | 100,136,494 | 103,140,589 | 106,234,807 | 109,421,851 | 112,704,507 | 116,085,642 | 119,568,211 | 123,155,257 |
| Fire Services | 45,938,996 | 47,317,166 | 48,736,681 | 50,198,781 | 51,704,744 | 53,255,887 | 54,853,563 | 56,499,170 | 58,194,145 |
| Animal Control Services | 3,990,489 | 4,110,203 | 4,233,510 | 4,360,515 | 4,491,330 | 4,626,070 | 4,764,852 | 4,907,798 | 5,055,032 |
| Total Public Safety | 147,149,382 | 151,563,863 | 156,110,779 | 160,794,103 | 165,617,926 | 170,586,464 | 175,704,058 | 180,975,179 | 186,404,435 |
| Total General Fund Expenditures | 217,740,582 | 224,272,799 | 231,000,983 | 237,931,013 | 245,068,943 | 252,421,012 | 259,993,642 | 267,793,451 | 275,827,255 |
| DEPARTMENT NAME | | | | | | | | | |
| CITY COUNCIL | 902,239 | 929,306 | 957,185 | 985,901 | 1,015,478 | 1,045,942 | 1,077,320 | 1,109,640 | 1,142,929 |
| BOARDS AND COMMISSIONS | 16,713 | 17,214 | 17,731 | 18,263 | 18,811 | 19,375 | 19,956 | 20,555 | 21,172 |
| CITY CLERK | 1,443,057 | 1,486,349 | 1,530,940 | 1,576,868 | 1,624,174 | 1,672,899 | 1,723,086 | 1,774,778 | 1,828,022 |
| CITY ATTORNEY | 4,537,134 | 4,673,248 | 4,813,446 | 4,957,849 | 5,106,585 | 5,259,782 | 5,417,576 | 5,580,103 | 5,747,506 |
| ADMINISTRATION | 2,983,167 | 3,072,662 | 3,164,842 | 3,259,787 | 3,357,581 | 3,458,308 | 3,562,057 | 3,668,919 | 3,778,986 |
| INFO TECH SRVCS | 5,372,290 | 5,533,459 | 5,699,463 | 5,870,447 | 6,046,560 | 6,227,957 | 6,414,795 | 6,607,239 | 6,805,457 |
| HUMAN RESOURCES | 4,272,889 | 4,401,075 | 4,533,108 | 4,669,101 | 4,809,174 | 4,953,449 | 5,102,053 | 5,255,114 | 5,412,768 |
| FINANCE | 5,610,872 | 5,779,199 | 5,952,575 | 6,131,152 | 6,315,086 | 6,504,539 | 6,699,675 | 6,900,665 | 7,107,685 |
| NON-DEPARTMENTAL | - | - | - | - | - | - | - | - | - |
| ANIMAL CARE FACILITY | 3,990,489 | 4,110,203 | 4,233,510 | 4,360,515 | 4,491,330 | 4,626,070 | 4,764,852 | 4,907,798 | 5,055,032 |
| ECONOMIC DEVELOPMENT | 3,052,609 | 3,144,187 | 3,238,513 | 3,335,668 | 3,435,738 | 3,538,810 | 3,644,974 | 3,754,324 | 3,866,953 |
| PLANNING AND BUILDING SERVICES | 1,388,100 | 1,429,743 | 1,472,635 | 1,516,814 | 1,562,319 | 1,609,188 | 1,657,464 | 1,707,188 | 1,758,403 |
| ENGINEERING AND CIP PROJECTS | 12,914,048 | 13,301,470 | 13,700,514 | 14,111,529 | 14,534,875 | 14,970,922 | 15,420,049 | 15,882,651 | 16,359,130 |
| POLICE | 97,219,898 | 100,136,494 | 103,140,589 | 106,234,807 | 109,421,851 | 112,704,507 | 116,085,642 | 119,568,211 | 123,155,257 |
| FIRE | 45,938,996 | 47,317,166 | 48,736,681 | 50,198,781 | 51,704,744 | 53,255,887 | 54,853,563 | 56,499,170 | 58,194,145 |
| PUBLIC WORKS | 6,643,972 | 6,843,291 | 7,048,589 | 7,260,047 | 7,477,849 | 7,702,184 | 7,933,249 | 8,171,247 | 8,416,384 |
| RECREATION | 15,646,896 | 16,116,303 | 16,599,792 | 17,097,786 | 17,610,719 | 18,139,041 | 18,683,212 | 19,243,709 | 19,821,020 |
| LIBRARY | 5,807,214 | 5,981,430 | 6,160,873 | 6,345,699 | 6,536,070 | 6,732,152 | 6,934,117 | 7,142,140 | 7,356,404 |
| GENERAL FUND TOTALS | 217,740,582 | 224,272,799 | 231,000,983 | 237,931,013 | 245,068,943 | 252,421,012 | 259,993,642 | 267,793,451 | 275,827,255 |

| FUNCTIONAL AREA RECONCILED ITEMS TO PUBLISHED BUDGET | PERSONNEL SERVICES | SUPPLIES & SERVICES | UTILITIES | OTHER | OPERATING CAPITAL | XFERS OUT | INTERNAL SERVICE CHARGES | AMENDED FY2019- 20 TOTAL | ELIMINATION ENTRY | RECLASS NON- DEPARTMENTAL COSTS | RECLASS NON- DEPARTMENTAL COSTS | REVISED TOTALS | TRANSFERS IN | City 10 Year Model | REVISED TOTALS |
|---|-----------------------|---------------------|--------------|------------|----------------------|---------------|-----------------------------|-----------------------------|----------------------|---------------------------------------|---------------------------------------|----------------|-----------------|-----------------------|-------------------|
| General Government | \$ 15,592,728 | \$ 2,924,966 | \$ 20,259 | \$ - | \$ 123,915 | \$ - | \$ - | \$ 18,661,868 | \$ - | \$ - | \$ 454,715 | \$ 19,116,583 | (956,096) | - | \$ 18,160,487 |
| Community Development | 4,621,535 | 343,316 | 4,872 | 12,000 | 2,020 | - | 23,635 | 5,007,378 | - | - | 124,332 | 5,131,710 | (1,923,648) | - | 3,208,062 |
| Public Works/Engineering | 16,361,728 | 1,792,632 | 1,457,593 | 123,500 | 150,171 | 386,611 | 609,443 | 20,881,678 | - | - | 673,694 | 21,555,372 | (7,687,751) | 350,000 | 14,217,621 |
| Community Services | 10,814,949 | 1,185,597 | 2,881,712 | 81,300 | 2,523 | - | 324,262 | 15,290,343 | - | - | 208,562 | 15,498,905 | - | - | 15,498,905 |
| Public Safety | | | | | | | | | | | | | | | |
| Police Services ³ | 54,776,784 | 2,010,850 | 412,372 | 103,243 | - | - | 1,000,423 | 58,303,672 | - | 2,233,778 | 1,413,564 | 61,951,014 | (587,640) | 1,630,000 | 62,993,374 |
| Fire Services ⁴ | 28,491,107 | 2,131,858 | 193,717 | - | - | 62,326 | 955,878 | 31,834,886 | - | - | 703,874 | 32,538,760 | (1,143,502) | 1,660,000 | 33,055,258 |
| Animal Control Services | 2,348,400 | 351,949 | 42,296 | 4,500 | 6,282 | - | 53,200 | 2,806,627 | - | - | 76,187 | 2,882,814 | - | - | 2,882,814 |
| Non-Departmental | (153,983) | 1,668,697 | 3,984 | 454,622 | - | 42,207,075 | - | 44,180,395 | (36,767,305) | (2,233,778) | (3,654,929) | 1,524,383 | (1,524,383) | - | - |
| | \$ 132,853,248 | \$ 12,409,865 | \$ 5,016,805 | \$ 779,165 | \$ 284,911 | \$ 42,656,012 | \$ 2,966,841 | \$ 196,966,847 | \$ (36,767,305) | \$ - | \$ - | \$ 160,199,542 | \$ (13,823,020) | \$ 3,640,000 | \$ 150,016,522 |

| | |
|-----------|-------------------|
| FY2019-20 | ADOPTED FY2019-20 |
|-----------|-------------------|

| DEPT | DEPARTMENT NAME | PERSONNEL SERVICES | SUPPLIES & SERVICES | UTILITIES | OTHER | OPERATING CAPITAL | XFERS OUT | INTERNAL SERVICE CHARGES | TOTAL | ELIMINATION ENTRY AND 1ST QUARTER ADJUSTMENTS | RECLASS FOR POLICE | SPREAD | REVISED TOTALS | TRANSFERS IN | City 10 Year Model | REVISED TOTALS |
|-------|--------------------------------|-----------------------|---------------------|--------------|------------|----------------------|---------------|-----------------------------|----------------|--|-----------------------|-------------|----------------|-----------------|-----------------------|-------------------|
| 01100 | CITY COUNCIL | \$ 1,456,659 | \$ 105,880 | \$ 1,307 | \$ - | \$ 3,190 | \$ - | \$ - | \$ 1,567,036 | - | - | 40,857 | \$ 1,607,893 | (956,096) | - | \$ 651,797 |
| 02000 | BOARDS AND COMMISSIONS | - | 11,841 | - | - | - | - | - | 11,841 | - | - | 233 | 12,074 | - | - | 12,074 |
| 03000 | CITY CLERK | 858,657 | 159,285 | 688 | - | - | - | - | 1,018,630 | - | - | 23,865 | 1,042,495 | - | - | 1,042,495 |
| 04000 | CITY ATTORNEY | 2,886,587 | 308,800 | 1,856 | - | 4,948 | - | - | 3,202,191 | - | - | 75,531 | 3,277,722 | - | - | 3,277,722 |
| 05000 | ADMINISTRATION | 1,948,791 | 150,187 | 832 | - | 3,416 | - | - | 2,103,226 | - | - | 51,877 | 2,155,103 | - | - | 2,155,103 |
| 06000 | INFO TECH SRVCS | 2,349,498 | 1,335,947 | 11,907 | - | 87,890 | - | - | 3,785,242 | - | - | 95,815 | 3,881,057 | - | - | 3,881,057 |
| 07000 | HUMAN RESOURCES | 2,587,023 | 418,970 | 1,457 | - | 8,972 | - | - | 3,016,422 | - | - | 70,404 | 3,086,826 | - | - | 3,086,826 |
| 08000 | FINANCE | 3,505,513 | 434,056 | 2,212 | - | 15,499 | - | - | 3,957,280 | - | - | 96,134 | 4,053,414 | - | - | 4,053,414 |
| 09000 | NON-DEPARTMENTAL | (153,983) | 1,668,697 | 3,984 | 454,622 | - | 42,207,075 | - | 44,180,395 | (36,767,305) | (2,233,778) | (3,654,929) | 1,524,383 | (1,524,383) | - | - |
| 10000 | ANIMAL CARE FACILITY | 2,348,400 | 351,949 | 42,296 | 4,500 | 6,282 | - | 53,200 | 2,806,627 | - | - | 76,187 | 2,882,814 | - | - | 2,882,814 |
| 11000 | ECONOMIC DEVELOPMENT | 1,977,144 | 168,422 | 2,497 | - | 1,520 | - | - | 2,149,583 | - | - | 55,686 | 2,205,269 | - | - | 2,205,269 |
| 12000 | PLANNING AND BUILDING SERVICES | 2,644,391 | 174,894 | 2,375 | 12,000 | 500 | - | 23,635 | 2,857,795 | - | - | 68,646 | 2,926,441 | (1,923,648) | - | 1,002,793 |
| 13000 | ENGINEERING AND CIP PROJECTS | 7,229,662 | 366,083 | 863,671 | 108,500 | 10,000 | 386,611 | 144,695 | 9,109,222 | - | - | 220,161 | 9,329,383 | - | - | 9,329,383 |
| 14000 | POLICE | 54,776,784 | 2,010,850 | 412,372 | 103,243 | - | - | 1,000,423 | 58,303,672 | - | 2,233,778 | 1,413,564 | 61,951,014 | (587,640) | 1,630,000 | 62,993,374 |
| 15000 | FIRE | 28,491,107 | 2,131,858 | 193,717 | - | - | 62,326 | 955,878 | 31,834,886 | - | - | 703,874 | 32,538,760 | (1,143,502) | 1,660,000 | 33,055,258 |
| 16000 | PUBLIC WORKS | 9,132,066 | 1,426,549 | 593,922 | 15,000 | 140,171 | - | 464,748 | 11,772,456 | - | - | 453,532 | 12,225,988 | (7,687,751) | 350,000 | 4,888,237 |
| 17000 | RECREATION | 7,219,052 | 959,603 | 2,608,646 | 80,900 | 2,523 | - | 320,917 | 11,191,641 | - | - | 112,010 | 11,303,651 | - | - | 11,303,651 |
| 18000 | LIBRARY | 3,595,897 | 225,994 | 273,066 | 400 | - | - | 3,345 | 4,098,702 | - | - | 96,553 | 4,195,255 | - | - | 4,195,255 |
| | GENERAL FUND TOTALS | \$ 132,853,248 | \$ 12,409,865 | \$ 5,016,805 | \$ 779,165 | \$ 284,911 | \$ 42,656,012 | \$ 2,966,841 | \$ 196,966,847 | \$ (36,767,305) | \$ - | \$ - | \$ 160,199,542 | \$ (13,823,020) | \$ 3,640,000 | \$ 150,016,522 |

Appendix C
Printouts from Unmodified Fiscal Model for Expected Industrial Use



Instructional Guide

- 1 The spreadsheet is ready to accept unit counts and valuation of project costs.

- 2 **TABS: COMPLETE SHADED AREAS AS INSTRUCTED ON EACH TAB**
 - 2a **TAB: Property Tax Analysis**
Enter unit counts in yellow highlighted cells
 - Single Family Residential
 - Multi-Family Residential
 - Commercial
 - Industrial
 - Office
 - Hotel
 - 2b Input a Constructed Assessed Value
 - 2c Input on Percentage Complete row for each section - a factor of how much of

 - 2d **TAB: Sales Tax Analysis - Input Square Footage and Rates on Sheet**
 - 2e **TAB: Expenditure - Police & Fire**
Input Acres by Land Use In Shaded Areas
 - 2f **TAB: Police & Fire Costs - Dev - No input; shows costs and phase in of Fire Station/S**
 - 2g **TAB: Police & Fire Detal Calcs (call volume by Land Use)**
 - 2h **TAB: Master Plan Services**
 - 2i **TAB: Maintenance Service Costs**
Input Lane Miles and Park Acres

- 3 **TAB: Maintenance Service Costs - PS**
 - 3a Input the service count components listed (as applicable)

- 4 **TAB: Analysis - Model FY**
 - 4a This table links to other input tables and calculates the fiscal impact on
 - 4b If the project has a hotel, the room counts per hotel need to be input to
 - 4c Also, an absorption % impact factor needs to be entered on realizing the

- 5 **TAB: Population Factor - Prepopulated**
TAB: EXH 1 - Revenue Per Capita (Data supporting Fiscal Impact - Locked)
TAB: EXH 2 - Expenditures Per Capita (Data supporting Fiscal Impact - Locked)
TAB: SUMMARY-EXP (Reconciles Published Budget to Base for Fiscal Model)

- 6 Print each Tab when done



| Year | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Single Family Residential | - | - | - | - | - | - | - | - | - |
| Multi-Family Residential | - | - | - | - | - | - | - | - | - |
| Subtotal (Per Capita) | - | - | - | - | - | - | - | - | - |
| Employment Population | 13 | 13 | 13 | 13 | 13 | 13 | 13 | 13 | 13 |
| Totals | 13 | 13 | 13 | 13 | 13 | 13 | 13 | 13 | 13 |
| Number of Homes | | | | | | | | | |
| Single Family Residential | - | - | - | - | - | - | - | - | - |
| Multi-Family Residential | - | - | - | - | - | - | - | - | - |
| Totals | - | - | - | - | - | - | - | - | - |
| Transient Occupancy Tax (Project Specific) | | | | | | | | | |
| Hotel 1 - # rooms | - | - | - | - | - | - | - | - | - |
| Hotel 2 - # rooms | - | - | - | - | - | - | - | - | - |
| Totals | - | - | - | - | - | - | - | - | - |
| Average Hotel Daily Rate - San Diego County Average* | \$ 154.87 | \$ 157.19 | \$ 159.55 | \$ 161.94 | \$ 164.37 | \$ 166.84 | \$ 169.34 | \$ 171.88 | \$ 174.46 |
| Average Hotel Daily Rate - Developer Assigned* | \$ 142.10 | \$ 144.23 | \$ 146.39 | \$ 148.59 | \$ 150.82 | \$ 153.08 | \$ 155.38 | \$ 157.71 | \$ 160.07 |
| Average Hotel Occupancy* | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% |
| Developer Provided Hotel Occupancy* | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Transient Occupancy Tax Rate (per room night) | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% |
| Absorption Rate | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

| Year | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 11 | |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| General Fund Revenues | | | | | | | | | | |
| Tax Revenues | | | | | | | | | | |
| Property Tax | AV | \$ 11,277 | \$ 11,503 | \$ 11,733 | \$ 11,967 | \$ 12,207 | \$ 12,451 | \$ 12,700 | \$ 12,954 | \$ 13,213 |
| Sales and Use Tax | Per Capita | 1,590 | 1,536 | 1,532 | 1,528 | 1,523 | 1,518 | 1,513 | 1,509 | 1,554 |
| Transient Occupancy Tax | Per Capita | 195 | 188 | 189 | 189 | 190 | 191 | 192 | 193 | 199 |
| Motor Vehicle In-Lieu of VLF | Project Specific | 2,490 | 2,604 | 2,721 | 2,840 | 2,961 | 3,084 | 3,210 | 3,339 | 3,470 |
| Franchise Fees | Per Capita | 548 | 552 | 558 | 563 | 569 | 574 | 579 | 584 | 602 |
| Other Taxes | Per Capita | 505 | 497 | 496 | 495 | 495 | 494 | 494 | 492 | 507 |
| <i>Subtotal Tax Revenues</i> | | <i>16,606</i> | <i>16,881</i> | <i>17,227</i> | <i>17,583</i> | <i>17,944</i> | <i>18,312</i> | <i>18,688</i> | <i>19,070</i> | <i>19,544</i> |
| Other Revenues | Per Capita | 536 | 558 | 564 | 570 | 576 | 582 | 586 | 591 | 609 |
| Licenses and Permits | Per Capita | 72 | 73 | 73 | 73 | 73 | 74 | 74 | 74 | 76 |
| Fines, forfeitures, penalties | Per Capita | 57 | 57 | 57 | 57 | 58 | 58 | 58 | 58 | 60 |
| Use of Money & Property | Per Capita | 137 | 138 | 138 | 139 | 139 | 140 | 140 | 141 | 145 |
| Charges for Services | No Forecast | - | - | - | - | - | - | - | - | - |
| Intergovernmental | Per Capita | 98 | 98 | 99 | 99 | 99 | 100 | 100 | 101 | 104 |
| <i>Subtotal Other Revenues</i> | | <i>900</i> | <i>924</i> | <i>931</i> | <i>938</i> | <i>945</i> | <i>953</i> | <i>959</i> | <i>966</i> | <i>995</i> |
| Total General Fund Revenues | | \$ 17,506 | \$ 17,804 | \$ 18,158 | \$ 18,521 | \$ 18,889 | \$ 19,265 | \$ 19,646 | \$ 20,036 | \$ 20,538 |

| | | | | | | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| General Fund Expenditures | | | | | | | | | | |
| General Government | Per Capita | \$ 122 | \$ 124 | \$ 125 | \$ 127 | \$ 129 | \$ 131 | \$ 132 | \$ 134 | \$ 136 |
| Community Development (20%) | Per Capita | 29 | 29 | 30 | 30 | 30 | 31 | 31 | 32 | 32 |
| Public Works/Engineering | Per Capita | 44 | 45 | 46 | 46 | 47 | 47 | 48 | 48 | 48 |
| PC/EMP Base | | | | | | | | | | |
| Drainage Management System | \$ 26.50 | 123 | 123 | 123 | 123 | 123 | 123 | 123 | 123 | 123 |
| Building Management System | 4.10 | 19 | 19 | 19 | 19 | 19 | 19 | 19 | 19 | 19 |
| Parks Management System | 15.68 | 73 | 73 | 73 | 73 | 73 | 73 | 73 | 73 | 73 |
| Open Space Management System | 6.72 | 31 | 31 | 31 | 31 | 31 | 31 | 31 | 31 | 31 |
| Fleet Management System | 3.73 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 |
| Pavement Annual (PMP) | 14.18 | 66 | 66 | 66 | 66 | 66 | 66 | 66 | 66 | 66 |
| General Govt Management System | 0.65 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Urban Forestry Management System | 6.72 | 31 | 31 | 31 | 31 | 31 | 31 | 31 | 31 | 31 |
| | \$ 78.28 | 364 | 364 | 364 | 364 | 364 | 364 | 364 | 364 | 364 |
| Community Services | Per Capita | 348 | 352 | 357 | 361 | 366 | 371 | 377 | 382 | 387 |
| Public Safety: | | | | | | | | | | |
| Police Services | Project Specific | 6,865 | 7,263 | 7,568 | 7,881 | 8,208 | 8,545 | 8,898 | 9,249 | 9,480 |
| Fire Services | Project Specific | 2,378 | 2,483 | 2,600 | 2,672 | 2,746 | 2,819 | 2,895 | 2,966 | 3,041 |
| Animal Control Services | Per Capita | 129 | 131 | 133 | 134 | 136 | 138 | 140 | 142 | 144 |
| <i>Total Public Safety</i> | | <i>9,372</i> | <i>9,877</i> | <i>10,301</i> | <i>10,688</i> | <i>11,090</i> | <i>11,502</i> | <i>11,932</i> | <i>12,357</i> | <i>12,665</i> |
| Total General Fund Expenditures | | \$ 10,279 | \$ 10,791 | \$ 11,223 | \$ 11,617 | \$ 12,026 | \$ 12,446 | \$ 12,884 | \$ 13,317 | \$ 13,634 |

| | | | | | | | | | |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Projected Net Revenues/(Shortfall) | \$7,227 | \$7,013 | \$6,936 | \$6,904 | \$6,863 | \$6,819 | \$6,762 | \$6,719 | \$6,905 |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|



| Year | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Single Family Residential | - | - | - | - | - | - | - | - | - |
| Multi-Family Residential | - | - | - | - | - | - | - | - | - |
| Subtotal (Per Capita) | - | - | - | - | - | - | - | - | - |
| Employment Population | 13 | 13 | 13 | 13 | 13 | 13 | 13 | 13 | 13 |
| Totals | 13 | 13 | 13 | 13 | 13 | 13 | 13 | 13 | 13 |
| Number of Homes | | | | | | | | | |
| Single Family Residential | - | - | - | - | - | - | - | - | - |
| Multi-Family Residential | - | - | - | - | - | - | - | - | - |
| Totals | - | - | - | - | - | - | - | - | - |
| Transient Occupancy Tax (Project Specific) | | | | | | | | | |
| Hotel 1 - # rooms | - | - | - | - | - | - | - | - | - |
| Hotel 2 - # rooms | - | - | - | - | - | - | - | - | - |
| Totals | - | - | - | - | - | - | - | - | - |
| Average Hotel Daily Rate - San Diego County Average* | \$ 177.08 | \$ 179.73 | \$ 182.43 | \$ 185.17 | \$ 187.94 | \$ 190.76 | \$ 193.62 | \$ 196.53 | \$ 199.48 |
| Average Hotel Daily Rate - Developer Assigned* | \$ 162.48 | \$ 164.91 | \$ 167.39 | \$ 169.90 | \$ 172.45 | \$ 175.03 | \$ 177.66 | \$ 180.32 | \$ 183.03 |
| Average Hotel Occupancy* | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% | 77.1% |
| Developer Provided Hotel Occupancy* | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Transient Occupancy Tax Rate (per room night) | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% | 10% |
| Absorption Rate | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

| Year | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| General Fund Revenues | | | | | | | | | | |
| Tax Revenues | | | | | | | | | | |
| Property Tax | AV | \$ 13,477 | \$ 13,747 | \$ 14,022 | \$ 14,302 | \$ 14,588 | \$ 14,880 | \$ 15,177 | \$ 15,481 | \$ 15,791 |
| Sales and Use Tax | Per Capita | 1,601 | 1,649 | 1,698 | 1,749 | 1,801 | 1,855 | 1,911 | 1,968 | 2,027 |
| Transient Occupancy Tax | Per Capita | 204 | 211 | 217 | 223 | 230 | 237 | 244 | 251 | 259 |
| Motor Vehicle In-Lieu of VLF | Project Specific | 3,604 | 3,740 | 3,879 | 4,021 | 4,166 | 4,314 | 4,464 | 4,618 | 4,775 |
| Franchise Fees | Per Capita | 620 | 638 | 658 | 677 | 698 | 719 | 740 | 762 | 785 |
| Other Taxes | Per Capita | 522 | 538 | 554 | 570 | 587 | 605 | 623 | 642 | 661 |
| <i>Subtotal Tax Revenues</i> | | <i>20,028</i> | <i>20,522</i> | <i>21,027</i> | <i>21,543</i> | <i>22,071</i> | <i>22,610</i> | <i>23,160</i> | <i>23,723</i> | <i>24,298</i> |
| Other Revenues | Per Capita | 627 | 646 | 666 | 686 | 706 | 727 | 749 | 772 | 795 |
| Licenses and Permits | Per Capita | 79 | 81 | 84 | 86 | 89 | 91 | 94 | 97 | 100 |
| Fines, forfeitures, penalties | Per Capita | 62 | 64 | 66 | 68 | 70 | 72 | 74 | 76 | 78 |
| Use of Money & Property | Per Capita | 150 | 154 | 159 | 164 | 168 | 174 | 179 | 184 | 190 |
| Charges for Services | No Forecast | - | - | - | - | - | - | - | - | - |
| Intergovernmental | Per Capita | 107 | 110 | 113 | 117 | 120 | 124 | 127 | 131 | 135 |
| <i>Subtotal Other Revenues</i> | | <i>1,024</i> | <i>1,055</i> | <i>1,087</i> | <i>1,119</i> | <i>1,153</i> | <i>1,188</i> | <i>1,223</i> | <i>1,260</i> | <i>1,298</i> |
| Total General Fund Revenues | | \$ 21,052 | \$ 21,577 | \$ 22,114 | \$ 22,663 | \$ 23,224 | \$ 23,797 | \$ 24,383 | \$ 24,983 | \$ 25,596 |

| | | | | | | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| General Fund Expenditures | | | | | | | | | | |
| General Government | Per Capita | \$ 138 | \$ 140 | \$ 142 | \$ 145 | \$ 148 | \$ 152 | \$ 156 | \$ 159 | \$ 163 |
| Community Development (20%) | Per Capita | 33 | 33 | 34 | 34 | 35 | 36 | 37 | 38 | 38 |
| Public Works/Engineering | Per Capita | 49 | 49 | 50 | 51 | 52 | 53 | 55 | 56 | 58 |
| <i>PC/EMP Base</i> | | | | | | | | | | |
| Drainage Management System | \$ 26.50 | 123 | 123 | 123 | 123 | 123 | 123 | 123 | 123 | 123 |
| Building Management System | 4.10 | 19 | 19 | 19 | 19 | 19 | 19 | 19 | 19 | 19 |
| Parks Management System | 15.68 | 73 | 73 | 73 | 73 | 73 | 73 | 73 | 73 | 73 |
| Open Space Management System | 6.72 | 31 | 31 | 31 | 31 | 31 | 31 | 31 | 31 | 31 |
| Fleet Management System | 3.73 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 |
| Pavement Annual (PMP) | 14.18 | 66 | 66 | 66 | 66 | 66 | 66 | 66 | 66 | 66 |
| General Govt Management System | 0.65 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Urban Forestry Management System | 6.72 | 31 | 31 | 31 | 31 | 31 | 31 | 31 | 31 | 31 |
| <i>\$ 78.28</i> | | <i>364</i> | <i>364</i> | <i>364</i> | <i>364</i> | <i>364</i> | <i>364</i> | <i>364</i> | <i>364</i> | <i>364</i> |
| Community Services | Per Capita | 393 | 399 | 405 | 411 | 421 | 432 | 442 | 453 | 465 |
| Public Safety: | | | | | | | | | | |
| Police Services | Project Specific | 9,717 | 9,960 | 10,209 | 10,464 | 10,726 | 10,994 | 11,269 | 11,550 | 11,839 |
| Fire Services | Project Specific | 3,115 | 3,208 | 3,305 | 3,404 | 3,506 | 3,611 | 3,719 | 3,831 | 3,946 |
| Animal Control Services | Per Capita | 146 | 148 | 151 | 153 | 157 | 161 | 165 | 169 | 173 |
| <i>Total Public Safety</i> | | <i>12,978</i> | <i>13,317</i> | <i>13,664</i> | <i>14,021</i> | <i>14,388</i> | <i>14,766</i> | <i>15,153</i> | <i>15,550</i> | <i>15,958</i> |
| Total General Fund Expenditures | | \$ 13,955 | \$ 14,303 | \$ 14,660 | \$ 15,026 | \$ 15,409 | \$ 15,803 | \$ 16,207 | \$ 16,621 | \$ 17,046 |

| | | | | | | | | | |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Projected Net Revenues/(Shortfall) | \$7,097 | \$7,274 | \$7,454 | \$7,636 | \$7,814 | \$7,994 | \$8,177 | \$8,362 | \$8,549 |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|



| | Year | |
|--|-----------|-----------|
| | 19 | 20 |
| Population | | |
| Single Family Residential | - | - |
| Multi-Family Residential | - | - |
| Subtotal (Per Capita) | - | - |
| Employment Population | 13 | 13 |
| Totals | 13 | 13 |
| Number of Homes | | |
| Single Family Residential | - | - |
| Multi-Family Residential | - | - |
| Totals | - | - |
| Transient Occupancy Tax (Project Specific) | | |
| Hotel 1 - # rooms | - | - |
| Hotel 2 - # rooms | - | - |
| Totals | - | - |
| Average Hotel Daily Rate - San Diego County Average* | \$ 202.47 | \$ 205.50 |
| Average Hotel Daily Rate - Developer Assigned* | \$ 185.77 | \$ 188.56 |
| Average Hotel Occupancy* | 77.1% | 77.1% |
| Developer Provided Hotel Occupancy* | 0.0% | 0.0% |
| Transient Occupancy Tax Rate (per room night) | 10% | 10% |
| Absorption Rate | 0% | 0% |

| | Year | | |
|------------------------------------|------------------|------------------|------------------|
| | 21 | 22 | |
| General Fund Revenues | | | |
| Tax Revenues | | | |
| Property Tax | AV | \$ 16,106 | \$ 16,428 |
| Sales and Use Tax | Per Capita | 2,088 | 2,151 |
| Transient Occupancy Tax | Per Capita | 267 | 275 |
| Motor Vehicle In-Lieu of VLF | Project Specific | 4,935 | 5,098 |
| Franchise Fees | Per Capita | 809 | 833 |
| Other Taxes | Per Capita | 681 | 701 |
| <i>Subtotal Tax Revenues</i> | | <u>24,886</u> | <u>25,486</u> |
| Other Revenues | Per Capita | 819 | 843 |
| Licenses and Permits | Per Capita | 103 | 106 |
| Fines, forfeitures, penalties | Per Capita | 81 | 83 |
| Use of Money & Property | Per Capita | 195 | 201 |
| Charges for Services | No Forecast | - | - |
| Intergovernmental | Per Capita | 139 | 143 |
| <i>Subtotal Other Revenues</i> | | <u>1,337</u> | <u>1,377</u> |
| Total General Fund Revenues | | \$ 26,222 | \$ 26,863 |

| | | | |
|---|--------------------|------------------|------------------|
| General Fund Expenditures | | | |
| General Government | Per Capita | \$ 167 | \$ 172 |
| Community Development (20%) | Per Capita | 39 | 40 |
| Public Works/Engineering | Per Capita | 59 | 60 |
| | PC/EMP Base | | |
| Drainage Management System | \$ 26.50 | 123 | 123 |
| Building Management System | 4.10 | 19 | 19 |
| Parks Management System | 15.68 | 73 | 73 |
| Open Space Management System | 6.72 | 31 | 31 |
| Fleet Management System | 3.73 | 17 | 17 |
| Pavement Annual (PMP) | 14.18 | 66 | 66 |
| General Govt Management System | 0.65 | 3 | 3 |
| Urban Forestry Management System | 6.72 | 31 | 31 |
| | <u>\$ 78.28</u> | <u>364</u> | <u>364</u> |
| Community Services | Per Capita | 476 | 488 |
| Public Safety: | | | |
| Police Services | Project Specific | 12,135 | 12,439 |
| Fire Services | Project Specific | 4,064 | 4,186 |
| Animal Control Services | Per Capita | 177 | 182 |
| <i>Total Public Safety</i> | | <u>16,377</u> | <u>16,806</u> |
| Total General Fund Expenditures | | \$ 17,483 | \$ 17,932 |
| Projected Net Revenues/(Shortfall) | | \$8,739 | \$8,931 |



| Year | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Property Tax Analysis | | | | | | | | |
| Residential Units | | | | | | | | |
| Single Family Residential | | | | | | | | |
| Total Cumulative SFR Units | - | - | - | - | - | - | - | - |
| Total Cumulative Residents | 2.80 | - | - | - | - | - | - | - |
| Percentage Complete | | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Multi-Family Residential | | | | | | | | |
| Total Cumulative MFR Units | - | - | - | - | - | - | - | - |
| Total Cumulative Residents | 2.80 | - | - | - | - | - | - | - |
| Percentage Complete | | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Total Cumulative Residents | | | | | | | | |
| | | - | - | - | - | - | - | - |
| Commercial | | | | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Industrial | | | | | | | | |
| Employees | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| Percentage Complete | | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Constructed Assessed Values | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 |
| Office | | | | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Hotel | | | | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Constructed Assessed Values | | | | | | | | |
| Total Current Period Assessed Value Additions | | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 |
| Inflation Factor | 2.00% | 100.00% | 102.00% | 104.04% | 106.12% | 108.24% | 110.41% | 112.62% |
| Total AV - Inflated | | \$7,000,000 | \$7,140,000 | \$7,282,800 | \$7,428,456 | \$7,577,025 | \$7,728,566 | \$7,883,137 |
| Cumulative AV (w/o Prior Years Inflation) | | \$7,000,000 | \$7,140,000 | \$7,282,800 | \$7,428,456 | \$7,577,025 | \$7,728,566 | \$7,883,137 |
| Prior Years AV Inflation Factor | 2.00% | 0.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% |
| Prior Years AV Inflation Amount | | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Cumulative Residential AV - Inflated | | \$7,000,000 | \$7,140,000 | \$7,282,800 | \$7,428,456 | \$7,577,025 | \$7,728,566 | \$7,883,137 |
| Property Tax Revenue Estimate | | | | | | | | |
| Ad-Valorem | 1.00% | \$ 70,000 | \$ 71,400 | \$ 72,828 | \$ 74,285 | \$ 75,770 | \$ 77,286 | \$ 78,831 |
| Total AV Tax Due to City | 16.11% | \$11,277 | \$11,503 | \$11,733 | \$11,967 | \$12,207 | \$12,451 | \$12,700 |

| Year | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Property Tax Analysis | | | | | | | | |
| Residential Units | | | | | | | | |
| Single Family Residential | | | | | | | | |
| Total Cumulative SFR Units | - | - | - | - | - | - | - | - |
| Total Cumulative Residents | - | - | - | - | - | - | - | - |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Multi-Family Residential | | | | | | | | |
| Total Cumulative MFR Units | - | - | - | - | - | - | - | - |
| Total Cumulative Residents | - | - | - | - | - | - | - | - |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Cumulative Residents | - | - | - | - | - | - | - | - |
| Commercial | | | | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Industrial | | | | | | | | |
| Employees | 38 | 38 | 38 | 38 | 38 | 38 | 38 | 38 |
| Percentage Complete | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Constructed Assessed Values | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 |
| Office | | | | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Hotel | | | | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Constructed Assessed Values | | | | | | | | |
| Total Current Period Assessed Value Additions | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 |
| Inflation Factor | 114.87% | 117.17% | 119.51% | 121.90% | 124.34% | 126.82% | 129.36% | 131.95% |
| Total AV - Inflated | \$8,040,800 | \$8,201,616 | \$8,365,648 | \$8,532,961 | \$8,703,620 | \$8,877,693 | \$9,055,246 | \$9,236,351 |
| Cumulative AV (w/o Prior Years Inflation) | \$8,040,800 | \$8,201,616 | \$8,365,648 | \$8,532,961 | \$8,703,620 | \$8,877,693 | \$9,055,246 | \$9,236,351 |
| Prior Years AV Inflation Factor | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% |
| Prior Years AV Inflation Amount | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Cumulative Residential AV - Inflated | \$8,040,800 | \$8,201,616 | \$8,365,648 | \$8,532,961 | \$8,703,620 | \$8,877,693 | \$9,055,246 | \$9,236,351 |
| Property Tax Revenue Estimate | | | | | | | | |
| Ad-Valorem | \$ 80,408 | \$ 82,016 | \$ 83,656 | \$ 85,330 | \$ 87,036 | \$ 88,777 | \$ 90,552 | \$ 92,364 |
| Total AV Tax Due to City | \$12,954 | \$13,213 | \$13,477 | \$13,747 | \$14,022 | \$14,302 | \$14,588 | \$14,880 |

| Year | 16 | 17 | 18 | 19 | 20 |
|---|--------------------|--------------------|--------------------|--------------------|---------------------|
| Property Tax Analysis | | | | | |
| Residential Units | | | | | |
| Single Family Residential | | | | | |
| Total Cumulative SFR Units | - | - | - | - | - |
| Total Cumulative Residents | - | - | - | - | - |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$0 | \$0 | \$0 | \$0 | \$0 |
| Multi-Family Residential | | | | | |
| Total Cumulative MFR Units | - | - | - | - | - |
| Total Cumulative Residents | - | - | - | - | - |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Cumulative Residents | - | - | - | - | - |
| Commercial | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - |
| Industrial | | | | | |
| Employees | 38 | 38 | 38 | 38 | 38 |
| Percentage Complete | 100% | 100% | 100% | 100% | 100% |
| Constructed Assessed Values | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 |
| Office | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - |
| Hotel | | | | | |
| Employees | 0 | 0 | 0 | 0 | 0 |
| Percentage Complete | 0% | 0% | 0% | 0% | 0% |
| Constructed Assessed Values | \$ - | \$ - | \$ - | \$ - | \$ - |
| Constructed Assessed Values | | | | | |
| Total Current Period Assessed Value Additions | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 | \$ 7,000,000 |
| Inflation Factor | 134.59% | 137.28% | 140.02% | 142.82% | 145.68% |
| Total AV - Inflated | \$9,421,078 | \$9,609,500 | \$9,801,690 | \$9,997,724 | \$10,197,678 |
| Cumulative AV (w/o Prior Years Inflation) | \$9,421,078 | \$9,609,500 | \$9,801,690 | \$9,997,724 | \$10,197,678 |
| Prior Years AV Inflation Factor | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% |
| Prior Years AV Inflation Amount | \$0 | \$0 | \$0 | \$0 | \$0 |
| Cumulative Residential AV - Inflated | \$9,421,078 | \$9,609,500 | \$9,801,690 | \$9,997,724 | \$10,197,678 |
| Property Tax Revenue Estimate | | | | | |
| Ad-Valorem | \$ 94,211 | \$ 96,095 | \$ 98,017 | \$ 99,977 | \$ 101,977 |
| Total AV Tax Due to City | \$15,177 | \$15,481 | \$15,791 | \$16,106 | \$16,428 |



| | FY2019-20 ADOPTED | FY2020-21 FORECAST | FY2021-22 FORECAST | FY2022-23 FORECAST | FY2023-24 FORECAST | FY2024-25 FORECAST | FY2025-26 FORECAST | FY2026-27 FORECAST | FY2027-28 FORECAST | FY2028-29 FORECAST | FY2029-30 FORECAST | FY2030-31 FORECAST | FY2031-32 FORECAST |
|--|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|--|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |
|----------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| POPULATION | 296,494 | 301,555 | 306,616 | 311,677 | 316,738 | 321,799 | 326,860 | 331,921 | 336,982 | 342,043 | 347,104 | 352,165 | 357,226 |
| CHANGE IN POPULATION | 25,083 | 5,061 | 5,061 | 5,061 | 5,061 | 5,061 | 5,061 | 5,061 | 5,061 | 5,061 | 5,061 | 5,061 | 5,061 |
| # of DU | 8,958 | 1,808 | 1,808 | 1,808 | 1,808 | 1,808 | 1,808 | 1,808 | 1,808 | 1,808 | 1,808 | 1,808 | 1,808 |
| SFR | 1,592 | 321 | 321 | 321 | 321 | 321 | 321 | 321 | 321 | 321 | 321 | 321 | 321 |
| MFR | 7,366 | 1,487 | 1,487 | 1,487 | 1,487 | 1,487 | 1,487 | 1,487 | 1,487 | 1,487 | 1,487 | 1,487 | 1,487 |

| | | | | | | | | | | | | | |
|-----------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| DEVELOPER SFR (UNITS) | - | - | - | - | - | - | - | - | - | - | - | - | - |
| DEVELOPER MFR (UNITS) | - | - | - | - | - | - | - | - | - | - | - | - | - |
| COMMERCIAL (ACRES) | - | - | - | - | - | - | - | - | - | - | - | - | - |
| INDUSTRIAL (ACRES) | 6.91 | 6.91 | 6.91 | 6.91 | 6.91 | 6.91 | 6.91 | 6.91 | 6.91 | 6.91 | 6.91 | 6.91 | 6.91 |
| OFFICE (ACRES) | - | - | - | - | - | - | - | - | - | - | - | - | - |
| HOTEL (ACRES) | - | - | - | - | - | - | - | - | - | - | - | - | - |

| | | EXISTING DU | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------|---------------------|-------------|--------|----|--------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|
| POLICE | Single Family Units | 36,084 | PER DU | \$ | 882.52 | \$ | 975.90 | \$ | 1,032.44 | \$ | 1,075.85 | \$ | 1,120.38 | \$ | 1,166.86 | \$ | 1,214.71 | \$ | 1,264.90 | \$ | 1,314.79 | \$ | 1,347.66 | \$ | 1,381.35 | \$ | 1,415.88 | \$ | 1,451.28 | \$ | 1,487.56 |
| POLICE | Multi-Family Units | 27,814 | PER DU | \$ | 952.71 | \$ | 1,053.52 | \$ | 1,114.56 | \$ | 1,161.42 | \$ | 1,209.49 | \$ | 1,259.67 | \$ | 1,311.33 | \$ | 1,365.51 | \$ | 1,419.36 | \$ | 1,454.85 | \$ | 1,491.22 | \$ | 1,528.50 | \$ | 1,566.71 | \$ | 1,605.88 |

| | | EXISTING ACRES | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--------|-------------------------|----------------|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|
| POLICE | Commercial Acres | 936 | PER ACRE | \$ | 4,167.10 | \$ | 4,608.01 | \$ | 4,875.01 | \$ | 5,079.96 | \$ | 5,290.22 | \$ | 5,509.72 | \$ | 5,735.66 | \$ | 5,972.62 | \$ | 6,208.19 | \$ | 6,363.40 | \$ | 6,522.48 | \$ | 6,685.55 | \$ | 6,852.68 | \$ | 7,024.00 |
| POLICE | Industrial/Office Acres | 834 | PER ACRE | \$ | 898.41 | \$ | 993.47 | \$ | 1,051.04 | \$ | 1,095.22 | \$ | 1,140.56 | \$ | 1,187.88 | \$ | 1,236.59 | \$ | 1,287.68 | \$ | 1,338.47 | \$ | 1,371.93 | \$ | 1,406.23 | \$ | 1,441.38 | \$ | 1,477.42 | \$ | 1,514.35 |

| | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------------------------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|--------|----|--------|
| POLICE COSTS - PROJECT SPECIFIC | \$ | 6,865 | \$ | 7,263 | \$ | 7,568 | \$ | 7,881 | \$ | 8,208 | \$ | 8,545 | \$ | 8,898 | \$ | 9,249 | \$ | 9,480 | \$ | 9,717 | \$ | 9,960 | \$ | 10,209 | \$ | 10,464 |
|---------------------------------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|--------|----|--------|

| | | EXISTING DU | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|------|---------------------|-------------|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|
| FIRE | Single Family Units | 36,084 | PER DU | \$ | 376.83 | \$ | 439.73 | \$ | 459.17 | \$ | 480.87 | \$ | 494.21 | \$ | 507.72 | \$ | 521.36 | \$ | 535.28 | \$ | 548.44 | \$ | 562.35 | \$ | 576.04 | \$ | 593.32 | \$ | 611.12 | \$ | 629.45 |
| FIRE | Multi-Family Units | 27,814 | PER DU | \$ | 422.97 | \$ | 493.58 | \$ | 515.40 | \$ | 539.76 | \$ | 554.73 | \$ | 569.90 | \$ | 585.20 | \$ | 600.82 | \$ | 615.60 | \$ | 631.21 | \$ | 646.58 | \$ | 665.97 | \$ | 685.95 | \$ | 706.53 |

| | | EXISTING ACRES | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|------|-------------------------|----------------|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|----|----------|
| FIRE | Commercial Acres | 936 | PER ACRE | \$ | 1,479.61 | \$ | 1,726.59 | \$ | 1,802.93 | \$ | 1,888.14 | \$ | 1,940.50 | \$ | 1,993.58 | \$ | 2,047.11 | \$ | 2,101.76 | \$ | 2,153.47 | \$ | 2,208.06 | \$ | 2,261.81 | \$ | 2,329.67 | \$ | 2,399.56 | \$ | 2,471.54 |
| FIRE | Industrial/Office Acres | 834 | PER ACRE | \$ | 294.89 | \$ | 344.12 | \$ | 359.33 | \$ | 376.32 | \$ | 386.75 | \$ | 397.33 | \$ | 408.00 | \$ | 418.89 | \$ | 429.20 | \$ | 440.08 | \$ | 450.79 | \$ | 464.32 | \$ | 478.24 | \$ | 492.59 |

| | | | | | | | | | | | | | | | | | | | | | | | | | | |
|-------------------------------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|
| FIRE COSTS - PROJECT SPECIFIC | \$ | 2,378 | \$ | 2,483 | \$ | 2,600 | \$ | 2,672 | \$ | 2,746 | \$ | 2,819 | \$ | 2,895 | \$ | 2,966 | \$ | 3,041 | \$ | 3,115 | \$ | 3,208 | \$ | 3,305 | \$ | 3,404 |
|-------------------------------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|



FY2032-33 FORECAST FY2033-34 FORECAST FY2034-35 FORECAST FY2035-36 FORECAST FY2037-38 FORECAST FY2038-39 FORECAST FY2039-40 FORECAST

| | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
|----------------------|---------|---------|---------|---------|---------|---------|---------|
| POPULATION | 359,169 | 361,036 | 362,933 | 364,812 | 366,644 | 368,438 | 370,188 |
| CHANGE IN POPULATION | 1,943 | 1,867 | 1,898 | 1,878 | 1,833 | 1,794 | 1,750 |
| # of DU | 694 | 667 | 678 | 671 | 655 | 641 | 625 |
| SFR | 123 | 119 | 120 | 119 | 116 | 114 | 111 |
| MFR | 571 | 548 | 558 | 552 | 539 | 527 | 514 |

| | | | | | | | |
|-----------------------|------|------|------|------|------|------|------|
| DEVELOPER SFR (UNITS) | - | - | - | - | - | - | - |
| DEVELOPER MFR (UNITS) | - | - | - | - | - | - | - |
| COMMERCIAL (ACRES) | - | - | - | - | - | - | - |
| INDUSTRIAL (ACRES) | 6.91 | 6.91 | 6.91 | 6.91 | 6.91 | 6.91 | 6.91 |
| OFFICE (ACRES) | - | - | - | - | - | - | - |
| HOTEL (ACRES) | - | - | - | - | - | - | - |

EXISTING DU

| | | | | | | | | | | |
|----------------------------|--------|--------|-----------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| POLICE Single Family Units | 36,084 | PER DU | \$ 882.52 | \$ 1,524.75 | \$ 1,562.87 | \$ 1,601.94 | \$ 1,641.99 | \$ 1,683.04 | \$ 1,725.12 | \$ 1,768.25 |
| POLICE Multi-Family Units | 27,814 | PER DU | \$ 952.71 | \$ 1,646.03 | \$ 1,687.18 | \$ 1,729.36 | \$ 1,772.59 | \$ 1,816.91 | \$ 1,862.33 | \$ 1,908.89 |

EXISTING ACRES

| | | | | | | | | | | |
|--------------------------------|-----|----------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| POLICE Commercial Acres | 936 | PER ACRE | \$ 4,167.10 | \$ 7,199.60 | \$ 7,379.59 | \$ 7,564.08 | \$ 7,753.18 | \$ 7,947.01 | \$ 8,145.69 | \$ 8,349.33 |
| POLICE Industrial/Office Acres | 834 | PER ACRE | \$ 898.41 | \$ 1,552.21 | \$ 1,591.02 | \$ 1,630.79 | \$ 1,671.56 | \$ 1,713.35 | \$ 1,756.18 | \$ 1,800.09 |

| | | | | | | | |
|---------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| POLICE COSTS - PROJECT SPECIFIC | \$ 10,726 | \$ 10,994 | \$ 11,269 | \$ 11,550 | \$ 11,839 | \$ 12,135 | \$ 12,439 |
|---------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

EXISTING DU

| | | | | | | | | | | |
|--------------------------|--------|--------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| FIRE Single Family Units | 36,084 | PER DU | \$ 376.83 | \$ 648.34 | \$ 667.79 | \$ 687.82 | \$ 708.45 | \$ 729.71 | \$ 751.60 | \$ 774.15 |
| FIRE Multi-Family Units | 27,814 | PER DU | \$ 422.97 | \$ 727.73 | \$ 749.56 | \$ 772.05 | \$ 795.21 | \$ 819.07 | \$ 843.64 | \$ 868.95 |

EXISTING ACRES

| | | | | | | | | | | |
|------------------------------|-----|----------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| FIRE Commercial Acres | 936 | PER ACRE | \$ 1,479.61 | \$ 2,545.69 | \$ 2,622.06 | \$ 2,700.72 | \$ 2,781.74 | \$ 2,865.20 | \$ 2,951.15 | \$ 3,039.69 |
| FIRE Industrial/Office Acres | 834 | PER ACRE | \$ 294.89 | \$ 507.37 | \$ 522.59 | \$ 538.27 | \$ 554.42 | \$ 571.05 | \$ 588.18 | \$ 605.83 |

| | | | | | | | |
|-------------------------------|----------|----------|----------|----------|----------|----------|----------|
| FIRE COSTS - PROJECT SPECIFIC | \$ 3,506 | \$ 3,611 | \$ 3,719 | \$ 3,831 | \$ 3,946 | \$ 4,064 | \$ 4,186 |
|-------------------------------|----------|----------|----------|----------|----------|----------|----------|

Table - Public Safety Costs by Land Use

| Police Calls for Service by Land Use | | | | | | | | | |
|---|--|-------------------------------|--------------------|-----------------------------|----------------------|---------------------------|---------|---------------|---------------|
| Dwelling Type | Call Volume (CV) ⁽¹⁾ | Existing EDUs ⁽²⁾ | Existing CV / DU | Future EDUs ⁽³⁾ | Projected Future CV | Future SDF ⁽⁴⁾ | % OF CV | COSTS | COST PER EDU |
| Single Family Units | 123,906,773 | 36,084 | 3,434 | 4,854 | 16,667,871 | 14.957% | \$ | 62,993,374 | |
| Multi-Family Units | 103,105,371 | 27,814 | 3,707 | 22,467 | 83,283,023 | 74.735% | 50.55% | \$ 31,844,897 | \$ 883 |
| | | | | | | | 42.07% | \$ 26,498,793 | \$ 953 |
| Land Use | Call Volume (CV) ⁽¹⁾ | Existing Acres ⁽²⁾ | Existing CV / Acre | Future Acres ⁽³⁾ | Projected Future CV | Future SDF ⁽⁴⁾ | % OF CV | COSTS | COST PER ACRE |
| Commercial Acres | 15,176,274 | 936 | 16,214 | 518 | 8,405,596 | 7.543% | 6.19% | \$ 3,900,407 | \$ 4,167 |
| Industrial/Office Acres | 2,915,398 | 834 | 3,496 | 882 | 3,081,488 | 2.765% | 1.19% | \$ 749,277 | \$ 898 |
| Citywide Total | 245,103,815 | | | | | | | | |
| Fire Calls for Service by Land Use | | | | | | | | | |
| Dwelling Type | Calls for Service (CFS) ⁽¹⁾ | Existing EDUs ⁽²⁾ | Existing CFS / DU | Future EDUs ⁽³⁾ | Projected Future CFS | Future SDF ⁽⁴⁾ | % OF CV | COSTS | COST PER EDU |
| Single Family Units | 3,893 | 53629 | 0.0725947 | 4854 | 352.3746952 | 14.800% | | \$ 33,055,258 | |
| Multi-Family Units | 2,161 | 26516 | 0.08148433 | 22466.6667 | 1830.681368 | 76.890% | 61.137% | \$ 20,208,875 | \$ 376.83 |
| | 6,054 | | | | | | 33.930% | \$ 11,215,526 | \$ 422.97 |
| Land Use | Call Volume (CV) ⁽¹⁾ | Existing Acres ⁽²⁾ | Existing CV / Acre | Future Acres ⁽³⁾ | Projected Future CV | Future SDF ⁽⁴⁾ | % OF CV | COSTS | COST PER ACRE |
| Commercial Acres | 267 | 936 | 0.28504274 | 518.417 | 147.7709996 | 6.207% | 4.190% | \$ 1,384,916 | \$ 1,479.61 |
| Industrial/Office Acres | 47 | 834 | 0.05681055 | 881.513 | 50.07923974 | 2.103% | 0.744% | \$ 245,942 | \$ 294.89 |
| | 314 | | | | | | | | |
| | 6,368 | | | | | | | | |

⁽¹⁾ Calls for Service include all calls for service responded to by the Fire Department during a one-year period.

⁽²⁾ Existing development data is per General Plan Update Fiscal Model.

⁽³⁾ Future development data is per March 2006 PFDIF Update - Development Forecast.

⁽⁴⁾ SDF - Service Demand Factor

**CITY OF CHULA VISTA, CALIFORNIA
 SELECTED ANALYSIS OF REVENUES
 PER CAPITA ASSUMPTIONS TABLE**

| | HOUSEHOLD POPULATION | EMPLOYEES | EMPLOYMENT RESIDENT EQUIVALENT (.05) |
|-------|---------------------------------|------------------|---|
| 2012 | 244,408 | 37,218 | 12,220 |
| 2013 | 249,110 | 37,934 | 12,456 |
| 2014 | 253,812 | 38,650 | 12,691 |
| 2015 | 258,514 | 39,366 | 12,926 |
| 2016 | 263,216 | 40,082 | 13,161 |
| 2017 | 267,917 | 40,798 | 13,396 |
| 2018 | 268,060 | 40,820 | 13,403 |
| 2019* | 271,411 | 41,330 | 13,571 |
| 2020 | 282,375 | 43,000 | 14,119 |
| 2021 | 287,195 | 43,734 | 14,360 |
| 2022 | 292,015 | 44,468 | 14,601 |
| 2023 | 296,835 | 45,201 | 14,842 |
| 2024 | 301,655 | 45,935 | 15,083 |
| 2025 | 306,475 | 46,669 | 15,324 |
| 2026 | 311,295 | 47,403 | 15,565 |
| 2027 | 316,115 | 48,137 | 15,806 |
| 2028 | 320,935 | 48,871 | 16,047 |
| 2029 | 325,755 | 49,605 | 16,288 |
| 2030 | 330,575 | 50,339 | 16,529 |
| 2031 | 335,395 | 51,073 | 16,770 |
| 2032 | 340,215 | 51,807 | 17,011 |
| 2033 | 342,066 | 52,089 | 17,103 |
| 2034 | 343,844 | 52,360 | 17,192 |
| 2035 | 345,651 | 52,635 | 17,283 |
| 2036 | 347,440 | 52,907 | 17,372 |
| 2037 | 349,185 | 53,173 | 17,459 |
| 2038 | 350,894 | 53,433 | 17,545 |
| 2039 | 352,560 | 53,687 | 17,628 |
| 2040 | 354,241 | 53,943 | 17,712 |
| 2041 | 355,895 | 54,195 | 17,795 |
| 2042 | 357,524 | 54,443 | 17,876 |
| 2043 | 359,126 | 54,687 | 17,956 |
| 2044 | 360,683 | 54,924 | 18,034 |
| 2045 | 362,220 | 55,158 | 18,111 |
| 2046 | 363,786 | 55,397 | 18,189 |
| 2047 | 365,344 | 55,634 | 18,267 |

* As of 01/01/2019 Per State of California Department of Finance, Chula Vista Population is 271,411.

CITY OF CHULA VISTA, CALIFORNIA
 SELECTED ANALYSIS OF REVENUES
 PER CAPITA ASSUMPTIONS TABLE

| FUND/ACCOUNT | | Per Capita Weighted Average | FY2019-20 FORECAST | FY2020-21 FORECAST | FY2021-22 FORECAST | FY2022-23 FORECAST | FY2023-24 FORECAST | FY2024-25 FORECAST | FY2025-26 FORECAST | FY2026-27 FORECAST |
|--------------|--|-----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 100 | GENERAL FUND | | | | | | | | | |
| | <u>Property Taxes</u> | | | | | | | | | |
| 3000 | Property Tax | \$ 160.05 | 37,371,038 | 38,860,000 | 40,330,000 | 41,820,000 | 43,370,000 | 44,920,000 | 46,580,000 | 48,060,000 |
| | TOTAL | | 37,371,038 | 38,860,000 | 40,330,000 | 41,820,000 | 43,370,000 | 44,920,000 | 46,580,000 | 48,060,000 |
| | <u>Other Local Taxes</u> | | | | | | | | | |
| 3010 | Sales Tax | \$ 128.95 | 35,447,600 | 34,830,000 | 35,310,000 | 35,810,000 | 36,270,000 | 36,730,000 | 37,190,000 | 37,650,000 |
| 3020 | Franchise Fees | \$ 49.12 | 12,205,678 | 12,520,000 | 12,860,000 | 13,200,000 | 13,540,000 | 13,890,000 | 14,230,000 | 14,580,000 |
| 3030 | Utility Taxes | \$ 21.05 | 5,733,423 | 5,800,000 | 5,860,000 | 5,920,000 | 5,980,000 | 6,040,000 | 6,100,000 | 6,120,000 |
| 3040 | Business License Tax | \$ 6.60 | 1,614,643 | 1,874,650 | 1,874,650 | 1,894,650 | 1,924,650 | 1,944,650 | 1,964,650 | 1,914,650 |
| 3050 | Transient Occupancy Tax | \$ 16.33 | 4,357,922 | 4,270,000 | 4,350,000 | 4,440,000 | 4,530,000 | 4,620,000 | 4,710,000 | 4,810,000 |
| 3070 | Real Property Transfer Tax | \$ 4.57 | 1,173,550 | 1,197,021 | 1,220,961 | 1,245,381 | 1,270,288 | 1,295,694 | 1,321,608 | 1,348,040 |
| | TOTAL | | 60,532,816 | 60,491,671 | 61,475,611 | 62,510,031 | 63,514,938 | 64,520,344 | 65,516,258 | 66,422,690 |
| | <u>Licenses and Permits</u> | | | | | | | | | |
| 3100 | Licenses | \$ 0.68 | 175,300 | 178,806 | 182,382 | 186,030 | 189,750 | 193,545 | 197,416 | 201,365 |
| 3120 | Dev / Improvement Permits | \$ 2.40 | 616,455 | 628,784 | 641,360 | 654,187 | 667,271 | 680,616 | 694,228 | 708,113 |
| 3140 | Regulatory Permits | \$ 3.14 | 806,170 | 822,293 | 838,739 | 855,514 | 872,624 | 890,077 | 907,878 | 926,036 |
| 3160 | Other Permits | \$ 0.05 | 14,000 | 14,280 | 14,566 | 14,857 | 15,154 | 15,457 | 15,766 | 16,082 |
| | TOTAL | | 1,611,925 | 1,644,164 | 1,677,047 | 1,710,588 | 1,744,799 | 1,779,695 | 1,815,289 | 1,851,595 |
| | <u>Fines, Forfeitures, Penalties</u> | | | | | | | | | |
| 3200 | Community Appearance Penalties | \$ 2.36 | 605,439 | 617,548 | 629,899 | 642,497 | 655,347 | 668,454 | 681,823 | 695,459 |
| 3210 | Law Enforcement Penalties | \$ 1.15 | 294,000 | 299,880 | 305,878 | 311,995 | 318,235 | 324,600 | 331,092 | 337,714 |
| 3240 | Parking Penalties | \$ 0.97 | 250,000 | 255,000 | 260,100 | 265,302 | 270,608 | 276,020 | 281,541 | 287,171 |
| 3250 | Other Penalties | \$ 0.46 | 118,000 | 120,360 | 122,767 | 125,223 | 127,727 | 130,282 | 132,887 | 135,545 |
| | TOTAL | | 1,267,439 | 1,292,788 | 1,318,644 | 1,345,016 | 1,371,917 | 1,399,355 | 1,427,342 | 1,455,889 |
| | <u>Use of Money & Property</u> | | | | | | | | | |
| 3300 | Investment Earnings | \$ 3.12 | 802,000 | 818,040 | 834,401 | 851,089 | 868,111 | 885,473 | 903,182 | 921,246 |
| 3310 | Sale of Real Property | \$ - | - | - | - | - | - | - | - | - |
| 3320 | Sale of Personal Property | \$ 0.01 | 3,000 | 3,060 | 3,121 | 3,184 | 3,247 | 3,312 | 3,378 | 3,446 |
| 3330 | Rental/Lease of Equipment | \$ 1.07 | 274,847 | 280,344 | 285,951 | 291,670 | 297,503 | 303,453 | 309,522 | 315,713 |
| 3350 | Rental/Lease of Land and Space | \$ 3.98 | 1,022,250 | 1,042,695 | 1,063,549 | 1,084,820 | 1,106,516 | 1,128,647 | 1,151,220 | 1,174,244 |
| 3370 | Rental/Lease of Buildings | \$ 3.75 | 963,130 | 982,393 | 1,002,040 | 1,022,081 | 1,042,523 | 1,063,373 | 1,084,641 | 1,106,334 |
| | TOTAL | | 3,065,227 | 3,126,532 | 3,189,062 | 3,252,843 | 3,317,900 | 3,384,258 | 3,451,943 | 3,520,982 |
| | <u>Revenue from Other Agencies</u> | | | | | | | | | |
| 3400 | State Grants | \$ 2.89 | 742,346 | 757,193 | 772,337 | 787,784 | 803,539 | 819,610 | 836,002 | 852,722 |
| 3440 | State Tax Sharing | \$ 0.89 | 228,246 | 232,811 | 237,467 | 242,216 | 247,061 | 252,002 | 257,042 | 262,183 |
| 3460 | PTILVLF-Former Motor Vehicle License F | \$ 99.97 | 23,130,251 | 24,190,000 | 25,130,000 | 26,080,000 | 27,060,000 | 28,050,000 | 29,120,000 | 30,050,000 |
| 3480 | State Reimbursements | \$ 0.52 | 133,799 | 136,475 | 139,204 | 141,989 | 144,828 | 147,725 | 150,679 | 153,693 |
| 3500 | Federal Grants | \$ 1.79 | 460,440 | 469,649 | 479,042 | 488,623 | 498,395 | 508,363 | 518,530 | 528,901 |
| 3580 | Federal Reimbursements | \$ 0.03 | 7,233 | 7,378 | 7,525 | 7,676 | 7,829 | 7,986 | 8,146 | 8,308 |
| 3600 | Other Agency Grants | \$ 0.01 | 2,000 | 2,040 | 2,081 | 2,122 | 2,165 | 2,208 | 2,252 | 2,297 |
| 3690 | Other Agency Revenue | \$ 2.38 | 610,000 | 622,200 | 634,644 | 647,337 | 660,284 | 673,489 | 686,959 | 700,698 |
| | TOTAL | | 25,314,315 | 26,417,745 | 27,402,300 | 28,397,746 | 29,424,101 | 30,461,383 | 31,579,611 | 32,558,803 |
| | <u>Charges for Services</u> | | | | | | | | | |
| 3700 | Zoning Fees | \$ 5.15 | 1,321,991 | 1,348,431 | 1,375,399 | 1,402,907 | 1,430,966 | 1,459,585 | 1,488,777 | 1,518,552 |
| 3720 | Document Fees | \$ 2.60 | 668,824 | 682,200 | 695,844 | 709,761 | 723,957 | 738,436 | 753,204 | 768,269 |
| 3730 | Plan Checking Fees | \$ 0.10 | 25,000 | 25,500 | 26,010 | 26,530 | 27,061 | 27,602 | 28,154 | 28,717 |
| 3740 | Inspection Fees | \$ 1.60 | 412,000 | 420,240 | 428,645 | 437,218 | 445,962 | 454,881 | 463,979 | 473,258 |
| 3750 | Filing Fees | \$ 0.16 | 41,000 | 41,820 | 42,656 | 43,510 | 44,380 | 45,267 | 46,173 | 47,096 |
| 3770 | Other Dev Fees | \$ 0.03 | 6,600 | 6,732 | 6,867 | 7,004 | 7,144 | 7,287 | 7,433 | 7,581 |
| 3800 | Animal Shelter Contracts | \$ 1.06 | 273,200 | 278,664 | 284,237 | 289,922 | 295,720 | 301,635 | 307,668 | 313,821 |
| 3830 | Services to the Port District | \$ 4.19 | 1,075,678 | 1,097,192 | 1,119,135 | 1,141,518 | 1,164,348 | 1,187,635 | 1,211,388 | 1,235,616 |
| 3900 | Recreation Program Fees | \$ 5.71 | 1,464,886 | 1,494,184 | 1,524,067 | 1,554,549 | 1,585,640 | 1,617,353 | 1,649,700 | 1,682,694 |
| 4200 | Staff Services Reimbursements | \$ 11.36 | 2,915,823 | 2,974,139 | 3,033,622 | 3,094,295 | 3,156,181 | 3,219,304 | 3,283,690 | 3,349,364 |
| 4300 | Fees for Other Services | \$ 0.18 | 46,000 | 46,920 | 47,858 | 48,816 | 49,792 | 50,788 | 51,803 | 52,840 |
| | TOTAL | | 8,251,002 | 8,416,022 | 8,584,342 | 8,756,029 | 8,931,150 | 9,109,773 | 9,291,968 | 9,477,808 |
| | <u>Other Revenue</u> | | | | | | | | | |
| 4410 | DIF Reimbursements | \$ 0.44 | 113,975 | 116,255 | 118,580 | 120,951 | 123,370 | 125,838 | 128,354 | 130,921 |
| 4420 | Transit Reimbursements | \$ 0.27 | 70,000 | 71,400 | 72,828 | 74,285 | 75,770 | 77,286 | 78,831 | 80,408 |
| 4430 | Redev Agency Reimbursements | \$ 0.01 | 1,800 | 1,836 | 1,873 | 1,910 | 1,948 | 1,987 | 2,027 | 2,068 |
| 4440 | Open Space/Assess Dist Reimb | \$ 7.31 | 1,876,001 | 1,913,521 | 1,951,791 | 1,990,827 | 2,030,644 | 2,071,257 | 2,112,682 | 2,154,935 |
| 4450 | CIP Reimbursements | \$ 20.80 | 5,341,549 | 5,448,380 | 5,557,348 | 5,668,495 | 5,781,864 | 5,897,502 | 6,015,452 | 6,135,761 |
| 4460 | CDBG/Home Reimbursements | \$ 0.23 | 60,100 | 61,302 | 62,528 | 63,779 | 65,054 | 66,355 | 67,682 | 69,036 |
| 4480 | Other City Funds Reimbursement | \$ 11.60 | 2,979,570 | 3,039,161 | 3,099,945 | 3,161,944 | 3,225,182 | 3,289,686 | 3,355,480 | 3,422,589 |
| 4600 | Assessments | \$ 0.61 | 157,780 | 160,936 | 164,154 | 167,437 | 170,786 | 174,202 | 177,686 | 181,240 |
| 4700 | Collection Charges | \$ 2.44 | 626,270 | 638,795 | 651,571 | 664,603 | 677,895 | 691,453 | 705,282 | 719,387 |
| 4800 | Sale of Goods | \$ 0.01 | 2,650 | 2,703 | 2,757 | 2,812 | 2,868 | 2,926 | 2,984 | 3,044 |
| 4900 | Other Revenue | \$ 5.92 | 713,065 | 1,200,000 | 1,320,000 | 1,440,000 | 1,560,000 | 1,680,000 | 1,760,000 | 1,860,000 |
| | TOTAL | | 11,942,760 | 12,654,289 | 13,003,375 | 13,357,042 | 13,715,383 | 14,078,491 | 14,406,460 | 14,759,390 |
| | TOTAL - 100 GENERAL FUND | \$ 600.11 | 149,356,522 | 152,903,210 | 156,980,381 | 161,149,296 | 165,390,189 | 169,653,300 | 174,068,873 | 178,107,157 |

CITY OF CHULA VISTA, CALIFORNIA
 SELECTED ANALYSIS OF REVENUES
 PER CAPITA ASSUMPTIONS TABLE

296,494 301,555 306,616 311,677 316,738 321,799 326,860 331,921 336,982 342,043 347,104 352,165

| FUND/ACCOUNT | FY2019-20 FORECAST | FY2020-21 FORECAST | FY2021-22 FORECAST | FY2022-23 FORECAST | FY2023-24 FORECAST | FY2024-25 FORECAST | FY2025-26 FORECAST | FY2026-27 FORECAST | FY2027-28 FORECAST (3%) | FY2028-29 FORECAST (3%) | FY2029-30 FORECAST (3%) | FY2030-31 FORECAST (3%) |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 100 GENERAL FUND | | | | | | | | | | | | |
| <u>Property Taxes</u> | | | | | | | | | | | | |
| 3000 Property Tax | \$ 126.04 | \$ 128.87 | \$ 131.53 | \$ 134.18 | \$ 136.93 | \$ 139.59 | \$ 142.51 | \$ 144.79 | \$ 149.14 | \$ 153.61 | \$ 158.22 | \$ 162.97 |
| TOTAL | | | | | | | | | | | | |
| <u>Other Local Taxes</u> | | | | | | | | | | | | |
| 3010 Sales Tax | \$ 119.56 | \$ 115.50 | \$ 115.16 | \$ 114.89 | \$ 114.51 | \$ 114.14 | \$ 113.78 | \$ 113.43 | \$ 116.83 | \$ 120.34 | \$ 123.95 | \$ 127.67 |
| 3020 Franchise Fees | \$ 41.17 | \$ 41.52 | \$ 41.94 | \$ 42.35 | \$ 42.75 | \$ 43.16 | \$ 43.54 | \$ 43.93 | \$ 45.24 | \$ 46.60 | \$ 48.00 | \$ 49.44 |
| 3030 Utility Taxes | \$ 19.34 | \$ 19.23 | \$ 19.11 | \$ 18.99 | \$ 18.88 | \$ 18.77 | \$ 18.66 | \$ 18.44 | \$ 18.99 | \$ 19.56 | \$ 20.15 | \$ 20.75 |
| 3040 Business License Tax | \$ 5.45 | \$ 6.22 | \$ 6.11 | \$ 6.08 | \$ 6.08 | \$ 6.04 | \$ 6.01 | \$ 5.77 | \$ 5.94 | \$ 6.12 | \$ 6.30 | \$ 6.49 |
| 3050 Transient Occupancy Tax | \$ 14.70 | \$ 14.16 | \$ 14.19 | \$ 14.25 | \$ 14.30 | \$ 14.36 | \$ 14.41 | \$ 14.49 | \$ 14.93 | \$ 15.37 | \$ 15.84 | \$ 16.31 |
| 3070 Real Property Transfer Tax | \$ 3.96 | \$ 3.97 | \$ 3.98 | \$ 4.00 | \$ 4.01 | \$ 4.03 | \$ 4.04 | \$ 4.06 | \$ 4.18 | \$ 4.31 | \$ 4.44 | \$ 4.57 |
| TOTAL | | | | | | | | | | | | |
| <u>Licenses and Permits</u> | | | | | | | | | | | | |
| 3100 Licenses | \$ 0.59 | \$ 0.59 | \$ 0.59 | \$ 0.60 | \$ 0.60 | \$ 0.60 | \$ 0.60 | \$ 0.61 | \$ 0.62 | \$ 0.64 | \$ 0.66 | \$ 0.68 |
| 3120 Dev / Improvement Permits | \$ 2.08 | \$ 2.09 | \$ 2.09 | \$ 2.10 | \$ 2.11 | \$ 2.12 | \$ 2.12 | \$ 2.13 | \$ 2.20 | \$ 2.26 | \$ 2.33 | \$ 2.40 |
| 3140 Regulatory Permits | \$ 2.72 | \$ 2.73 | \$ 2.74 | \$ 2.74 | \$ 2.76 | \$ 2.77 | \$ 2.78 | \$ 2.79 | \$ 2.87 | \$ 2.96 | \$ 3.05 | \$ 3.14 |
| 3160 Other Permits | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 | \$ 0.05 |
| TOTAL | | | | | | | | | | | | |
| <u>Fines, Forfeitures, Penalties</u> | | | | | | | | | | | | |
| 3200 Community Appearance Penalties | \$ 2.04 | \$ 2.05 | \$ 2.05 | \$ 2.06 | \$ 2.07 | \$ 2.08 | \$ 2.09 | \$ 2.10 | \$ 2.16 | \$ 2.22 | \$ 2.29 | \$ 2.36 |
| 3210 Law Enforcement Penalties | \$ 0.99 | \$ 0.99 | \$ 1.00 | \$ 1.00 | \$ 1.00 | \$ 1.01 | \$ 1.01 | \$ 1.02 | \$ 1.05 | \$ 1.08 | \$ 1.11 | \$ 1.15 |
| 3240 Parking Penalties | \$ 0.84 | \$ 0.85 | \$ 0.85 | \$ 0.85 | \$ 0.85 | \$ 0.86 | \$ 0.86 | \$ 0.87 | \$ 0.89 | \$ 0.92 | \$ 0.95 | \$ 0.97 |
| 3250 Other Penalties | \$ 0.40 | \$ 0.40 | \$ 0.40 | \$ 0.40 | \$ 0.40 | \$ 0.40 | \$ 0.41 | \$ 0.41 | \$ 0.42 | \$ 0.43 | \$ 0.45 | \$ 0.46 |
| TOTAL | | | | | | | | | | | | |
| <u>Use of Money & Property</u> | | | | | | | | | | | | |
| 3300 Investment Earnings | \$ 2.70 | \$ 2.71 | \$ 2.72 | \$ 2.73 | \$ 2.74 | \$ 2.75 | \$ 2.76 | \$ 2.78 | \$ 2.86 | \$ 2.94 | \$ 3.03 | \$ 3.12 |
| 3310 Sale of Real Property | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 3320 Sale of Personal Property | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 |
| 3330 Rental/Lease of Equipment | \$ 0.93 | \$ 0.93 | \$ 0.93 | \$ 0.94 | \$ 0.94 | \$ 0.94 | \$ 0.95 | \$ 0.95 | \$ 0.98 | \$ 1.01 | \$ 1.04 | \$ 1.07 |
| 3350 Rental/Lease of Land and Space | \$ 3.45 | \$ 3.46 | \$ 3.47 | \$ 3.48 | \$ 3.49 | \$ 3.51 | \$ 3.52 | \$ 3.54 | \$ 3.64 | \$ 3.75 | \$ 3.87 | \$ 3.98 |
| 3370 Rental/Lease of Buildings | \$ 3.25 | \$ 3.26 | \$ 3.27 | \$ 3.28 | \$ 3.29 | \$ 3.30 | \$ 3.32 | \$ 3.33 | \$ 3.43 | \$ 3.54 | \$ 3.64 | \$ 3.75 |
| TOTAL | | | | | | | | | | | | |
| <u>Revenue from Other Agencies</u> | | | | | | | | | | | | |
| 3400 State Grants | \$ 2.50 | \$ 2.51 | \$ 2.52 | \$ 2.53 | \$ 2.54 | \$ 2.55 | \$ 2.56 | \$ 2.57 | \$ 2.65 | \$ 2.73 | \$ 2.81 | \$ 2.89 |
| 3440 State Tax Sharing | \$ 0.77 | \$ 0.77 | \$ 0.77 | \$ 0.78 | \$ 0.78 | \$ 0.78 | \$ 0.79 | \$ 0.79 | \$ 0.81 | \$ 0.84 | \$ 0.86 | \$ 0.89 |
| 3460 PTILVLF-Former Motor Vehicle License | \$ 78.01 | \$ 80.22 | \$ 81.96 | \$ 83.68 | \$ 85.43 | \$ 87.17 | \$ 89.09 | \$ 90.53 | \$ 93.25 | \$ 96.05 | \$ 98.93 | \$ 101.90 |
| 3480 State Reimbursements | \$ 0.45 | \$ 0.45 | \$ 0.45 | \$ 0.46 | \$ 0.46 | \$ 0.46 | \$ 0.46 | \$ 0.46 | \$ 0.48 | \$ 0.49 | \$ 0.51 | \$ 0.52 |
| 3500 Federal Grants | \$ 1.55 | \$ 1.56 | \$ 1.56 | \$ 1.57 | \$ 1.57 | \$ 1.58 | \$ 1.59 | \$ 1.59 | \$ 1.64 | \$ 1.69 | \$ 1.74 | \$ 1.79 |
| 3580 Federal Reimbursements | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 |
| 3600 Other Agency Grants | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 |
| 3690 Other Agency Revenue | \$ 2.06 | \$ 2.06 | \$ 2.07 | \$ 2.08 | \$ 2.08 | \$ 2.09 | \$ 2.10 | \$ 2.11 | \$ 2.17 | \$ 2.24 | \$ 2.31 | \$ 2.38 |
| TOTAL | | | | | | | | | | | | |
| <u>Charges for Services</u> | | | | | | | | | | | | |
| 3700 Zoning Fees | \$ 4.46 | \$ 4.47 | \$ 4.49 | \$ 4.50 | \$ 4.52 | \$ 4.54 | \$ 4.55 | \$ 4.58 | \$ 4.71 | \$ 4.85 | \$ 5.00 | \$ 5.15 |
| 3720 Document Fees | \$ 2.26 | \$ 2.26 | \$ 2.27 | \$ 2.28 | \$ 2.29 | \$ 2.29 | \$ 2.30 | \$ 2.31 | \$ 2.38 | \$ 2.46 | \$ 2.53 | \$ 2.61 |
| 3730 Plan Checking Fees | \$ 0.08 | \$ 0.08 | \$ 0.08 | \$ 0.09 | \$ 0.09 | \$ 0.09 | \$ 0.09 | \$ 0.09 | \$ 0.09 | \$ 0.09 | \$ 0.09 | \$ 0.10 |
| 3740 Inspection Fees | \$ 1.39 | \$ 1.39 | \$ 1.40 | \$ 1.40 | \$ 1.41 | \$ 1.41 | \$ 1.42 | \$ 1.43 | \$ 1.47 | \$ 1.51 | \$ 1.56 | \$ 1.60 |
| 3750 Filing Fees | \$ 0.14 | \$ 0.14 | \$ 0.14 | \$ 0.14 | \$ 0.14 | \$ 0.14 | \$ 0.14 | \$ 0.14 | \$ 0.15 | \$ 0.15 | \$ 0.16 | \$ 0.16 |
| 3770 Other Dev Fees | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.02 | \$ 0.03 |
| 3800 Animal Shelter Contracts | \$ 0.92 | \$ 0.92 | \$ 0.93 | \$ 0.93 | \$ 0.93 | \$ 0.94 | \$ 0.94 | \$ 0.95 | \$ 0.97 | \$ 1.00 | \$ 1.03 | \$ 1.06 |
| 3830 Services to the Port District | \$ 3.63 | \$ 3.64 | \$ 3.65 | \$ 3.66 | \$ 3.68 | \$ 3.69 | \$ 3.71 | \$ 3.72 | \$ 3.83 | \$ 3.95 | \$ 4.07 | \$ 4.19 |
| 3900 Recreation Program Fees | \$ 4.94 | \$ 4.95 | \$ 4.97 | \$ 4.99 | \$ 5.01 | \$ 5.03 | \$ 5.05 | \$ 5.07 | \$ 5.22 | \$ 5.38 | \$ 5.54 | \$ 5.71 |
| 4200 Staff Services Reimbursements | \$ 9.83 | \$ 9.86 | \$ 9.89 | \$ 9.93 | \$ 9.96 | \$ 10.00 | \$ 10.05 | \$ 10.09 | \$ 10.39 | \$ 10.71 | \$ 11.03 | \$ 11.36 |
| 4300 Fees for Other Services | \$ 0.16 | \$ 0.16 | \$ 0.16 | \$ 0.16 | \$ 0.16 | \$ 0.16 | \$ 0.16 | \$ 0.16 | \$ 0.16 | \$ 0.17 | \$ 0.17 | \$ 0.18 |
| TOTAL | | | | | | | | | | | | |
| <u>Other Revenue</u> | | | | | | | | | | | | |
| 4410 DIF Reimbursements | \$ 0.38 | \$ 0.39 | \$ 0.39 | \$ 0.39 | \$ 0.39 | \$ 0.39 | \$ 0.39 | \$ 0.39 | \$ 0.41 | \$ 0.42 | \$ 0.43 | \$ 0.44 |
| 4420 Transit Reimbursements | \$ 0.24 | \$ 0.24 | \$ 0.24 | \$ 0.24 | \$ 0.24 | \$ 0.24 | \$ 0.24 | \$ 0.24 | \$ 0.25 | \$ 0.26 | \$ 0.26 | \$ 0.27 |
| 4430 Redev Agency Reimbursements | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 |
| 4440 Open Space/Assess Dist Reimb | \$ 6.33 | \$ 6.35 | \$ 6.37 | \$ 6.39 | \$ 6.41 | \$ 6.44 | \$ 6.46 | \$ 6.49 | \$ 6.69 | \$ 6.89 | \$ 7.09 | \$ 7.31 |
| 4450 CIP Reimbursements | \$ 18.02 | \$ 18.07 | \$ 18.12 | \$ 18.19 | \$ 18.25 | \$ 18.33 | \$ 18.40 | \$ 18.49 | \$ 19.04 | \$ 19.61 | \$ 20.20 | \$ 20.81 |
| 4460 CDBG/Home Reimbursements | \$ 0.20 | \$ 0.20 | \$ 0.20 | \$ 0.20 | \$ 0.21 | \$ 0.21 | \$ 0.21 | \$ 0.21 | \$ 0.21 | \$ 0.22 | \$ 0.23 | \$ 0.23 |
| 4480 Other City Funds Reimbursement | \$ 10.05 | \$ 10.08 | \$ 10.11 | \$ 10.14 | \$ 10.18 | \$ 10.22 | \$ 10.27 | \$ 10.31 | \$ 10.62 | \$ 10.94 | \$ 11.27 | \$ 11.61 |
| 4600 Assessments | \$ 0.53 | \$ 0.53 | \$ 0.54 | \$ 0.54 | \$ 0.54 | \$ 0.54 | \$ 0.54 | \$ 0.55 | \$ 0.56 | \$ 0.58 | \$ 0.60 | \$ 0.61 |
| 4700 Collection Charges | \$ 2.11 | \$ 2.12 | \$ 2.13 | \$ 2.13 | \$ 2.14 | \$ 2.15 | \$ 2.16 | \$ 2.17 | \$ 2.23 | \$ 2.30 | \$ 2.37 | \$ 2.44 |
| 4800 Sale of Goods | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 |
| 4900 Other Revenue | \$ 2.40 | \$ 3.98 | \$ 4.31 | \$ 4.62 | \$ 4.93 | \$ 5.22 | \$ 5.38 | \$ 5.60 | \$ 5.77 | \$ 5.95 | \$ 6.12 | \$ 6.31 |
| TOTAL | | | | | | | | | | | | |
| TOTAL - 100 GENERAL FUND | \$ 503.74 | \$ 507.05 | \$ 511.98 | \$ 517.04 | \$ 522.17 | \$ 527.20 | \$ 532.55 | \$ 536.60 | \$ 552.69 | \$ 569.27 | \$ 586.35 | \$ 603.94 |

CITY OF CHULA VISTA, CALIFORNIA
 SELECTED ANALYSIS OF REVENUES
 PER CAPITA ASSUMPTIONS TABLE

357,226 359,169 361,036 362,933 364,812 366,644 368,438 370,188

| FUND/ACCOUNT | FY2031-32 FORECAST (3%) | FY2032-33 FORECAST (3%) | FY2033-34 FORECAST (3%) | FY2034-35 FORECAST (3%) | FY2035-36 FORECAST (3%) | FY2037-38 FORECAST (3%) | FY2038-39 FORECAST (3%) | FY2039-40 FORECAST (3%) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| 100 GENERAL FUND | | | | | | | | |
| Property Taxes | | | | | | | | |
| 3000 Property Tax | \$ 167.86 | \$ 172.89 | \$ 178.08 | \$ 183.42 | \$ 188.92 | \$ 194.59 | \$ 200.43 | \$ 206.44 |
| TOTAL | | | | | | | | |
| Other Local Taxes | | | | | | | | |
| 3010 Sales Tax | \$ 131.50 | \$ 135.44 | \$ 139.51 | \$ 143.69 | \$ 148.00 | \$ 152.44 | \$ 157.01 | \$ 161.73 |
| 3020 Franchise Fees | \$ 50.92 | \$ 52.45 | \$ 54.02 | \$ 55.64 | \$ 57.31 | \$ 59.03 | \$ 60.80 | \$ 62.63 |
| 3030 Utility Taxes | \$ 21.37 | \$ 22.02 | \$ 22.68 | \$ 23.36 | \$ 24.06 | \$ 24.78 | \$ 25.52 | \$ 26.29 |
| 3040 Business License Tax | \$ 6.69 | \$ 6.89 | \$ 7.09 | \$ 7.31 | \$ 7.53 | \$ 7.75 | \$ 7.98 | \$ 8.22 |
| 3050 Transient Occupancy Tax | \$ 16.80 | \$ 17.30 | \$ 17.82 | \$ 18.36 | \$ 18.91 | \$ 19.48 | \$ 20.06 | \$ 20.66 |
| 3070 Real Property Transfer Tax | \$ 4.71 | \$ 4.85 | \$ 4.99 | \$ 5.14 | \$ 5.30 | \$ 5.46 | \$ 5.62 | \$ 5.79 |
| TOTAL | | | | | | | | |
| Licenses and Permits | | | | | | | | |
| 3100 Licenses | \$ 0.70 | \$ 0.72 | \$ 0.75 | \$ 0.77 | \$ 0.79 | \$ 0.82 | \$ 0.84 | \$ 0.86 |
| 3120 Dev / Improvement Permits | \$ 2.47 | \$ 2.55 | \$ 2.62 | \$ 2.70 | \$ 2.78 | \$ 2.87 | \$ 2.95 | \$ 3.04 |
| 3140 Regulatory Permits | \$ 3.23 | \$ 3.33 | \$ 3.43 | \$ 3.53 | \$ 3.64 | \$ 3.75 | \$ 3.86 | \$ 3.98 |
| 3160 Other Permits | \$ 0.06 | \$ 0.06 | \$ 0.06 | \$ 0.06 | \$ 0.06 | \$ 0.07 | \$ 0.07 | \$ 0.07 |
| TOTAL | | | | | | | | |
| Fines, Forfeitures, Penalties | | | | | | | | |
| 3200 Community Appearance Penalties | \$ 2.43 | \$ 2.50 | \$ 2.58 | \$ 2.65 | \$ 2.73 | \$ 2.82 | \$ 2.90 | \$ 2.99 |
| 3210 Law Enforcement Penalties | \$ 1.18 | \$ 1.21 | \$ 1.25 | \$ 1.29 | \$ 1.33 | \$ 1.37 | \$ 1.41 | \$ 1.45 |
| 3240 Parking Penalties | \$ 1.00 | \$ 1.03 | \$ 1.06 | \$ 1.10 | \$ 1.13 | \$ 1.16 | \$ 1.20 | \$ 1.23 |
| 3250 Other Penalties | \$ 0.47 | \$ 0.49 | \$ 0.50 | \$ 0.52 | \$ 0.53 | \$ 0.55 | \$ 0.57 | \$ 0.58 |
| TOTAL | | | | | | | | |
| Use of Money & Property | | | | | | | | |
| 3300 Investment Earnings | \$ 3.22 | \$ 3.31 | \$ 3.41 | \$ 3.52 | \$ 3.62 | \$ 3.73 | \$ 3.84 | \$ 3.96 |
| 3310 Sale of Real Property | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 3320 Sale of Personal Property | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 |
| 3330 Rental/Lease of Equipment | \$ 1.10 | \$ 1.14 | \$ 1.17 | \$ 1.20 | \$ 1.24 | \$ 1.28 | \$ 1.32 | \$ 1.36 |
| 3350 Rental/Lease of Land and Space | \$ 4.10 | \$ 4.22 | \$ 4.35 | \$ 4.48 | \$ 4.62 | \$ 4.75 | \$ 4.90 | \$ 5.04 |
| 3370 Rental/Lease of Buildings | \$ 3.86 | \$ 3.98 | \$ 4.10 | \$ 4.22 | \$ 4.35 | \$ 4.48 | \$ 4.61 | \$ 4.75 |
| TOTAL | | | | | | | | |
| Revenue from Other Agencies | | | | | | | | |
| 3400 State Grants | \$ 2.98 | \$ 3.07 | \$ 3.16 | \$ 3.25 | \$ 3.35 | \$ 3.45 | \$ 3.56 | \$ 3.66 |
| 3440 State Tax Sharing | \$ 0.92 | \$ 0.94 | \$ 0.97 | \$ 1.00 | \$ 1.03 | \$ 1.06 | \$ 1.09 | \$ 1.13 |
| 3460 PTILVLF-Former Motor Vehicle License | \$ 104.95 | \$ 108.10 | \$ 111.34 | \$ 114.69 | \$ 118.13 | \$ 121.67 | \$ 125.32 | \$ 129.08 |
| 3480 State Reimbursements | \$ 0.54 | \$ 0.55 | \$ 0.57 | \$ 0.59 | \$ 0.60 | \$ 0.62 | \$ 0.64 | \$ 0.66 |
| 3500 Federal Grants | \$ 1.85 | \$ 1.90 | \$ 1.96 | \$ 2.02 | \$ 2.08 | \$ 2.14 | \$ 2.21 | \$ 2.27 |
| 3580 Federal Reimbursements | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.04 |
| 3600 Other Agency Grants | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 |
| 3690 Other Agency Revenue | \$ 2.45 | \$ 2.52 | \$ 2.60 | \$ 2.67 | \$ 2.75 | \$ 2.84 | \$ 2.92 | \$ 3.01 |
| TOTAL | | | | | | | | |
| Charges for Services | | | | | | | | |
| 3700 Zoning Fees | \$ 5.30 | \$ 5.46 | \$ 5.63 | \$ 5.80 | \$ 5.97 | \$ 6.15 | \$ 6.33 | \$ 6.52 |
| 3720 Document Fees | \$ 2.68 | \$ 2.76 | \$ 2.85 | \$ 2.93 | \$ 3.02 | \$ 3.11 | \$ 3.20 | \$ 3.30 |
| 3730 Plan Checking Fees | \$ 0.10 | \$ 0.10 | \$ 0.11 | \$ 0.11 | \$ 0.11 | \$ 0.12 | \$ 0.12 | \$ 0.12 |
| 3740 Inspection Fees | \$ 1.65 | \$ 1.70 | \$ 1.75 | \$ 1.81 | \$ 1.86 | \$ 1.92 | \$ 1.97 | \$ 2.03 |
| 3750 Filing Fees | \$ 0.16 | \$ 0.17 | \$ 0.17 | \$ 0.18 | \$ 0.19 | \$ 0.19 | \$ 0.20 | \$ 0.20 |
| 3770 Other Dev Fees | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 | \$ 0.03 |
| 3800 Animal Shelter Contracts | \$ 1.10 | \$ 1.13 | \$ 1.16 | \$ 1.20 | \$ 1.23 | \$ 1.27 | \$ 1.31 | \$ 1.35 |
| 3830 Services to the Port District | \$ 4.32 | \$ 4.45 | \$ 4.58 | \$ 4.72 | \$ 4.86 | \$ 5.00 | \$ 5.15 | \$ 5.31 |
| 3900 Recreation Program Fees | \$ 5.88 | \$ 6.05 | \$ 6.23 | \$ 6.42 | \$ 6.61 | \$ 6.81 | \$ 7.02 | \$ 7.23 |
| 4200 Staff Services Reimbursements | \$ 11.70 | \$ 12.05 | \$ 12.41 | \$ 12.78 | \$ 13.17 | \$ 13.56 | \$ 13.97 | \$ 14.39 |
| 4300 Fees for Other Services | \$ 0.18 | \$ 0.19 | \$ 0.20 | \$ 0.20 | \$ 0.21 | \$ 0.21 | \$ 0.22 | \$ 0.23 |
| TOTAL | | | | | | | | |
| Other Revenue | | | | | | | | |
| 4410 DIF Reimbursements | \$ 0.46 | \$ 0.47 | \$ 0.49 | \$ 0.50 | \$ 0.51 | \$ 0.53 | \$ 0.55 | \$ 0.56 |
| 4420 Transit Reimbursements | \$ 0.28 | \$ 0.29 | \$ 0.30 | \$ 0.31 | \$ 0.32 | \$ 0.33 | \$ 0.34 | \$ 0.35 |
| 4430 Redev Agency Reimbursements | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 |
| 4440 Open Space/Assess Dist Reimb | \$ 7.53 | \$ 7.75 | \$ 7.98 | \$ 8.22 | \$ 8.47 | \$ 8.73 | \$ 8.99 | \$ 9.26 |
| 4450 CIP Reimbursements | \$ 21.43 | \$ 22.07 | \$ 22.73 | \$ 23.42 | \$ 24.12 | \$ 24.84 | \$ 25.59 | \$ 26.36 |
| 4460 CDBG/Home Reimbursements | \$ 0.24 | \$ 0.25 | \$ 0.26 | \$ 0.26 | \$ 0.27 | \$ 0.28 | \$ 0.29 | \$ 0.30 |
| 4480 Other City Funds Reimbursement | \$ 11.95 | \$ 12.31 | \$ 12.68 | \$ 13.06 | \$ 13.45 | \$ 13.86 | \$ 14.27 | \$ 14.70 |
| 4600 Assessments | \$ 0.63 | \$ 0.65 | \$ 0.67 | \$ 0.69 | \$ 0.71 | \$ 0.73 | \$ 0.76 | \$ 0.78 |
| 4700 Collection Charges | \$ 2.51 | \$ 2.59 | \$ 2.67 | \$ 2.75 | \$ 2.83 | \$ 2.91 | \$ 3.00 | \$ 3.09 |
| 4800 Sale of Goods | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 |
| 4900 Other Revenue | \$ 6.50 | \$ 6.69 | \$ 6.89 | \$ 7.10 | \$ 7.31 | \$ 7.53 | \$ 7.76 | \$ 7.99 |
| TOTAL | | | | | | | | |
| TOTAL - 100 GENERAL FUND | \$ 622.06 | \$ 640.72 | \$ 659.94 | \$ 679.74 | \$ 700.14 | \$ 721.14 | \$ 742.77 | \$ 765.06 |

**CITY OF CHULA VISTA, CALIFORNIA
 SELECTED ANALYSIS - EXPENDITURES PER CAPITA
 PER CAPITA ASSUMPTIONS TABLE**

| | Weighted Average | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 |
|---|-----------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Household Population | | 282,375 | 287,195 | 292,015 | 296,835 | 301,655 | 306,475 | 311,295 | 316,115 | 320,935 | 325,755 | 330,575 |
| Employment Population (Per Capita Equiv) | | 14,119 | 14,360 | 14,601 | 14,842 | 15,083 | 15,324 | 15,565 | 15,806 | 16,047 | 16,288 | 16,529 |
| Total Population | | 296,494 | 301,555 | 306,616 | 311,677 | 316,738 | 321,799 | 326,860 | 331,921 | 336,982 | 342,043 | 347,104 |
| Per Capita by Category: | | | | | | | | | | | | |
| General Government | \$ 71.25 | \$ 61.25 | \$ 62.03 | \$ 62.84 | \$ 63.67 | \$ 64.53 | \$ 65.42 | \$ 66.34 | \$ 67.29 | \$ 68.27 | \$ 69.28 | \$ 70.31 |
| Community Development | 12.59 | 10.82 | 10.96 | 11.10 | 11.25 | 11.40 | 11.56 | 11.72 | 11.89 | 12.06 | 12.24 | 12.42 |
| Public Works/Engineering | 55.62 | 47.95 | 48.90 | 49.49 | 50.09 | 50.67 | 51.29 | 51.94 | 52.56 | 53.24 | 53.90 | 54.71 |
| Community Services | 60.81 | 52.27 | 52.94 | 53.63 | 54.34 | 55.07 | 55.83 | 56.62 | 57.43 | 58.26 | 59.12 | 60.01 |
| Public Safety: | | | | | | | | | | | | |
| Police Services | 270.13 | 212.46 | 221.00 | 226.49 | 232.03 | 237.80 | 243.66 | 249.80 | 255.69 | 261.81 | 267.92 | 271.93 |
| Fire Services | 130.97 | 111.49 | 114.46 | 117.89 | 119.20 | 120.50 | 121.79 | 123.10 | 124.21 | 125.45 | 126.60 | 128.49 |
| Animal Control Services | 11.31 | 9.72 | 9.85 | 9.97 | 10.11 | 10.24 | 10.39 | 10.53 | 10.68 | 10.84 | 11.00 | 11.16 |
| Total Public Safety | 412.41 | 333.67 | 345.31 | 354.36 | 361.34 | 368.54 | 375.83 | 383.43 | 390.58 | 398.09 | 405.51 | 411.59 |
| Total General Fund Expenditures | \$ 612.68 | \$ 505.97 | \$ 520.14 | \$ 531.41 | \$ 540.68 | \$ 550.22 | \$ 559.94 | \$ 570.05 | \$ 579.75 | \$ 589.92 | \$ 600.05 | \$ 609.04 |
| Per Capita by Department: | | | | | | | | | | | | |
| City Council | 2.56 | \$ 2.20 | \$ 2.23 | \$ 2.26 | \$ 2.29 | \$ 2.32 | \$ 2.35 | \$ 2.38 | \$ 2.42 | \$ 2.45 | \$ 2.49 | \$ 2.52 |
| Boards & Commissions | 0.05 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.05 | 0.05 | 0.05 |
| City Clerk | 4.09 | 3.52 | 3.56 | 3.61 | 3.65 | 3.70 | 3.76 | 3.81 | 3.86 | 3.92 | 3.98 | 4.04 |
| City Attorney | 12.86 | 11.05 | 11.20 | 11.34 | 11.49 | 11.65 | 11.81 | 11.97 | 12.15 | 12.32 | 12.50 | 12.69 |
| Administration | 8.46 | 7.27 | 7.36 | 7.46 | 7.56 | 7.66 | 7.76 | 7.87 | 7.99 | 8.10 | 8.22 | 8.34 |
| Info Tech Services | 15.23 | 13.09 | 13.26 | 13.43 | 13.61 | 13.79 | 13.98 | 14.18 | 14.38 | 14.59 | 14.80 | 15.03 |
| Human Resources | 12.11 | 10.41 | 10.54 | 10.68 | 10.82 | 10.97 | 11.12 | 11.28 | 11.44 | 11.60 | 11.78 | 11.95 |
| Finance | 15.90 | 13.67 | 13.84 | 14.02 | 14.21 | 14.40 | 14.60 | 14.81 | 15.02 | 15.24 | 15.46 | 15.69 |
| Non-Departmental | - | - | - | - | - | - | - | - | - | - | - | - |
| Animal Care Facility | 11.31 | 9.72 | 9.85 | 9.97 | 10.11 | 10.24 | 10.39 | 10.53 | 10.68 | 10.84 | 11.00 | 11.16 |
| Economic Development | 8.65 | 7.44 | 7.53 | 7.63 | 7.73 | 7.84 | 7.94 | 8.06 | 8.17 | 8.29 | 8.41 | 8.54 |
| Planning & Building | 3.93 | 3.38 | 3.43 | 3.47 | 3.52 | 3.56 | 3.61 | 3.66 | 3.72 | 3.77 | 3.83 | 3.88 |
| Engineering/CIP Projects | 36.60 | 31.47 | 31.87 | 32.28 | 32.71 | 33.15 | 33.61 | 34.08 | 34.57 | 35.07 | 35.59 | 36.12 |
| Police | 270.13 | 212.46 | 221.00 | 226.49 | 232.03 | 237.80 | 243.66 | 249.80 | 255.69 | 261.81 | 267.92 | 271.93 |
| Fire | 130.97 | 111.49 | 114.46 | 117.89 | 119.20 | 120.50 | 121.79 | 123.10 | 124.21 | 125.45 | 126.60 | 128.49 |
| Public Works | 19.01 | 16.49 | 17.04 | 17.21 | 17.38 | 17.52 | 17.68 | 17.86 | 18.00 | 18.16 | 18.31 | 18.58 |
| Recreation | 44.35 | 38.12 | 38.61 | 39.11 | 39.63 | 40.17 | 40.72 | 41.29 | 41.88 | 42.49 | 43.12 | 43.77 |
| Library | 16.46 | 14.15 | 14.33 | 14.52 | 14.71 | 14.91 | 15.11 | 15.33 | 15.54 | 15.77 | 16.00 | 16.24 |
| General Fund Totals | \$ 612.68 | \$ 505.97 | \$ 520.14 | \$ 531.41 | \$ 540.68 | \$ 550.22 | \$ 559.94 | \$ 570.05 | \$ 579.75 | \$ 589.92 | \$ 600.05 | \$ 609.04 |

CITY OF CHULA VISTA, CALIFORNIA
 SELECTED ANALYSIS - EXPENDITURES PER CAPITA
 PER CAPITA ASSUMPTIONS TABLE

| | Weighted Average | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 |
|--------------------------------------|------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| FULL FISCAL IMPACT - FORECAST | | | | | | | | | | | | |
| | | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 |
| General Government | | 18,160,487 | 18,705,302 | 19,266,461 | 19,844,455 | 20,439,789 | 21,052,982 | 21,684,572 | 22,335,109 | 23,005,162 | 23,695,317 | 24,406,177 |
| Community Development | | 3,208,062 | 3,304,304 | 3,403,433 | 3,505,536 | 3,610,702 | 3,719,023 | 3,830,594 | 3,945,512 | 4,063,877 | 4,185,794 | 4,311,367 |
| Public Works/Engineering | | 14,217,621 | 14,747,185 | 15,175,755 | 15,611,689 | 16,049,950 | 16,505,765 | 16,976,996 | 17,446,944 | 17,939,238 | 18,435,310 | 18,988,369 |
| Community Services | | 15,498,905 | 15,963,872 | 16,442,789 | 16,936,072 | 17,444,154 | 17,967,479 | 18,506,503 | 19,061,699 | 19,633,550 | 20,222,556 | 20,829,233 |
| Public Safety: | | | | | | | | | | | | |
| Police Services | | 62,993,374 | 66,643,363 | 69,445,105 | 72,319,470 | 75,320,061 | 78,408,743 | 81,648,090 | 84,868,480 | 88,225,442 | 91,639,078 | 94,388,250 |
| Fire Services | | 33,055,258 | 34,516,650 | 36,148,007 | 37,150,475 | 38,166,592 | 39,191,500 | 40,237,679 | 41,227,647 | 42,272,838 | 43,301,909 | 44,600,967 |
| Animal Control Services | | 2,882,814 | 2,969,298 | 3,058,377 | 3,150,129 | 3,244,633 | 3,341,972 | 3,442,231 | 3,545,498 | 3,651,863 | 3,761,418 | 3,874,261 |
| Total Public Safety | | 98,931,446 | 104,129,311 | 108,651,490 | 112,620,074 | 116,731,286 | 120,942,215 | 125,328,000 | 129,641,625 | 134,150,143 | 138,702,406 | 142,863,478 |
| Total General Fund Expenditures | | 150,016,522 | 156,849,974 | 162,939,928 | 168,517,826 | 174,275,881 | 180,187,464 | 186,326,665 | 192,430,888 | 198,791,969 | 205,241,382 | 211,398,623 |
| DEPARTMENT NAME | | | | | | | | | | | | |
| CITY COUNCIL | 3.59% | 651,797 | 671,350 | 691,491 | 712,236 | 733,603 | 755,611 | 778,279 | 801,628 | 825,676 | 850,447 | 875,960 |
| BOARDS AND COMMISSIONS | 0.07% | 12,074 | 12,436 | 12,809 | 13,193 | 13,589 | 13,997 | 14,417 | 14,849 | 15,295 | 15,754 | 16,226 |
| CITY CLERK | 5.25% | 1,042,495 | 1,073,770 | 1,105,983 | 1,139,163 | 1,173,338 | 1,208,538 | 1,244,794 | 1,282,138 | 1,320,602 | 1,360,220 | 1,401,027 |
| CITY ATTORNEY | 16.61% | 3,277,722 | 3,376,054 | 3,477,336 | 3,581,656 | 3,689,105 | 3,799,779 | 3,913,772 | 4,031,185 | 4,152,121 | 4,276,684 | 4,404,985 |
| ADMINISTRATION | 11.41% | 2,155,103 | 2,219,756 | 2,286,349 | 2,354,939 | 2,425,588 | 2,498,355 | 2,573,306 | 2,650,505 | 2,730,020 | 2,811,921 | 2,896,278 |
| INFO TECH SRVCS | 21.07% | 3,881,057 | 3,997,488 | 4,117,413 | 4,240,936 | 4,368,164 | 4,499,208 | 4,634,185 | 4,773,210 | 4,916,407 | 5,063,899 | 5,215,816 |
| HUMAN RESOURCES | 15.47% | 3,086,826 | 3,179,431 | 3,274,813 | 3,373,058 | 3,474,250 | 3,578,477 | 3,685,831 | 3,796,406 | 3,910,299 | 4,027,607 | 4,148,436 |
| FINANCE | 21.14% | 4,053,414 | 4,175,016 | 4,300,266 | 4,429,274 | 4,562,153 | 4,699,017 | 4,839,988 | 4,985,187 | 5,134,743 | 5,288,785 | 5,447,449 |
| NON-DEPARTMENTAL | 0.00% | - | - | - | - | - | - | - | - | - | - | - |
| ANIMAL CARE FACILITY | | 2,882,814 | 2,969,298 | 3,058,377 | 3,150,129 | 3,244,633 | 3,341,972 | 3,442,231 | 3,545,498 | 3,651,863 | 3,761,418 | 3,874,261 |
| ECONOMIC DEVELOPMENT | 68.74% | 2,205,269 | 2,271,428 | 2,339,570 | 2,409,757 | 2,482,050 | 2,556,512 | 2,633,207 | 2,712,203 | 2,793,569 | 2,877,376 | 2,963,698 |
| PLANNING AND BUILDING SERVICE | 31.26% | 1,002,793 | 1,032,877 | 1,063,863 | 1,095,779 | 1,128,652 | 1,162,512 | 1,197,387 | 1,233,309 | 1,270,308 | 1,308,417 | 1,347,670 |
| ENGINEERING AND CIP PROJECTS | 65.62% | 9,329,383 | 9,609,265 | 9,897,543 | 10,194,469 | 10,500,303 | 10,815,312 | 11,139,772 | 11,473,965 | 11,818,184 | 12,172,729 | 12,537,911 |
| POLICE | | 62,993,374 | 66,643,363 | 69,445,105 | 72,319,470 | 75,320,061 | 78,408,743 | 81,648,090 | 84,868,480 | 88,225,442 | 91,639,078 | 94,388,250 |
| FIRE | | 33,055,258 | 34,516,650 | 36,148,007 | 37,150,475 | 38,166,592 | 39,191,500 | 40,237,679 | 41,227,647 | 42,272,838 | 43,301,909 | 44,600,967 |
| PUBLIC WORKS | 54.48% | 4,888,237 | 5,137,920 | 5,278,213 | 5,417,220 | 5,549,646 | 5,690,452 | 5,837,224 | 5,972,980 | 6,121,054 | 6,262,580 | 6,450,458 |
| RECREATION | 53.71% | 11,303,651 | 11,642,760 | 11,992,043 | 12,351,804 | 12,722,358 | 13,104,029 | 13,497,150 | 13,902,065 | 14,319,126 | 14,748,700 | 15,191,161 |
| LIBRARY | 46.29% | 4,195,255 | 4,321,112 | 4,450,746 | 4,584,268 | 4,721,796 | 4,863,450 | 5,009,353 | 5,159,634 | 5,314,423 | 5,473,856 | 5,638,071 |
| GENERAL FUND TOTALS | | 150,016,522 | 156,849,974 | 162,939,928 | 168,517,826 | 174,275,881 | 180,187,464 | 186,326,665 | 192,430,888 | 198,791,969 | 205,241,382 | 211,398,623 |

**CITY OF CHULA VISTA, CALIFORNIA
SELECTED ANALYSIS - EXPENDITURES
PER CAPITA ASSUMPTIONS TABLE**

| | FY 2031 | FY 2032 | FY 2033 | FY 2034 | FY 2035 | FY 2036 | FY 2037 | FY 2038 | FY 2039 |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Household Population | 335,395 | 340,215 | 342,066 | 343,844 | 345,651 | 347,440 | 349,185 | 350,894 | 352,560 |
| Employment Population (Per Capita Equiv) | 16,770 | 17,011 | 17,103 | 17,192 | 17,283 | 17,372 | 17,459 | 17,545 | 17,628 |
| Total Population | 352,165 | 357,226 | 359,169 | 361,036 | 362,933 | 364,812 | 366,644 | 368,438 | 370,188 |
| Per Capita by Category: | | | | | | | | | |
| General Government | \$ 71.38 | \$ 72.48 | \$ 74.25 | \$ 76.08 | \$ 77.96 | \$ 79.88 | \$ 81.87 | \$ 83.91 | \$ 86.02 |
| Community Development | 12.61 | 12.80 | 13.12 | 13.44 | 13.77 | 14.11 | 14.46 | 14.82 | 15.20 |
| Public Works/Engineering | 55.54 | 56.39 | 57.77 | 59.20 | 60.65 | 62.15 | 63.69 | 65.29 | 66.93 |
| Community Services | 60.92 | 61.86 | 63.37 | 64.93 | 66.53 | 68.18 | 69.87 | 71.62 | 73.42 |
| Public Safety: | | | | | | | | | |
| Police Services | 276.06 | 280.32 | 287.16 | 294.25 | 301.49 | 308.94 | 316.62 | 324.53 | 332.68 |
| Fire Services | 130.45 | 132.46 | 135.69 | 139.04 | 142.46 | 145.98 | 149.61 | 153.35 | 157.20 |
| Animal Control Services | 11.33 | 11.51 | 11.79 | 12.08 | 12.38 | 12.68 | 13.00 | 13.32 | 13.66 |
| Total Public Safety | 417.84 | 424.28 | 434.64 | 445.37 | 456.33 | 467.60 | 479.22 | 491.20 | 503.54 |
| Total General Fund Expenditures | \$ 618.29 | \$ 627.82 | \$ 643.15 | \$ 659.02 | \$ 675.25 | \$ 691.92 | \$ 709.12 | \$ 726.83 | \$ 745.10 |
| Per Capita by Department: | | | | | | | | | |
| City Council | \$ 2.56 | \$ 2.60 | \$ 2.66 | \$ 2.73 | \$ 2.80 | \$ 2.87 | \$ 2.94 | \$ 3.01 | \$ 3.09 |
| Boards & Commissions | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 | 0.06 | 0.06 |
| City Clerk | 4.10 | 4.16 | 4.26 | 4.37 | 4.48 | 4.59 | 4.70 | 4.82 | 4.94 |
| City Attorney | 12.88 | 13.08 | 13.40 | 13.73 | 14.07 | 14.42 | 14.78 | 15.15 | 15.53 |
| Administration | 8.47 | 8.60 | 8.81 | 9.03 | 9.25 | 9.48 | 9.72 | 9.96 | 10.21 |
| Info Tech Services | 15.26 | 15.49 | 15.87 | 16.26 | 16.66 | 17.07 | 17.50 | 17.93 | 18.38 |
| Human Resources | 12.13 | 12.32 | 12.62 | 12.93 | 13.25 | 13.58 | 13.92 | 14.26 | 14.62 |
| Finance | 15.93 | 16.18 | 16.57 | 16.98 | 17.40 | 17.83 | 18.27 | 18.73 | 19.20 |
| Non-Departmental | | | | | | | | | |
| Animal Care Facility | 11.33 | 11.51 | 11.79 | 12.08 | 12.38 | 12.68 | 13.00 | 13.32 | 13.66 |
| Economic Development | 8.67 | 8.80 | 9.02 | 9.24 | 9.47 | 9.70 | 9.94 | 10.19 | 10.45 |
| Planning & Building | 3.94 | 4.00 | 4.10 | 4.20 | 4.30 | 4.41 | 4.52 | 4.63 | 4.75 |
| Engineering/CIP Projects | 36.67 | 37.24 | 38.15 | 39.09 | 40.05 | 41.04 | 42.06 | 43.11 | 44.19 |
| Police | 276.06 | 280.32 | 287.16 | 294.25 | 301.49 | 308.94 | 316.62 | 324.53 | 332.68 |
| Fire | 130.45 | 132.46 | 135.69 | 139.04 | 142.46 | 145.98 | 149.61 | 153.35 | 157.20 |
| Public Works | 18.87 | 19.16 | 19.62 | 20.11 | 20.60 | 21.11 | 21.64 | 22.18 | 22.74 |
| Recreation | 44.43 | 45.12 | 46.22 | 47.36 | 48.52 | 49.72 | 50.96 | 52.23 | 53.54 |
| Library | 16.49 | 16.74 | 17.15 | 17.58 | 18.01 | 18.45 | 18.91 | 19.38 | 19.87 |
| General Fund Totals | \$ 618.29 | \$ 627.82 | \$ 643.15 | \$ 659.02 | \$ 675.25 | \$ 691.92 | \$ 709.12 | \$ 726.83 | \$ 745.10 |

**CITY OF CHULA VISTA, CALIFORNIA
SELECTED ANALYSIS - EXPENDITURES
PER CAPITA ASSUMPTIONS TABLE**

| | FY 2031 | FY 2032 | FY 2033 | FY 2034 | FY 2035 | FY 2036 | FY 2037 | FY 2038 | FY 2039 |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| FULL FISCAL IMPACT - FORECAST | FY 2031 | FY 2032 | FY 2033 | FY 2034 | FY 2035 | FY 2036 | FY 2037 | FY 2038 | FY 2039 |
| General Government | 25,138,362 | 25,892,513 | 26,669,288 | 27,469,367 | 28,293,448 | 29,142,251 | 30,016,519 | 30,917,014 | 31,844,525 |
| Community Development | 4,440,708 | 4,573,930 | 4,711,148 | 4,852,482 | 4,998,056 | 5,147,998 | 5,302,438 | 5,461,511 | 5,625,357 |
| Public Works/Engineering | 19,558,020 | 20,144,761 | 20,749,103 | 21,371,577 | 22,012,724 | 22,673,106 | 23,353,299 | 24,053,898 | 24,775,515 |
| Community Services | 21,454,110 | 22,097,733 | 22,760,665 | 23,443,485 | 24,146,789 | 24,871,193 | 25,617,329 | 26,385,849 | 27,177,424 |
| Public Safety: | | | | | | | | | |
| Police Services | 97,219,898 | 100,136,494 | 103,140,589 | 106,234,807 | 109,421,851 | 112,704,507 | 116,085,642 | 119,568,211 | 123,155,257 |
| Fire Services | 45,938,996 | 47,317,166 | 48,736,681 | 50,198,781 | 51,704,744 | 53,255,887 | 54,853,563 | 56,499,170 | 58,194,145 |
| Animal Control Services | 3,990,489 | 4,110,203 | 4,233,510 | 4,360,515 | 4,491,330 | 4,626,070 | 4,764,852 | 4,907,798 | 5,055,032 |
| Total Public Safety | 147,149,382 | 151,563,863 | 156,110,779 | 160,794,103 | 165,617,926 | 170,586,464 | 175,704,058 | 180,975,179 | 186,404,435 |
| Total General Fund Expenditures | 217,740,582 | 224,272,799 | 231,000,983 | 237,931,013 | 245,068,943 | 252,421,012 | 259,993,642 | 267,793,451 | 275,827,255 |
| DEPARTMENT NAME | | | | | | | | | |
| CITY COUNCIL | 902,239 | 929,306 | 957,185 | 985,901 | 1,015,478 | 1,045,942 | 1,077,320 | 1,109,640 | 1,142,929 |
| BOARDS AND COMMISSIONS | 16,713 | 17,214 | 17,731 | 18,263 | 18,811 | 19,375 | 19,956 | 20,555 | 21,172 |
| CITY CLERK | 1,443,057 | 1,486,349 | 1,530,940 | 1,576,868 | 1,624,174 | 1,672,899 | 1,723,086 | 1,774,778 | 1,828,022 |
| CITY ATTORNEY | 4,537,134 | 4,673,248 | 4,813,446 | 4,957,849 | 5,106,585 | 5,259,782 | 5,417,576 | 5,580,103 | 5,747,506 |
| ADMINISTRATION | 2,983,167 | 3,072,662 | 3,164,842 | 3,259,787 | 3,357,581 | 3,458,308 | 3,562,057 | 3,668,919 | 3,778,986 |
| INFO TECH SRVCS | 5,372,290 | 5,533,459 | 5,699,463 | 5,870,447 | 6,046,560 | 6,227,957 | 6,414,795 | 6,607,239 | 6,805,457 |
| HUMAN RESOURCES | 4,272,889 | 4,401,075 | 4,533,108 | 4,669,101 | 4,809,174 | 4,953,449 | 5,102,053 | 5,255,114 | 5,412,768 |
| FINANCE | 5,610,872 | 5,779,199 | 5,952,575 | 6,131,152 | 6,315,086 | 6,504,539 | 6,699,675 | 6,900,665 | 7,107,685 |
| NON-DEPARTMENTAL | - | - | - | - | - | - | - | - | - |
| ANIMAL CARE FACILITY | 3,990,489 | 4,110,203 | 4,233,510 | 4,360,515 | 4,491,330 | 4,626,070 | 4,764,852 | 4,907,798 | 5,055,032 |
| ECONOMIC DEVELOPMENT | 3,052,609 | 3,144,187 | 3,238,513 | 3,335,668 | 3,435,738 | 3,538,810 | 3,644,974 | 3,754,324 | 3,866,953 |
| PLANNING AND BUILDING SERVICES | 1,388,100 | 1,429,743 | 1,472,635 | 1,516,814 | 1,562,319 | 1,609,188 | 1,657,464 | 1,707,188 | 1,758,403 |
| ENGINEERING AND CIP PROJECTS | 12,914,048 | 13,301,470 | 13,700,514 | 14,111,529 | 14,534,875 | 14,970,922 | 15,420,049 | 15,882,651 | 16,359,130 |
| POLICE | 97,219,898 | 100,136,494 | 103,140,589 | 106,234,807 | 109,421,851 | 112,704,507 | 116,085,642 | 119,568,211 | 123,155,257 |
| FIRE | 45,938,996 | 47,317,166 | 48,736,681 | 50,198,781 | 51,704,744 | 53,255,887 | 54,853,563 | 56,499,170 | 58,194,145 |
| PUBLIC WORKS | 6,643,972 | 6,843,291 | 7,048,589 | 7,260,047 | 7,477,849 | 7,702,184 | 7,933,249 | 8,171,247 | 8,416,384 |
| RECREATION | 15,646,896 | 16,116,303 | 16,599,792 | 17,097,786 | 17,610,719 | 18,139,041 | 18,683,212 | 19,243,709 | 19,821,020 |
| LIBRARY | 5,807,214 | 5,981,430 | 6,160,873 | 6,345,699 | 6,536,070 | 6,732,152 | 6,934,117 | 7,142,140 | 7,356,404 |
| GENERAL FUND TOTALS | 217,740,582 | 224,272,799 | 231,000,983 | 237,931,013 | 245,068,943 | 252,421,012 | 259,993,642 | 267,793,451 | 275,827,255 |

| FUNCTIONAL AREA RECONCILED ITEMS TO PUBLISHED BUDGET | PERSONNEL SERVICES | SUPPLIES & SERVICES | UTILITIES | OTHER | OPERATING CAPITAL | XFERS OUT | INTERNAL SERVICE CHARGES | AMENDED FY2019- 20 TOTAL | ELIMINATION ENTRY | RECLASS NON- DEPARTMENTAL COSTS | RECLASS NON- DEPARTMENTAL COSTS | REVISED TOTALS | TRANSFERS IN | City 10 Year Model | REVISED TOTALS |
|---|-----------------------|---------------------|--------------|------------|----------------------|---------------|-----------------------------|-----------------------------|----------------------|---------------------------------------|---------------------------------------|----------------|-----------------|-----------------------|-------------------|
| General Government | \$ 15,592,728 | \$ 2,924,966 | \$ 20,259 | \$ - | \$ 123,915 | \$ - | \$ - | \$ 18,661,868 | \$ - | \$ - | \$ 454,715 | \$ 19,116,583 | (956,096) | - | \$ 18,160,487 |
| Community Development | 4,621,535 | 343,316 | 4,872 | 12,000 | 2,020 | - | 23,635 | 5,007,378 | - | - | 124,332 | 5,131,710 | (1,923,648) | - | 3,208,062 |
| Public Works/Engineering | 16,361,728 | 1,792,632 | 1,457,593 | 123,500 | 150,171 | 386,611 | 609,443 | 20,881,678 | - | - | 673,694 | 21,555,372 | (7,687,751) | 350,000 | 14,217,621 |
| Community Services | 10,814,949 | 1,185,597 | 2,881,712 | 81,300 | 2,523 | - | 324,262 | 15,290,343 | - | - | 208,562 | 15,498,905 | - | - | 15,498,905 |
| Public Safety | | | | | | | | | | | | | | | |
| Police Services ³ | 54,776,784 | 2,010,850 | 412,372 | 103,243 | - | - | 1,000,423 | 58,303,672 | - | 2,233,778 | 1,413,564 | 61,951,014 | (587,640) | 1,630,000 | 62,993,374 |
| Fire Services ⁴ | 28,491,107 | 2,131,858 | 193,717 | - | - | 62,326 | 955,878 | 31,834,886 | - | - | 703,874 | 32,538,760 | (1,143,502) | 1,660,000 | 33,055,258 |
| Animal Control Services | 2,348,400 | 351,949 | 42,296 | 4,500 | 6,282 | - | 53,200 | 2,806,627 | - | - | 76,187 | 2,882,814 | - | - | 2,882,814 |
| Non-Departmental | (153,983) | 1,668,697 | 3,984 | 454,622 | - | 42,207,075 | - | 44,180,395 | (36,767,305) | (2,233,778) | (3,654,929) | 1,524,383 | (1,524,383) | - | - |
| | \$ 132,853,248 | \$ 12,409,865 | \$ 5,016,805 | \$ 779,165 | \$ 284,911 | \$ 42,656,012 | \$ 2,966,841 | \$ 196,966,847 | \$ (36,767,305) | \$ - | \$ - | \$ 160,199,542 | \$ (13,823,020) | \$ 3,640,000 | \$ 150,016,522 |

| | |
|-----------|-------------------|
| FY2019-20 | ADOPTED FY2019-20 |
|-----------|-------------------|

| DEPT | DEPARTMENT NAME | PERSONNEL SERVICES | SUPPLIES & SERVICES | UTILITIES | OTHER | OPERATING CAPITAL | XFERS OUT | INTERNAL SERVICE CHARGES | TOTAL | ELIMINATION ENTRY AND 1ST QUARTER ADJUSTMENTS | RECLASS FOR POLICE | SPREAD | REVISED TOTALS | TRANSFERS IN | City 10 Year Model | REVISED TOTALS |
|-------|--------------------------------|-----------------------|---------------------|--------------|------------|----------------------|---------------|-----------------------------|----------------|--|-----------------------|-------------|----------------|-----------------|-----------------------|-------------------|
| 01100 | CITY COUNCIL | \$ 1,456,659 | \$ 105,880 | \$ 1,307 | \$ - | \$ 3,190 | \$ - | \$ - | \$ 1,567,036 | - | - | 40,857 | \$ 1,607,893 | (956,096) | - | \$ 651,797 |
| 02000 | BOARDS AND COMMISSIONS | - | 11,841 | - | - | - | - | - | 11,841 | - | - | 233 | 12,074 | - | - | 12,074 |
| 03000 | CITY CLERK | 858,657 | 159,285 | 688 | - | - | - | - | 1,018,630 | - | - | 23,865 | 1,042,495 | - | - | 1,042,495 |
| 04000 | CITY ATTORNEY | 2,886,587 | 308,800 | 1,856 | - | 4,948 | - | - | 3,202,191 | - | - | 75,531 | 3,277,722 | - | - | 3,277,722 |
| 05000 | ADMINISTRATION | 1,948,791 | 150,187 | 832 | - | 3,416 | - | - | 2,103,226 | - | - | 51,877 | 2,155,103 | - | - | 2,155,103 |
| 06000 | INFO TECH SRVCS | 2,349,498 | 1,335,947 | 11,907 | - | 87,890 | - | - | 3,785,242 | - | - | 95,815 | 3,881,057 | - | - | 3,881,057 |
| 07000 | HUMAN RESOURCES | 2,587,023 | 418,970 | 1,457 | - | 8,972 | - | - | 3,016,422 | - | - | 70,404 | 3,086,826 | - | - | 3,086,826 |
| 08000 | FINANCE | 3,505,513 | 434,056 | 2,212 | - | 15,499 | - | - | 3,957,280 | - | - | 96,134 | 4,053,414 | - | - | 4,053,414 |
| 09000 | NON-DEPARTMENTAL | (153,983) | 1,668,697 | 3,984 | 454,622 | - | 42,207,075 | - | 44,180,395 | (36,767,305) | (2,233,778) | (3,654,929) | 1,524,383 | (1,524,383) | - | - |
| 10000 | ANIMAL CARE FACILITY | 2,348,400 | 351,949 | 42,296 | 4,500 | 6,282 | - | 53,200 | 2,806,627 | - | - | 76,187 | 2,882,814 | - | - | 2,882,814 |
| 11000 | ECONOMIC DEVELOPMENT | 1,977,144 | 168,422 | 2,497 | - | 1,520 | - | - | 2,149,583 | - | - | 55,686 | 2,205,269 | - | - | 2,205,269 |
| 12000 | PLANNING AND BUILDING SERVICES | 2,644,391 | 174,894 | 2,375 | 12,000 | 500 | - | 23,635 | 2,857,795 | - | - | 68,646 | 2,926,441 | (1,923,648) | - | 1,002,793 |
| 13000 | ENGINEERING AND CIP PROJECTS | 7,229,662 | 366,083 | 863,671 | 108,500 | 10,000 | 386,611 | 144,695 | 9,109,222 | - | - | 220,161 | 9,329,383 | - | - | 9,329,383 |
| 14000 | POLICE | 54,776,784 | 2,010,850 | 412,372 | 103,243 | - | - | 1,000,423 | 58,303,672 | - | 2,233,778 | 1,413,564 | 61,951,014 | (587,640) | 1,630,000 | 62,993,374 |
| 15000 | FIRE | 28,491,107 | 2,131,858 | 193,717 | - | - | 62,326 | 955,878 | 31,834,886 | - | - | 703,874 | 32,538,760 | (1,143,502) | 1,660,000 | 33,055,258 |
| 16000 | PUBLIC WORKS | 9,132,066 | 1,426,549 | 593,922 | 15,000 | 140,171 | - | 464,748 | 11,772,456 | - | - | 453,532 | 12,225,988 | (7,687,751) | 350,000 | 4,888,237 |
| 17000 | RECREATION | 7,219,052 | 959,603 | 2,608,646 | 80,900 | 2,523 | - | 320,917 | 11,191,641 | - | - | 112,010 | 11,303,651 | - | - | 11,303,651 |
| 18000 | LIBRARY | 3,595,897 | 225,994 | 273,066 | 400 | - | - | 3,345 | 4,098,702 | - | - | 96,553 | 4,195,255 | - | - | 4,195,255 |
| | GENERAL FUND TOTALS | \$ 132,853,248 | \$ 12,409,865 | \$ 5,016,805 | \$ 779,165 | \$ 284,911 | \$ 42,656,012 | \$ 2,966,841 | \$ 196,966,847 | \$ (36,767,305) | \$ - | \$ - | \$ 160,199,542 | \$ (13,823,020) | \$ 3,640,000 | \$ 150,016,522 |

Appendix D
Recent Industrial Sales Comparables

| Address | City | Land Area (AC) | Bldg Area (SF) | FAR | Yr Built | Cap Rate | Sale Price | \$/Bldg SF | Sale Date | Condition |
|-------------------------|-------------|----------------|----------------|------|----------|----------|--------------|------------|------------|--------------------------------|
| Subject Property | Chula Vista | 6.91 | 37,100 | 0.12 | U/A | N/A | N/A | N/A | N/A | N/A |
| 1595 Jayken Way | Chula Vista | 0.42 | 6,098 | 0.33 | 1988 | U/A | \$ 1,175,000 | \$ 192.69 | 12/16/2019 | Class C Manufacturing Building |
| 3517 Main St #301 | Chula Vista | 0.50 | 8,700 | 0.40 | 2007 | U/A | 1,750,000 | 201.15 | 12/13/2019 | Class B Industrial Condo |
| 2555 Faivre St | Chula Vista | 1.15 | 18,800 | 0.38 | 1974 | U/A | 2,900,000 | 154.26 | 8/30/2019 | Class C Warehouse |
| 2295 Manya St | San Diego | 0.77 | 12,170 | 0.36 | 1982 | U/A | 2,288,950 | 188.08 | 7/29/2019 | Class C Service Building |
| 8500 Kerns St #17 | San Diego | 4.20 | 79,050 | 0.43 | 2019 | U/A | 12,996,729 | 164.41 | 5/23/2019 | Class B Warehouse |
| 2600 Melksee St | San Diego | 10.44 | 121,970 | 0.27 | 2016 | U/A | 20,053,271 | 164.41 | 5/23/2019 | Class B Industrial |
| 3519 Main St #402 | Chula Vista | 0.28 | 4,866 | 0.40 | 2007 | U/A | 999,999 | 205.51 | 5/1/2019 | Class B Manufacturing Condo |
| 1002-08 Industrial Blvd | Chula Vista | 3.99 | 72,532 | 0.42 | 1980 | U/A | 10,250,000 | 141.32 | 3/18/2019 | Class C Warehouse |
| 1330 30th St | San Diego | 5.10 | 105,465 | 0.47 | 1985 | 6.00% | 13,600,000 | 128.95 | 1/17/2019 | Class C Manufacturing Building |
| 1604 Cactus Rd | San Diego | 4.84 | 60,800 | 0.29 | 2018 | U/A | 6,862,000 | 112.86 | 10/3/2018 | Class B Industrial |
| 3740 Main St | Chula Vista | 1.00 | 19,620 | 0.45 | 1995 | U/A | 2,856,000 | 145.57 | 9/10/2018 | Class C Warehouse |
| 696 Naples St | Chula Vista | 1.00 | 12,000 | 0.28 | U/A | U/A | 2,242,500 | 186.88 | 7/12/2018 | Class C Manufacturing Building |
| 1060 Colorado Ave | Chula Vista | 0.67 | 10,894 | 0.37 | 1988 | 4.91% | 1,225,000 | 112.45 | 10/3/2017 | Class C Light Manufacturing |
| 780 Hollister St | San Diego | 0.61 | 14,305 | 0.54 | 1993 | U/A | 1,925,000 | 134.57 | 9/22/2017 | Class C Warehouse |
| 687 Anita St | Chula Vista | 1.20 | 23,500 | 0.45 | 1978 | U/A | 3,100,000 | 131.91 | 8/14/2017 | Class C Warehouse |

E. INDUSTRIAL LANDS ANALYSIS

**676 Moss Street
General Plan Amendment, Rezone,
Site Development Plan, Tentative Map**

Industrial Lands and Area of Change Analysis

Prepared For:
SLF-Moss Street, LLC

Preparers:

Michael Baker

I N T E R N A T I O N A L

9755 Clairemont Mesa Blvd

San Diego, CA 92124

858.614.5000

www.mbakerial.com

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JN 167467



1230 Rosecrans Ave., Suite 630

Manhattan Beach, CA 90266

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www.kosmont.com

Contact: Wil Sohlt

676 Moss Street
General Plan Amendment, Rezone,
Site Development Plan, Tentative Map

Industrial Lands and Area of Change Analysis

Prepared For:
SLF-Moss Street, LLC

Preparers:

Michael Baker

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Contact: Wil Soholt

May 2020

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Appendix A: Exhibits

1. Existing General Plan Designation
2. Project Site and Areas of Consideration
3. E and H Street Stations – Surrounding Land Uses
4. Area of Consideration with L Street Station
5. Bayfront Development Project
6. Citywide Industrial Lands
7. Nearby Public Facilities

Appendix B: Map of Traffic Analysis Zones Evaluated

Appendix C: Projected Industrial and Office Development by TAZ

INDUSTRIAL LANDS AND AREA OF CHANGE ANALYSIS

BACKGROUND AND PURPOSE

SLF-Moss Street, LLC (applicant) is currently pursuing entitlements to facilitate the development of a residential community (project) on an approximately 6.9-acre site (site) at 676 Moss Street in Chula Vista, California (City). The purpose of this analysis is to evaluate the proposed change in the General Plan land use designation and zoning from Limited Industrial (I-L) to Residential High (R-3) in the context of the broader geographic area and with respect to potential impacts on:

- Other industrial lands;
- The demand and capacity of employment-centered land uses;
- The fiscal health of the City;
- The existing and appropriate future uses in the area; and
- The potential for and implications of a new trolley station at L Street.

In addressing these issues, this analysis evaluated the relative strength and value of the property and context of industrial lands; the fiscal impacts of the project; and the land use policy and compatibility with existing and possible future land uses in the area. This analysis also included a detailed review of employment-centered land uses and future demands in the City. The project is compatible with all existing and potential land uses, and neither induces nor precludes the conversion of adjacent industrial lands. The project will have a negligible effect on the citywide employment capacity, and the City will still have more than 18 times the amount of industrially zoned lands of the 76 acres needed to meet future industrial demand projections in 2035¹ and nearly 9 times the amount of the 157 acres needed through 2050.²

PROJECT DESCRIPTION

The site is currently utilized for a variety of industrial uses including heavy equipment rentals, shipping container repair and storage, boat repair, and sandblasting material and equipment supply. The proposed project would redevelop the site with approximately 141 residential dwelling units ranging in size from roughly 1,175 to 1,950 square feet. The project's total value is estimated at approximately \$77 million, and project construction is expected to support a total of 612 direct, indirect, and induced jobs. The project requires a General Plan Amendment and rezone to change the land use and zoning from Limited Industrial (I-L) to Residential High (R-3). Requested entitlements also include Site Development Plan, Design Review, and Tentative Map approvals.

¹ 2,145 total acres – 731 acres in use – 7 rezoned to residential /Year 2035 demand of 76 acres = 18.5x demand.

² 2,145 total acres – 731 acres in use – 7 rezoned to residential /Year 2050 demand of 157 acres = 8.9x demand.

PROCESS

This project evaluation followed that of the 2005 Chula Vista General Plan Focused Area of Changes. The recommended existing and proposed land uses and zoning were identified and evaluated for areas roughly within one-half mile of the project site, as well as the planned land use and zoning patterns around the three nearest trolley stations at Palomar Street, H Street, and E Street. Land uses in the study area were segregated into three categories: stable residential neighborhoods and nonresidential uses not likely to change, transitional areas, and potential areas of change.

Most of the surrounding uses are consistent with the proposed project and would not be susceptible to change. Surrounding uses include:

- Single-family and multi-family residential neighborhoods
- Public facilities, such as schools and parks
- Recently approved or constructed development projects
- Recently re-designated and rezoned properties
- Narrow industrial lots (between Colorado Avenue and the railroad), specifically identified in the General Plan
- Currently vacant lands (between I-5 and Industrial Boulevard)

This resulted in a focus on the project site and the other properties zoned Industrial (I-L) within the block. The series of seven exhibits in Appendix A identifies the project site in the context of the existing uses, General Plan land use designations, land uses not subject to change, use patterns around the E Street and H Street trolley stations, a potential L Street trolley station, the Bayfront Development Project, existing industrially zoned lands, and nearby public facilities. Several of the exhibits have notations to explain the relevant issues and considerations included in this report.

GENERAL PLAN POLICY CONSISTENCY

In general, the revised General Plan Amendment Consistency Analysis demonstrates the project is consistent with and implements all of the applicable General Plan policies, goals, and objectives. While the project appears contrary to Policy ED 1.3, which states “Encourage the preservation and expansion of existing industrial uses in areas designated as industrial,” it meets the objectives of the policy to ensure the long-term fiscal health and economic vitality of the City. The project will:

- Generate more than \$311,000 in net General Fund revenues to the City over a 20-year period.
- Replace an existing industrial use that loses money for the City each year, forever, with a project that will be net positive in perpetuity.
- Enhance land use compatibility by removing an unattractive and blighted industrial use that diminishes the value of and investment in surrounding residential property.

- Clean up the site, which would likely be economically infeasible for industrial reuse.
- Complete planned improvements including curb, sidewalks, and landscaping along Moss Street to the benefit of the entire neighborhood.
- Contribute \$1.35 million toward new and improved parks.
- Contribute toward capital improvements in the neighborhood to reduce traffic throughout the neighborhood.
- Benefit businesses in the South Broadway Corridor by adding customers within a short walking distance.
- Locate higher density residential uses within high-quality transit corridors.
- Provide increased opportunities for homeownership.

See Exhibits 1–3 of Appendix A related to the existing and proposed changes to the General Plan land use.

PRESERVATION OF INDUSTRIAL LANDS

The project will have a minimal effect on the capacity for industrial development and the jobs-housing balance, will not induce or set a precedent for other conversion, and will result in significant net positive revenue to the City. The detailed Employment Lands Analysis prepared by Kosmont Companies and included in this report demonstrates the City’s currently designated industrial land significantly exceeds the projected demand for industrial lands through a Year 2050 horizon.

UNIQUE CIRCUMSTANCES AND LIMITED IMPLICATIONS

The project site is different from most other industrially zoned lands in Chula Vista. The unique aspects of the site restrict and limit the implications of the proposed land use and zoning change to this property.

The project site is surrounded by stable residential neighborhoods. It is one of the few industrially zoned properties in the City that has a traditional industrial use with heavy machinery, outdoor storage, and operations. These are the most noxious and least compatible uses for the adjoining residential neighbors. Most other uses in the nearby industrial lands tend toward retail commercial operations. The few other industrial properties in the City that share more than one side with residential sites typically have uses that are indoor in nature and have substantial buffers or setbacks between the residential and industrial uses. The project site abuts a high-density residential apartment complex, and its frontage directly faces a neighborhood of single-family homes. The residential surroundings limit the ability of the site to be converted to more intensive industrial uses because of the negative effects on air quality, water quality, and noise. The project is not attractive for industrial investment and reuse because of the adjacent residential uses.

The project site neither induces nor restricts conversion of adjacent industrial lands to residential or other uses. The property is physically independent of the other industrially zoned lands. It does not share or need access, utilities, or reciprocal easements.

The site has had little capital investment since construction in the 1960s and appears to have reached the end of its useful life. The buildings are of little value for reuse due to their age and simple construction. The rents and lease rates are toward the low end of the range in Chula Vista and the region, with rents between approximately 1 and 6 dollars per square foot of building area, which is 7 percent to 43 percent of the City average of 14 dollars per square foot of building area.³ Industrial reuse of the site is likely to be economically infeasible due to site remediation costs and because a major underground drainage channel divides the property and poses limitations on site use. A more intensive industrial use would be incompatible with the residential neighbors, just as the existing use is. These factors make productive higher and better industrial operations unrealistic for the site. As discussed in the Fiscal Impact Analysis, the property would not be able to financially support industrial redevelopment. The proposed townhome condominiums are the highest and best use of the property.

This boundary between residential and industrial uses does not logically extend farther than the project site. The industrially zoned sites between Industrial Boulevard and Interstate 5 are not attractive or suitable for new residential development. Like the adjacent lands along L Street to the north, they were developed more for commercial uses than traditional industrial use. The Sweetwater Unified School District property to the north was already considered for residential development well before and independent of any such consideration for the project site. The large, well-maintained buildings along L Street are occupied by viable commercial uses (Avis, Napa Auto Parts, Harbor Freight, fitness center, and office uses), which makes them more expensive and less attractive to redevelop.

As such, the unique aspects of the project site and its surroundings restrict and limit the implications of the proposed land use and zoning change to this property. The proposed residential uses will positively contribute to community character, housing availability, and business vitality along Broadway.

MINIMAL EFFECT ON INDUSTRIAL JOBS, REVENUE, OR CAPACITY

The proposed conversion of the 7-acre project site will have a minimal effect on industrial jobs, revenue, or capacity. It represents an insignificant amount (0.37 percent) of the total 1,885 acres of lands zoned Limited Industrial in the City. Even the entire industrial node between L Street and Moss Street represents less than 2 percent of total industrially zoned lands. See Exhibit 6, Citywide Industrial Lands, in Appendix A.

While the project would require the existing operations to leave the site, that does not mean the relatively few jobs they generate would be lost. Rather, they could relocate nearby in the City.

There is weak demand for industrial space in the immediately surrounding area as evidenced by the vacant industrially zoned land along Industrial Boulevard, the little or no capital investment in the subject property and surrounding area, and the relatively low value of the few recent improvements. There are two vacant industrially zoned sites on the west side of Industrial Boulevard: a former amusement park and the former Toys “R” Us. One of the newest facilities in the area is the self-storage facility on the 1.2-acre parcel between Interstate 5 and Industrial Boulevard on the north side of L Street. Another self-storage facility is proposed for the former Toys “R” Us site. The number and value of the jobs from these

³ 676 Moss Street Rent Roll, 2018; Employment Lands Analysis, Kosmont, 2020

properties is low, and self-storage does not contribute meaningfully to the community through jobs, housing, or street activation.

The new Bayfront Development Project will provide additional new, more competitive planned industrial land west of Interstate 5. This will likely further diminish the demand and value of the project site for industrial use. See Exhibit 5 in Appendix A for the relationship to the Bayfront Development Project.

The new residents at the project site will help increase demand for and revitalize the commercial uses along the South Broadway Corridor by being within convenient walking distance to neighborhood businesses. Furthermore, the new housing stock will be attractive to and support the future 2,000 jobs from the Bayfront Development Project.

FISCAL IMPACT ANALYSIS

The Fiscal Impact Analysis prepared by Kosmont Companies is summarized below. The analysis concludes the proposed residential condominiums would generate significant positive revenues for the City annually in perpetuity, whereas the existing industrial use creates a net fiscal deficit annually in perpetuity.

Significant Benefit

The project will remove and replace the blighted site and incompatible industrial uses with a \$77 million investment in modern market-rate condominiums that will increase the value and quality of life for the neighboring residents and the entire neighborhood. As documented in the Fiscal Impact Analysis submitted separately, the project will generate a significant positive net revenue of approximately \$311,000 over a 20-year timeline. The existing industrial use creates an annual net fiscal deficit of approximately \$1,300 to \$1,800, for a cumulative average deficit of approximately \$29,000 over a 20-year timeline. Compared to the existing use, the project will provide a \$340,000 benefit to the City over 20 years, not including any additional fees or improvements.

Combined with an estimated \$1.35 million toward new parks and completion of the Moss Street frontage, sidewalks, curbing, and landscaping, the project will have a significant long-term economic benefit for the immediate neighborhood and the City as a whole.

Jobs-Housing Ratio

The site has less than 0.05 percent of jobs in the City, and the project would result in a 0.16 percent increase in housing units.⁴ It is likely that all or some of the current jobs would simply relocate to more appropriate and attractive available spaces nearby. In the unlikely worst-case scenario where the existing 37 jobs⁵ on the site are not relocated or replaced in the City, the project would still have an extremely small impact (0.2 percent) on the current jobs-housing ratio. Further, new residents in the project will increase demand for more local employment and businesses, such as along South Broadway to the east.

⁴ Based on the SANDAG Regional Growth forecast of 82,146 civilian jobs and 88,186 housing units in Chula Vista in 2020.

⁵ The businesses included up to 37 full time employees in January 2020 based on calls to each business: Hawthorne Equipment Rental (14); SW Mobile Storage (6); Rapid Prep/Boat repair (7); Kleen Blast (10).

The 30 to 40 current jobs are insignificant compared to the 2,000 permanent jobs projected for the Bayfront Development Project. Hawthorne Equipment Rental plans to move its operations to the former amusement park site on the east side of Industrial, so those 14 jobs will not be lost, but simply relocated a few hundred feet as a result of the project.

Industrial Redevelopment Scenario

The project site could not be feasibly redeveloped for new industrial uses. Kosmont Companies evaluated the potential market value for the site and potential industrial uses that are allowed by the zoning, concluding the industrial condominiums represent the most valuable use of the site in an industrial redevelopment scenario. Based on anticipated construction and potential project sales prices, development of industrial condominiums is not feasible because the residual land value would be lower than the value of the existing land and improvements of the site.

The most likely scenario if the site remains industrial is an eventual sale and reassessment without additional improvements to the existing structures. The reassessment would lead to an increase in taxable value, creating a net revenue of approximately \$155,000 over 20 years. This is slightly less than half of the net revenue that would be generated by the proposed residential condominiums (approximately \$311,000).

EMPLOYMENT LANDS ANALYSIS

SUMMARY FINDINGS

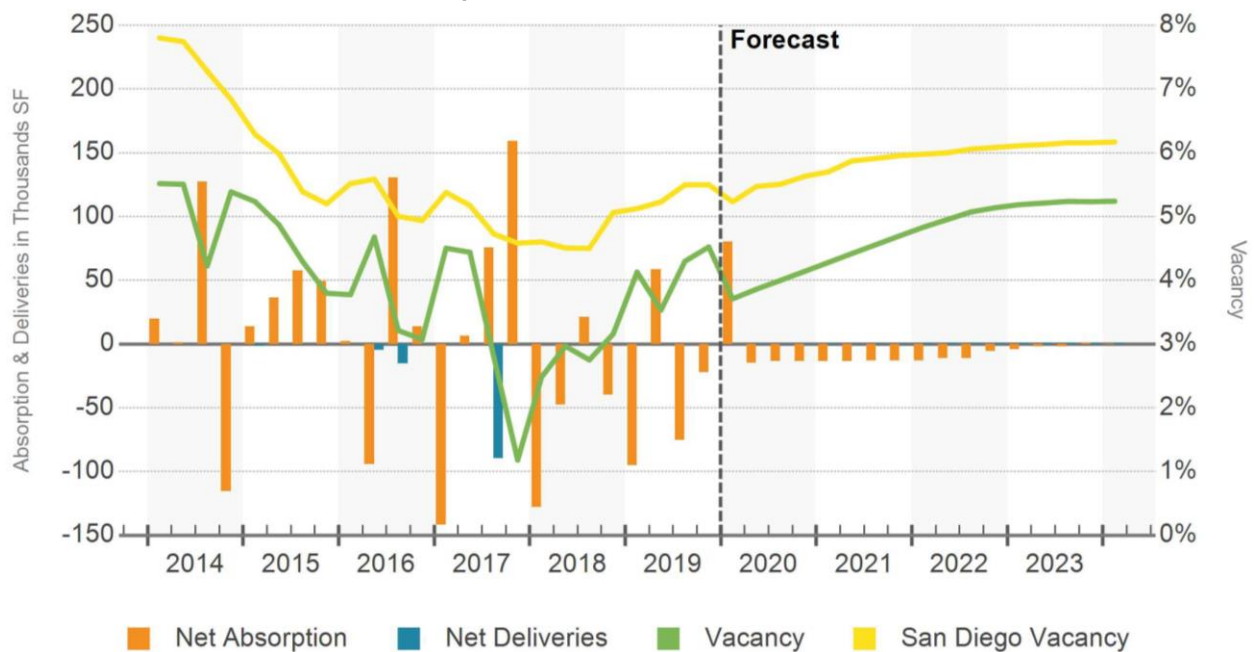
The proposed project would include the rezoning of the site from Limited Industrial (I-L) to Residential High (R-3). The Employment Lands Analysis evaluates how rezoning could potentially impact the demand for industrial land within the City. An analysis of San Diego Association of Governments (SANDAG) projections of industrial employment within the City concludes that land currently designated for industrial uses within the City (2,145 acres) significantly exceeds the projected demand for industrial land through the 2050 SANDAG projection horizon (888 acres at a 0.4 floor area ratio [FAR]). The proposed General Plan Amendment and rezone would not impact the ability of the City to meet future demand.

While the property is not currently zoned for office use, the analysis concludes there may be a potential deficit in land designated for office uses in the City (160 acres) relative to the demand (205 acres at a 1.0 FAR) that may exist within the 2050 SANDAG projection horizon. This projected demand may be satisfied by greater development intensity (above 1.0 FAR) or the inclusion of and technological shifts in the office market that drive reductions in space requirements per employee. Professional and administrative office uses are not allowed by the property's existing zoning, so the proposed General Plan Amendment and rezone would not affect available office lands in the City.

CURRENT INDUSTRIAL MARKET TRENDS

Pursuant to data from CoStar, the City’s industrial market comprises approximately 9.8 million square feet of building area (gross internal area) as of Year 2020. The vacancy rate for industrial properties in the City is approximately 4.6 percent, and market rents average approximately \$14.00 per square foot. Year over year (2019 versus 2020), industrial vacancy has increased by 1.1 percent, driven by negative absorption of 113,000 square feet, while rent has increased by 4.6 percent. New building deliveries, including the Otay River Business Park, are expected to add approximately 178,000 industrial square feet within the next two years. As illustrated in Figure 1, *Industrial Net Absorption, Net Deliveries, and Vacancy within City of Chula Vista*, vacancy in the City is lower than in the greater San Diego market, though projections suggest industrial vacancy will increase within both the City and the greater San Diego market in the next few years.

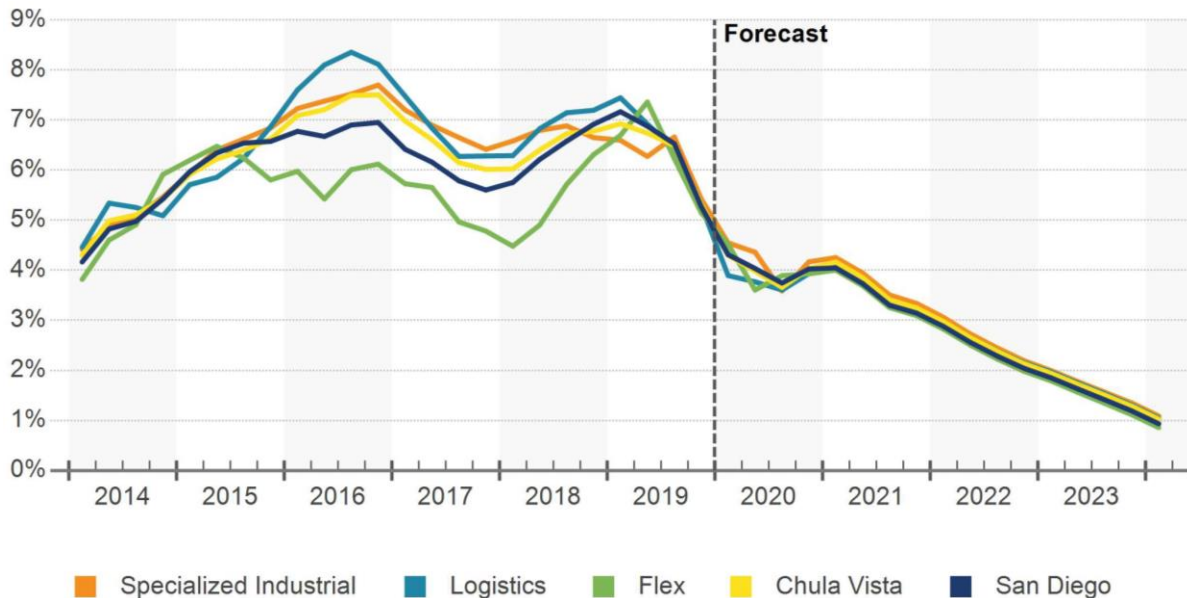
**FIGURE 1: INDUSTRIAL NET ABSORPTION,
 NET DELIVERIES, AND VACANCY WITHIN CITY OF CHULA VISTA**



Source: CoStar, 2020

As illustrated in Figure 2, *Industrial Market Rent Growth within City of Chula Vista*, industrial rent growth has been reasonably strong over the last six years, ranging from roughly 4 percent to 8 percent, though it is projected to decrease in the near future.

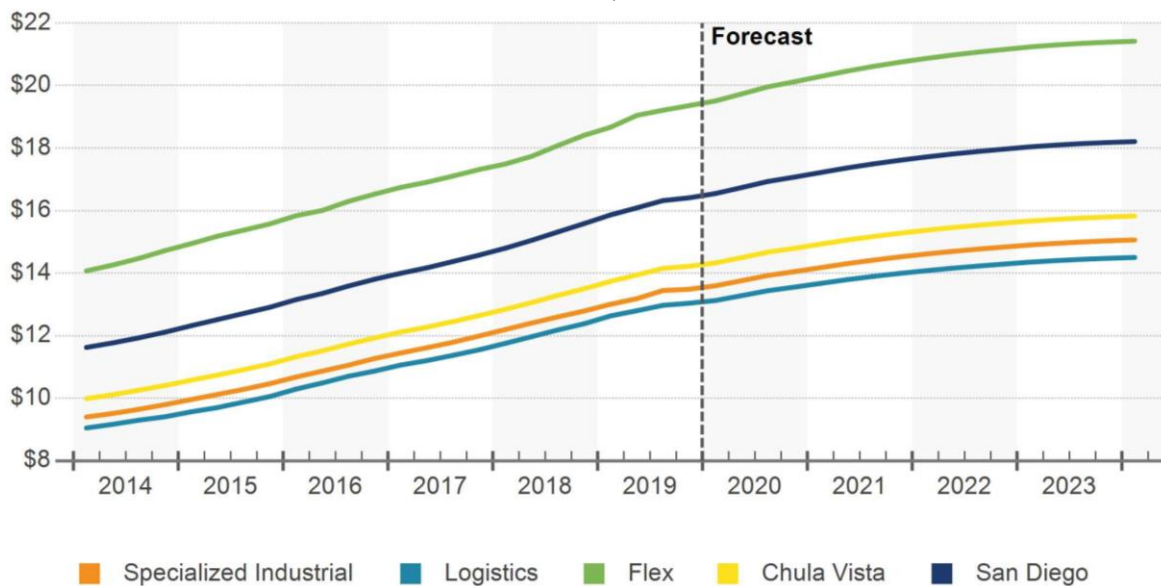
**FIGURE 2: INDUSTRIAL MARKET RENT GROWTH
 WITHIN CITY OF CHULA VISTA**



Source: CoStar, 2020

As illustrated in Figure 3, *Industrial Market Rent per Square Foot within City of Chula Vista*, rent growth has resulted in average industrial rental rates within the City growing from approximately \$10 per square foot in 2014 to approximately \$14 in 2020. Flex industrial and the broader San Diego market have commanded rents roughly 40 percent and 20 percent higher, respectively, than the City average.

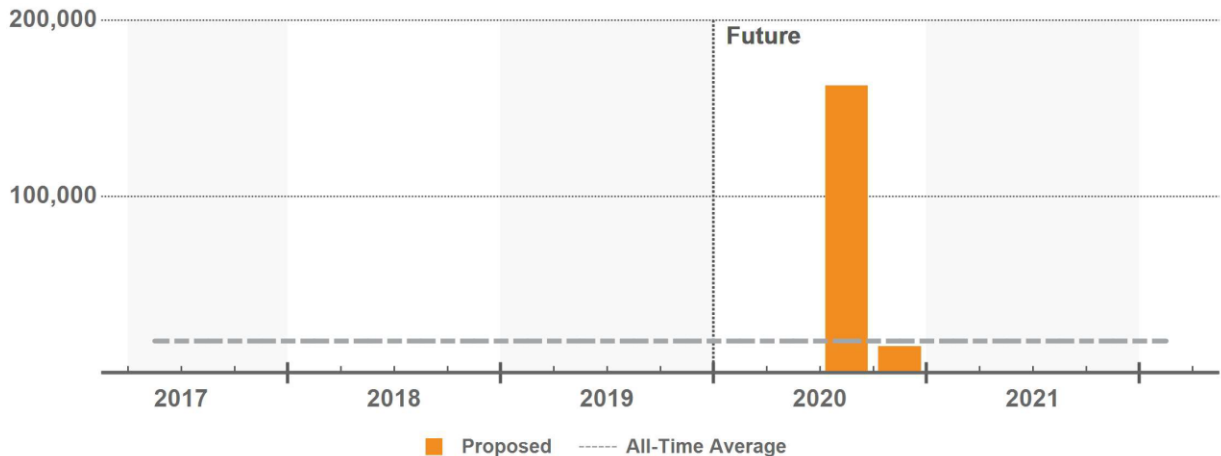
FIGURE 3: INDUSTRIAL MARKET RENT PER SQUARE FOOT WITHIN CITY OF CHULA VISTA



Source: CoStar, 2020

As previously stated, it is anticipated approximately 178,000 square feet of industrial space is expected to be delivered in the City within the next two years. As illustrated in Figure 4, *Past and Future Industrial Deliveries in Square Feet within City of Chula Vista*, substantially all of this additional space is currently expected to be delivered in mid- to late- 2020.

FIGURE 4: PAST AND FUTURE INDUSTRIAL DELIVERIES IN SQUARE FEET WITHIN CITY OF CHULA VISTA



Source: CoStar, 2020

LONG-TERM INDUSTRIAL MARKET DEMAND

A determination on the sufficiency of existing industrial zoned land in the City was completed by evaluating the following:

- **Industrial Employment:** Long-term industrial employment within the City as projected by SANDAG for 2020, 2035, and 2050.
- **Industrial Employment Density:** Existing industrial building area (square footage) that currently supports the existing industrial employment. This estimates the average amount of industrial building area required for each industrial employee.
- **Required Industrial Building Area:** The required amount of industrial building area (square footage) to support future industrial employment.
- **Required Industrial Land:** The land area required to construct the projected amount of required industrial building area.

Industrial Employment

Analyzing future industrial demand utilized SANDAG estimates of current and future industrial employment in the City. Aggregation of projected manufacturing jobs, wholesale jobs, and transportation and warehousing jobs for SANDAG Traffic Analysis Zones (TAZs) within the City identified the projected industrial jobs (see Appendix B and Appendix C). This analysis suggests there are currently 8,990 industrial jobs in the City, and there are projected to be 9,944 industrial jobs in 2035, and 11,204 industrial jobs in 2050 (refer to Table 1, *Estimate of Lands Required to Support City of Chula Vista Industrial Demand*).

TABLE 1: ESTIMATE OF LAND ACRES REQUIRED TO SUPPORT CITY OF CHULA VISTA INDUSTRIAL DEMAND

| | 2020 | 2035 | 2050 | |
|---|-------------|--------------|--------------|--------------|
| Industrial Employment in City | 8,990 | 9,944 | 11,204 | ¹ |
| Required Industrial SF | 9,378,220 | 10,373,417 | 11,687,828 | ² |
| Assumed Vacancy | 4.6% | 7.0% | 7.0% | ³ |
| Required Industrial SF w/Vacancy | 9,830,419 | 11,154,212 | 12,567,557 | ⁴ |
| Increase in SF from 2020 Supply | | 1,323,793 | 2,737,138 | |
| General Plan Industrial Acres | 2,145 | 2,145 | 2,145 | |
| SANDAG Estimated of Current Acres | 731 | 731 | 731 | ⁵ |
| Required Acres at 0.40 FAR | | 76 | 157 | ⁶ |
| Total Required Acres | 731 | 807 | 888 | |
| Required Industrial Acres at FAR | 2020 | 2035 | 2050 | ⁷ |
| 0.25 | | 852 | 982 | |
| 0.40 | | 807 | 888 | |
| 0.55 | | 786 | 845 | |
| Surplus Industrial Acres at FAR | 2020 | 2035 | 2050 | |
| 0.25 | | 1,293 | 1,163 | |
| 0.40 | | 1,338 | 1,257 | |
| 0.55 | | 1,359 | 1,300 | |
| Effective Building SF / Job | 1,043 | | | ⁸ |
| Current Inventory FAR | 0.31 | | | ⁹ |

1. Source: SANDAG Series 12 2050 Regional Growth Forecast; manufacturing jobs, wholesale jobs, and transportation and warehousing jobs.
2. 2020 industrial building inventory from CoStar (2020). Required square feet utilizes existing employment density as of 2020 (1,043 square feet per industrial employee) on a go forward basis to estimate future square foot demand based on industrial employment growth.
3. Existing industrial vacancy is 4.6% (CoStar); 7% utilized as a stabilized figure in the future from 2012 AECOM Analysis.
4. Projected industrial employees multiplied by 1,043 (square feet), plus 7.0% vacancy factor.
5. SANDAG 2010 existing industrial land area.
6. Projected increase in required industrial building area divided by square feet in an acre (43,560), divided by 0.40 FAR.
7. The range of FAR reflects the range given in the City's General Plan.
8. 2020 industrial building inventory divided by 2020 estimate of industrial employees.
9. 2020 industrial building inventory divided by square feet in an acre (43,560), divided by SANDAG 2010 estimate of existing industrial land area.

Industrial Employment Density

Leased industrial building area divided by the current estimate of employees in industrial sectors gives the estimate of current employment density. This yields an average of 1,043 square feet of industrial building area per employee. For reference, in 2012, AECOM prepared a Cumulative Employment Lands and Fiscal Impact Analysis (2012 AECOM Analysis) in which an assumption of 900 square feet per employee was used. Although the 2012 AECOM Analysis estimate is reasonable, the more conservative estimate of 1,043 square feet per employee is used herein as it assumes more industrial building area is required per employee in current and future demand estimates. The current employment density of the project site is approximately 1,225 square feet of building area per employee, which is roughly 17 percent lower than the conservative estimate and 36 percent lower than the 2012 AECOM Analysis.

Required Industrial Building Area

The building area required for each employee (1,043 square feet) multiplied by the estimated number of industrial employees in 2035 and 2050 gives the estimate of required industrial building area. Including a stabilized vacancy factor of 7 percent (carried over from the 2012 AECOM Analysis), the City will require approximately 11.2 million and 12.6 million square feet of industrial building area in 2035 and 2050, respectively. This represents an increase of approximately 1.3 million and 2.7 million square feet over current inventory levels (refer to Table 1).

Required Industrial Land

A higher FAR decreases the amount of land needed to support the required industrial building area, while a lower FAR increases the amount of land required. This analysis used a FAR of 0.40 to estimate the amount of industrial land area required to support the estimated increase in industrial building area. For reference, the 2012 AECOM Analysis also used a 0.40 FAR for General Industrial, though a 0.50 FAR was used for Research/Limited Industrial in that analysis. Based on current building profiles, the 0.40 FAR appears appropriate as a general assumption, and it yields a demand for 76 additional acres of industrial land in the City by 2035, and an additional 157 acres by 2050.

Based on SANDAG analysis, approximately 731 acres of industrial property were in use in the City as of 2010. Given the current inventory of approximately 9.8 million square feet of industrial building area within the City (and assuming no significant change in industrial land area between 2010 and 2020), the current inventory of industrial building area has a FAR of approximately 0.31. This is reflective of the historically lower building intensity per acre of land than currently seen in the new build/go forward industrial market. For reference, if the existing industrial building area (currently developed at a 0.31 FAR) is redeveloped at a higher FAR, the existing industrially developed land area would support additional industrial building area.

With the existing inventory of 731 acres and the demand for 76 and 157 additional acres by 2035 and 2050, respectively, the total amount of industrial land required within the City is estimated to be approximately 807 acres for 2035 and 888 acres for 2050.

Pursuant to the City's General Plan, the City has 2,145 acres of industrially designated land. Thus, as shown in Table 1, there is currently a surplus of more than 1,200 acres of industrially designated land at the 2050

horizon on the analysis. As such, this analysis concludes there is more than an adequate supply (8.9 times the estimated demand⁶) of industrially zoned land within the City.

L STREET TROLLEY

The City requested an evaluation for the potential for and land use impacts of a new trolley station at L Street. This analysis considers the process and factors that go into a new station, including the land use implications. Ultimately, the project is an attractive, appropriate transitional use between the existing uses on L Street and any likely uses in the event an L Street station is desirable.

POLICY, PROCESS, AND CRITERIA

While a new station at L Street is not beyond consideration, the planning process is complex, long term, and requires extensive long-range (often decades) planning on behalf of the City, SANDAG, and Metropolitan Transit System (MTS). Such a process is beyond the means, timeline, and responsibility of the applicant of a relatively small development project.

L Street is roughly midway between the existing Blue Line trolley stations at Palomar Street and H Street and approximately one-quarter mile north of the project site. The project is approximately 0.6 miles from the Palomar Street station and approximately 1 mile from the H Street station to the north.

The E Street, H Street, and Palomar Street trolley stations each required significant capital investments and transportation improvements with long-term planning and coordination with MTS and SANDAG. The areas around each station contain and/or are planned for intensive development, revitalization, and redevelopment. These are reflected in the existing Downtown Third Avenue, Chula Vista, and Broadway Activity Centers in the Urban Core north of the project and the Palomar Gateway and West Fairfield Districts to the south.

Numerous planning documents were evaluated for guidance regarding a potential station at L Street. These included multiple SANDAG and MTS plans, guides and studies, the Chula Vista General Plan, Bayfront Development Master Plan, and the 2012 and 2017 Blue Line station studies by T.Y. Lin for the City. There is no existing policy that recommends, suggests, or supports a new trolley station at L Street. The complete lack of any mention of an L Street trolley in all studies and long-term transportation planning documents suggests significant constraints and limitations preclude such consideration.

Consultation with SANDAG and MTS indicated any consideration of a new trolley is the responsibility of and requires very long-range and complex review and coordination with MTS, SANDAG, and the City, not a project applicant. Each noted there is no fixed process or criteria for construction of a new station; however, consideration generally involves a cost-benefit analysis based on ridership, land use, construction, operational maintenance impacts, and costs.

⁶ 2,145 total acres – 731 acres in use – 7 rezoned to residential = 1,407 surplus acres. 1,407 surplus acres/2035 demand of 76 acres = 18.5x 2035 demand. 1,407 surplus acres/2050 demand of 157 acres = 8.9x 2050 demand.

Initial reactions from both SANDAG and MTS suggested a new station at L Street would not be likely based on the following constraints:

- The Blue Line is already at or near capacity on many trips. There is little room on the trains for new riders during peak hours.
- A new station would add delays to the existing ridership.
- Significant construction, operational, maintenance, and security costs are not likely to be recovered. The 2017 study indicates the cost for grade-separated trolley stations at E Street and H Street is roughly \$40 million each. That cost jumps to an estimated \$270 million combined for the E Street and H Street stations if grade separation of heavy rail is included as preferred by the City. By means of comparison, MTS noted other at-grade stations currently under consideration have significantly more capacity for expanded ridership and far greater development density, yet are still not proving economically feasible.
- The Mid-Coast extension is expected to increase demand and capacity challenges on the Blue Line.

PROJECT CONSISTENT WITH POSSIBLE TROLLEY USES

It is noted that in the event a new station is deemed appropriate, the proposed Residential High land use and R-3 zone are consistent with the patterns used around the E Street and H Street trolley stations. The density exceeds the minimum 18 dwelling units per acre for urban areas cited in the SDMTS *Designing for Transit* and the 20 dwelling units per acre cited in the SANDAG *Transit Oriented Communities*. Residential High (R-3) is located adjacent to Mixed-Use Commercial and Transit Focus Area and within one-half block of both stations. See Exhibit 3, E and H Street Stations – Surrounding Land Uses, in Appendix A.

Although L Street is on the extreme southern edge of the Urban Core, a similar pattern of Mixed-Use Transit Focus Area and/or Commercial designations could be applied to properties on L Street. There are, however, single-family neighborhoods on the north side that are unlikely to change. The proposed Residential High (R-3) would be a seamless transitional use and density between any such uses on L Street and the stable single-family residential uses south of Moss Street. More intensive mixed-use transit or commercial uses on Moss Street would not be compatible based on the limited size and capacity as a two-lane, Class III Collector, non-Circulation Element road. See Exhibit 4, Area of Consideration with L Street Station, in Appendix A.

TRANSITIONAL USE

The proposed project is consistent with and is the most appropriate transitional use between the existing residential and industrial uses. As noted above, it is also consistent with the possible future redevelopment of the industrial lands to the north, including uses consistent with a L Street trolley (L Street Area). The project neither induces nor restricts the existing or future use of the adjacent sites. Rather, it reflects the logical land use and zoning that would be applied in the absence of the legacy industrial uses on the property.

The project would have the same zoning as the adjacent multi-family project to the east. Its redevelopment with townhouse condos will not create a new or inappropriate land use or zoning relationship. The project would simply extend the boundary between the Residential High (R-3) and Limited Industrial (I-L) several hundred feet to the west.

Simultaneously, the project would, consistent with best planning practices, create an identical land use and zoning relationship on both sides of Moss Street. This would improve the land use pattern and relationships along Moss Street. It is a logical extension that removes an awkward and incompatible situation and does not logically extend beyond the project site. See Exhibit 4, Area of Consideration with L Street Station, in Appendix A.

The industrially zoned sites between Industrial Boulevard and Interstate 5 are not attractive or suitable for new residential development. Like the adjacent lands along L Street to the north, they were developed more for commercial uses than traditional industrial. The large, well-maintained buildings along L Street are occupied by viable commercial uses (Avis, Napa Auto Parts, Harbor Freight, fitness center, and office uses), which make them more expensive and less attractive to redevelop.

Overall, the project strengthens and enhances the character of the existing residential neighborhood on Moss Street by removing incompatible and blighted industrial uses. It is consistent with any future uses associated with a possible future L Street trolley station.

CONCLUSIONS

The project will neither induce nor prevent potential future uses of other industrial lands in the area. It will generate a significant positive annual revenue for the City in perpetuity. Redevelopment of the site for a more intensive industrial use is not feasible. The best prospect for maximizing tax revenue from the property as zoned would generate less than one-half of the projected net positive revenue as the proposed project. It will not materially affect the jobs-housing balance, nor the available lands to meet future industrial demand. It will contribute positively to the community character of southwest Chula Vista by enhancing the existing residential neighborhood and supporting the future Bayfront Development Project. It is consistent with and implements the policies and goals of the General Plan. Finally, it is an appropriate transitional use between the existing and possible future uses of adjacent lands, including the possible future uses associated with a new trolley station at L Street.

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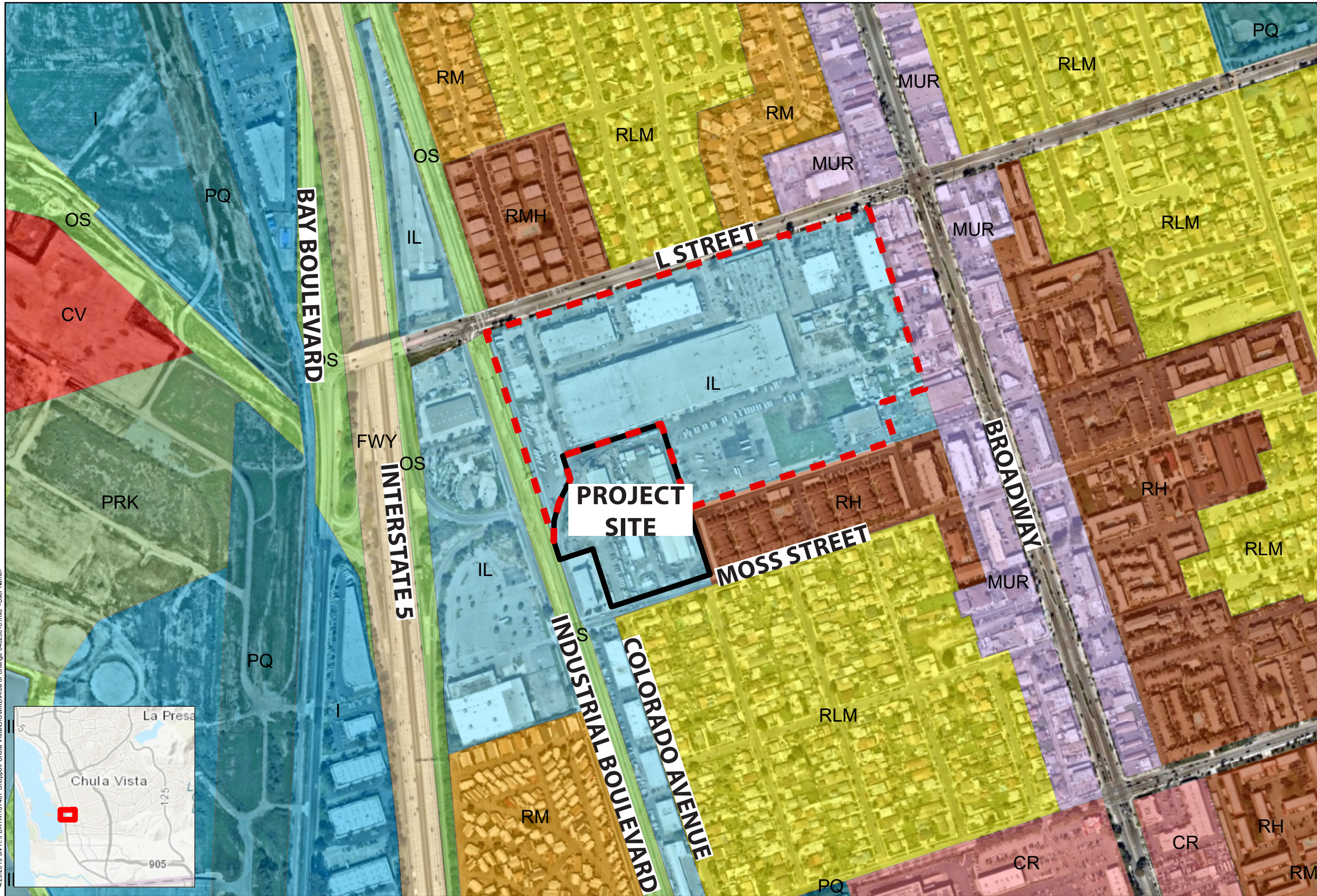
T.Y. Lin International, 2012. *Chula Vista Light Rail Corridor Improvements Project Study Report*

T.Y. Lin International, 2017. *Chula Vista Light Rail Corridor Improvements Final Supplemental Project Study Report*

Appendix A: Exhibits



EXHIBITS:

1. Existing General Plan Designation
2. Project Site and Areas of Consideration
3. E and H Street Stations – Surrounding Land Uses
4. Area of Consideration with L Street Station
5. Bayfront Project
6. Citywide Industrial Lands
7. Nearby Public Facilities



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 Project Site
 Area of Consideration

**Project Site
 General Plan Amendment**

Shopoff Realty Investments proposes an amendment to the City of Chula Vista's General Plan to allow development of a new condominium complex on a degraded 7-acre limited industrial site at 676 Moss Street (Project Site).

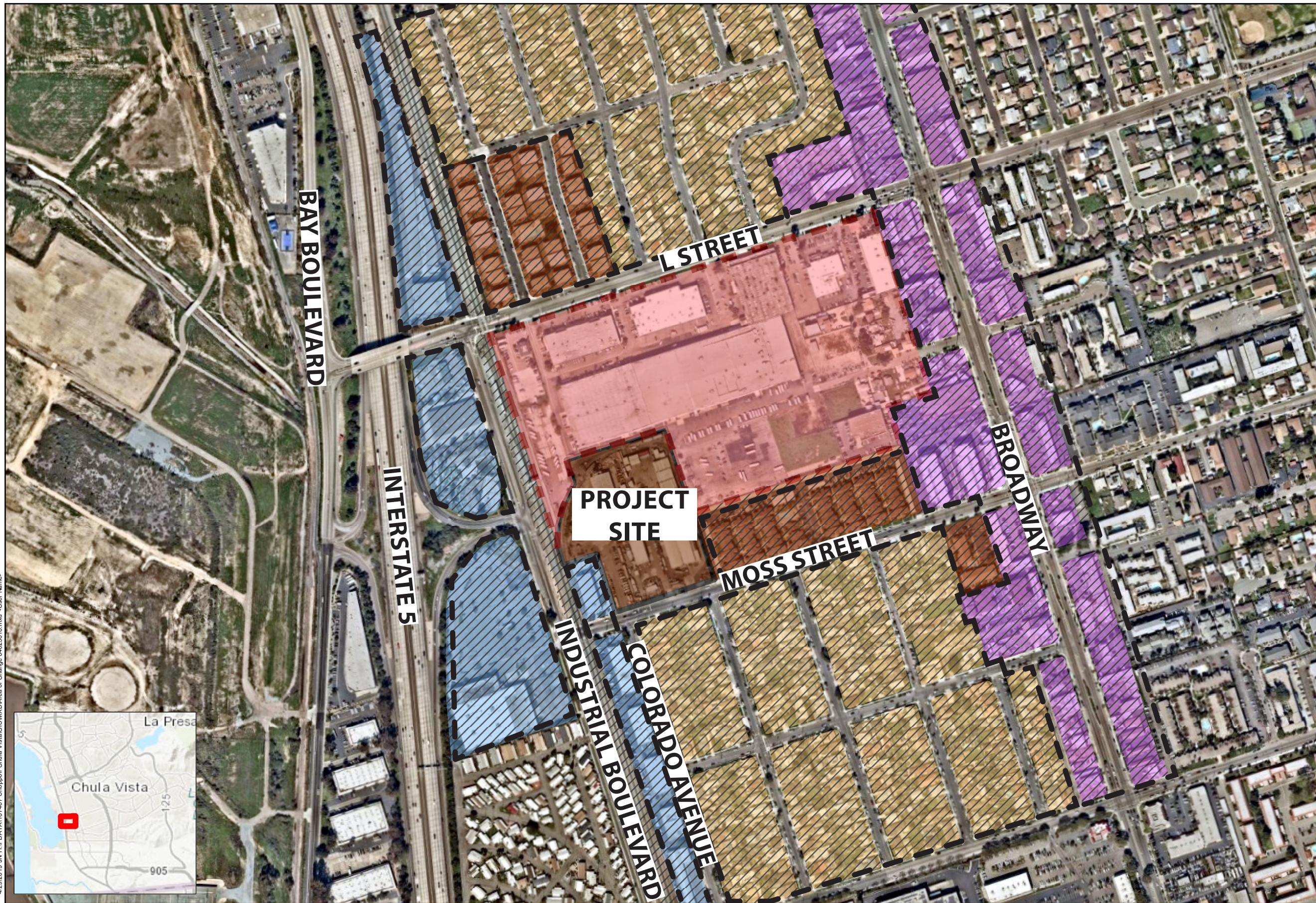
The general plan amendment will convert the land use designation on the Project Site from Limited Industrial to High-Density Residential (R-3).

Area of Consideration

Adjacent to the project site is an area of approximately 30 acres of limited industrial land (Area of Consideration). Most of the Area of Consideration is owned by the Sweetwater Union Highschool District, and is developed with a mix of industrial, commercial, and office uses.

In the future, the Area of Consideration may have potential for redevelopment and conversion to more intensive residential or commercial uses. Most existing structures and uses would need to be removed from the Area of Consideration for significant redevelopment to be viable.

The 676 Moss Street Project does not propose to change any land uses in the Area of Consideration. This analysis was conducted to evaluate the compatibility of the project with both existing and potential uses in the Area of Consideration. The project is highly compatible with both the existing industrial uses and potential commercial, residential, or mixed uses.



- Project Site
- Area of Consideration
- Not Subject to Change
- Limited Industrial
- Low to Medium Density Residential
- High Density Residential
- Mixed Use Residential

Not Subject to Change

- Naturally affordable housing
- Stable Neighborhoods
- New Development
- Industrial uses west of Colorado Ave.
- Mixed Use Residential along Broadway

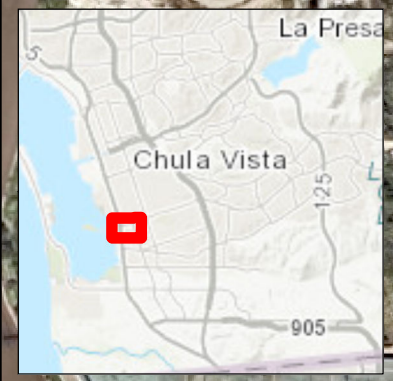
Area of Consideration

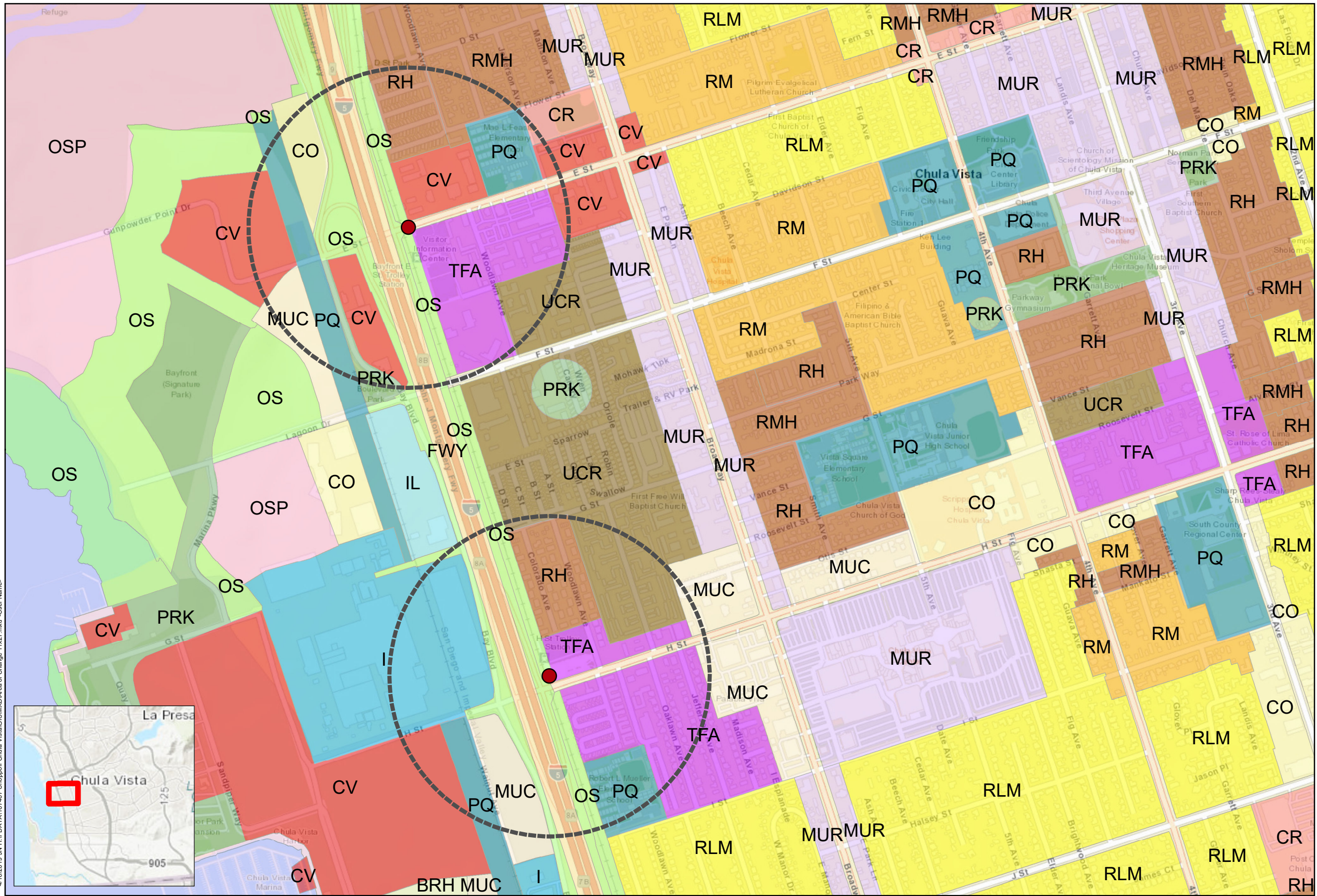
- Potential uses for the Area of Consideration include:
- Limited Industrial (existing)
 - High Density Residential
 - Urban Core Residential
 - Mixed Use Residential
 - Mixed Use Commercial
 - Mixed Use Transit Focused Area

676 Moss Street Project

- Creates consistent and balanced residential land uses on both sides of Moss Street from Broadway to Colorado Avenue.
- Strengthens and enhances the character of the existing residential neighborhood on Moss Street by removing incompatible and blighted industrial uses.
- Is compatible with:
 - Existing light industrial uses in the Area of Consideration.
 - Existing light industrial uses at 694 Moss Street.
 - Potential high density residential, urban core, transit-focused mixed use, and commercial visitor uses in the Area of Consideration.
- Neither requires nor precludes redevelopment in the Area of Consideration.
- Preserves industrial uses west of Colorado Avenue.
- Invests millions of dollars into an underutilized and blighted property.
- Provides a logical land use transition and buffer from low-medium density residential south of Moss Street. The Project would buffer homes south of Moss Street from:
 - Existing limited industrial uses in the Area of Consideration.
 - Any potential urban core, transit focused, or commercial development in the Area of Consideration.

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● Existing Stations
 ○ Existing Station Quarter Mile Radius

E Street Station

General Plan Land Use Designations surrounding the E Street Station include:

- Residential High Density
- Mixed Use Transit Focus Area
- Urban Core Residential
- Commercial Visitor
- Open Space
- Mixed Use Commercial
- Public/Quasi-Public
- Residential Medium High Density
- Commercial Retail

H Street Station

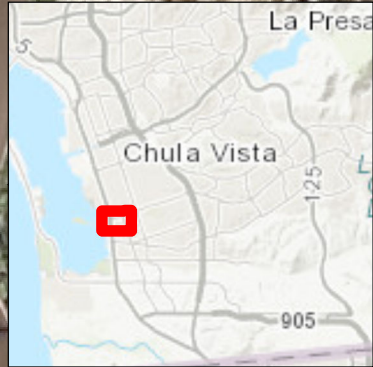
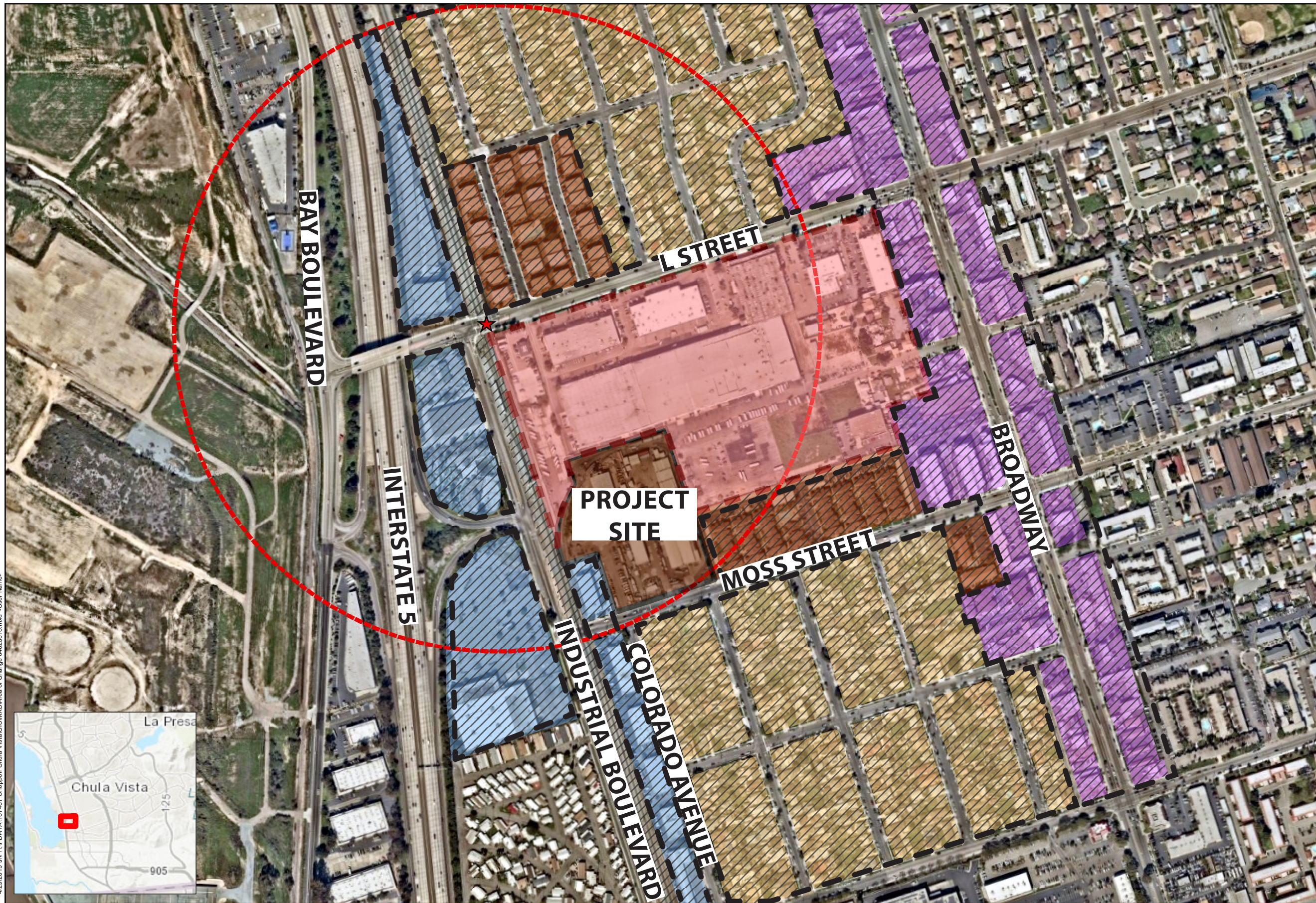
General Plan Land Use Designations surrounding the H Street Station include:

- Residential High Density
- Mixed Use Transit Focus Area
- Urban Core Residential
- Commercial Visitor
- Industrial
- Open-Space
- Mixed Use Commercial
- Public/Quasi-Public

Implications on 676 Moss Street Project

The High Density Residential designation proposed for the project site is reflective of comparable land uses within a quarter mile of the E and H Street Trolley Stations. If an L Street Station was proposed or desirable, the proposed condominiums at 676 Moss Street would complement and strengthen the viability of the station. The high density residential would be compatible with other potential transit-supportive uses, such as Mixed Use Transit Focus, Urban Core Residential, and Commercial Visitor.

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- Project Site
- Area of Consideration
- Not Subject to Change
- Limited Industrial
- Low to Medium Density Residential
- High Density Residential
- Mixed Use Residential
- Potential L Street Station
- Potential Station 1/4 Mile Radius

L-Street Station

The project would neither require nor preclude the construction of a new MTS trolley station at the intersection of Industrial Boulevard and L Street.

Existing residential uses north of L Street may need to be redeveloped with higher density residential or mixed use commercial to create densities and intensities necessary to support an L Street Station.

The industrial property along the west side of Industrial Boulevard is not suitable for new residential uses due to the limited vehicular and pedestrian access and proximity to Interstate 5.

676 Moss Street Project

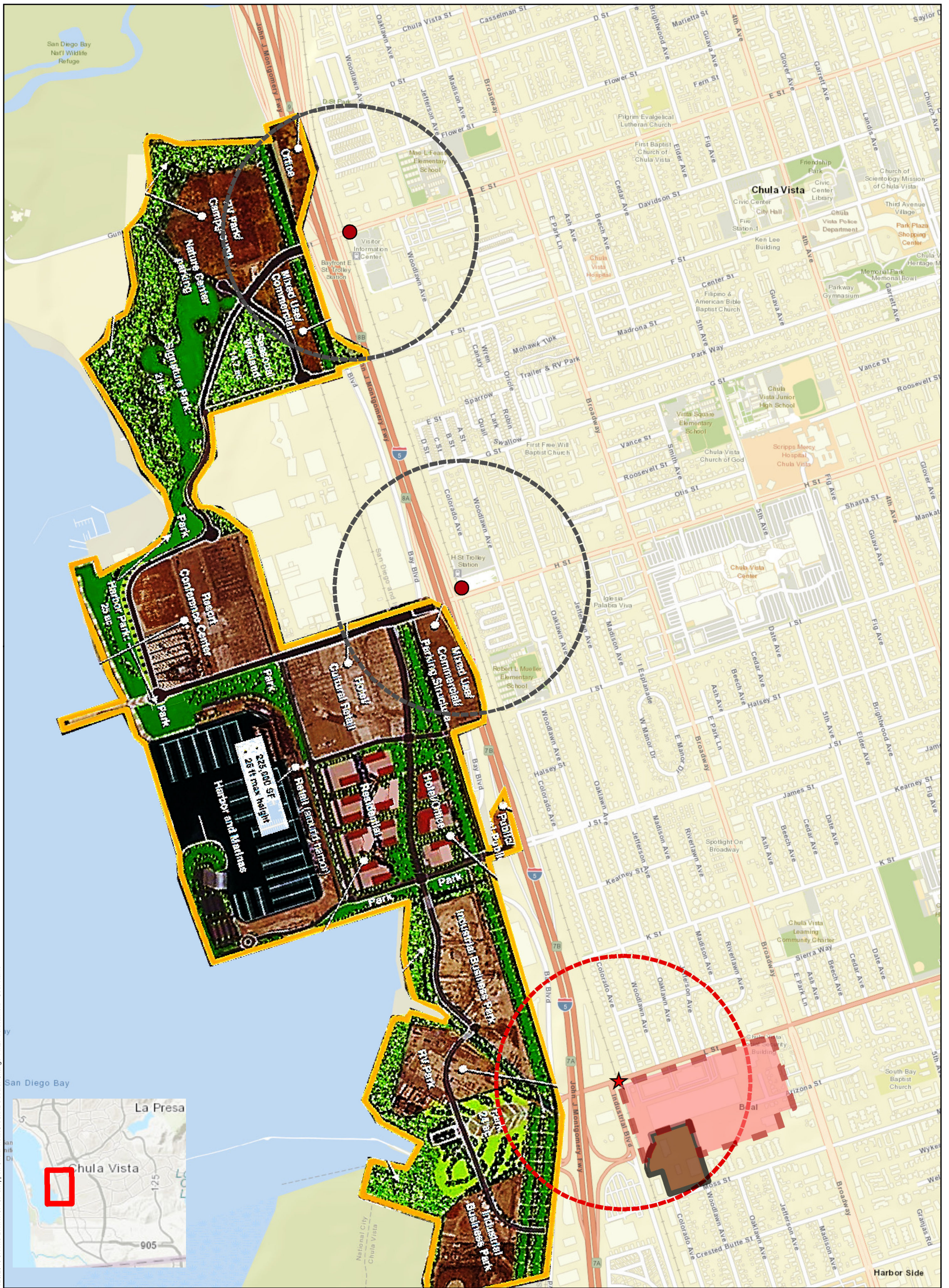
The high density residential condominiums at 676 Moss Street are compatible with neighboring uses both with or without an L Street Station.

The project would meet SANDAG minimum density requirements (20 du/ac) necessary to support a trolley station.

676 Moss Street is not ideal for Urban Core Residential or Mixed Use Residential because Moss Street is a two lane, Class III Collector with no room for expansion. These uses along Moss Street would necessitate significant right-of-way improvements and street widening to create appropriate vehicle accessibility. Additionally, Urban Core or Mixed Uses could overwhelm the existing low-medium residential developments. Very high density uses (Urban Core) would be better suited along L Street, which has sufficient street width and infrastructure to support densities greater than 27 du/ac.

SANDAG

A conversation with SANDAG indicated that adding a new trolley station is a highly involved, complex process. MTS may not have capacity for a new station due to high existing ridership levels on the Blue Line.



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- Area of Consideration
- Project Site
- Potential L Street Station
- Potential Station 1/4 Mile Radius
- Existing Stations
- Existing Station 1/4 Mile Radius

Bayfront Project

The Chula Vista Bayfront project will create:

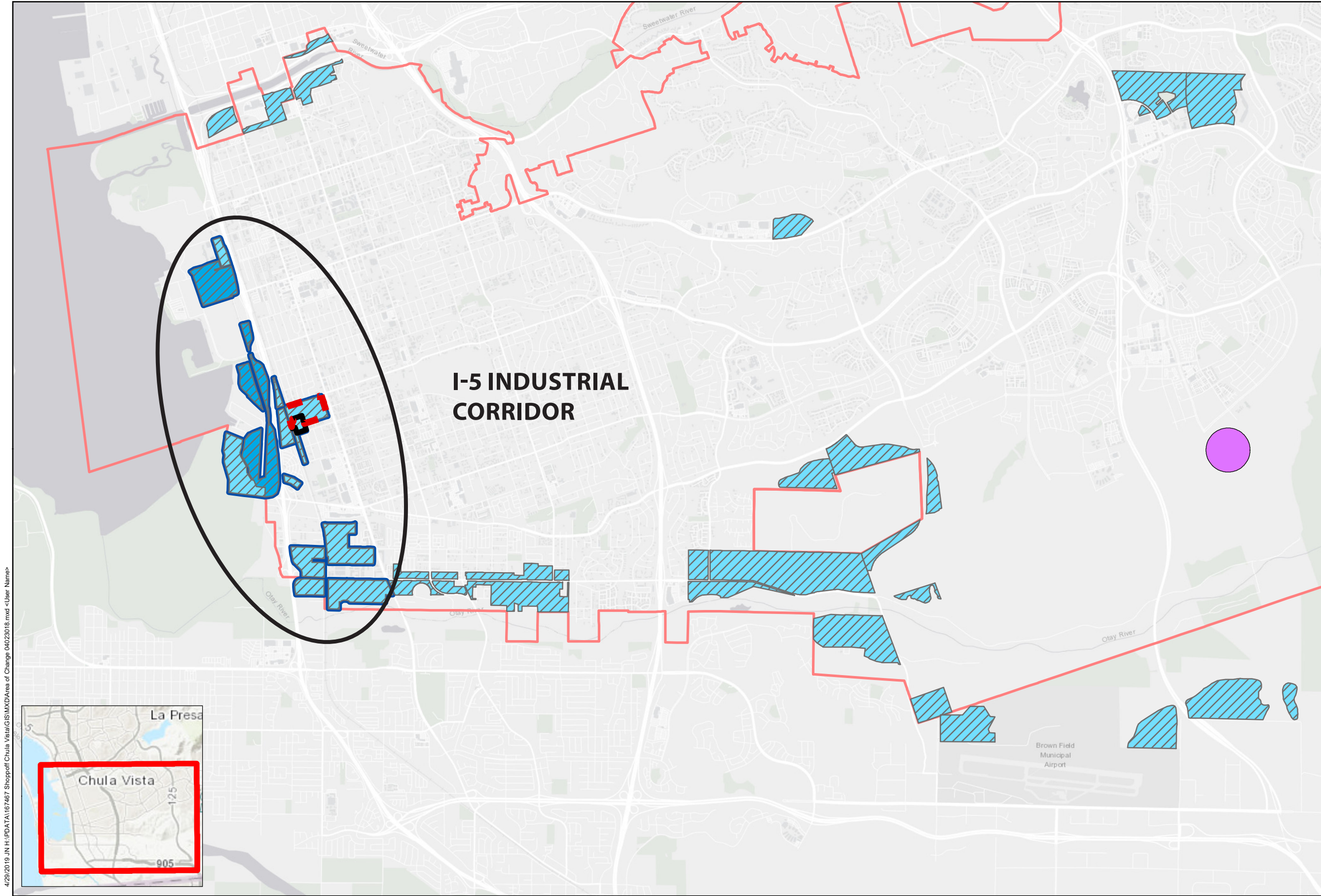
- 275,000 square foot convention center
- 1,600 resort-hotel rooms
- 200 acres of open space
- 6,000 construction jobs
- 2,000 permanent jobs
- 475 million dollars in yearly revenue

676 Moss Street Project

The 676 Moss Street Condominiums would complement the Bayfront project by adding new residential units close to a major employment area. The portion of the Bayfront closest to the project site is proposed for industrial, recreational and open-space uses.

L Street Station

The southern quarter of the Bayfront Project is unlikely to create enough jobs to independently support an L Street Station, as the highest intensity retail and employment is based around H Street, which is already served by a trolley station. The addition of a new station would require negotiations between the City of Chula Vista and SANDAG.



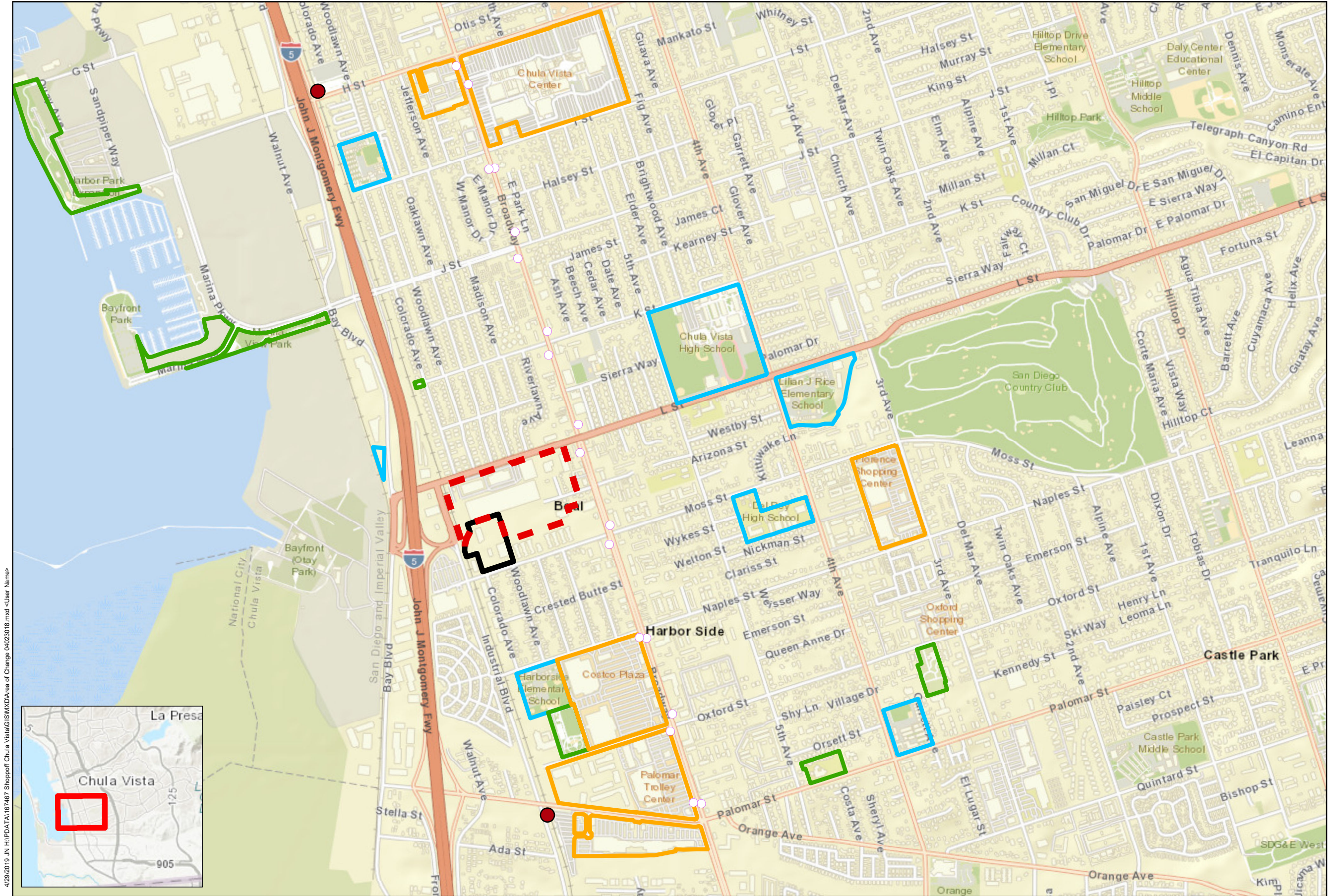
I-5 INDUSTRIAL CORRIDOR

- Project Site
 - Area of Consideration
 - Industrial Corridor
 - City Limit
- General Plan Industrial CODE**
- I
 - IL
 - RTP

The I-5 Industrial Corridor contains roughly 470 acres of industrial land.



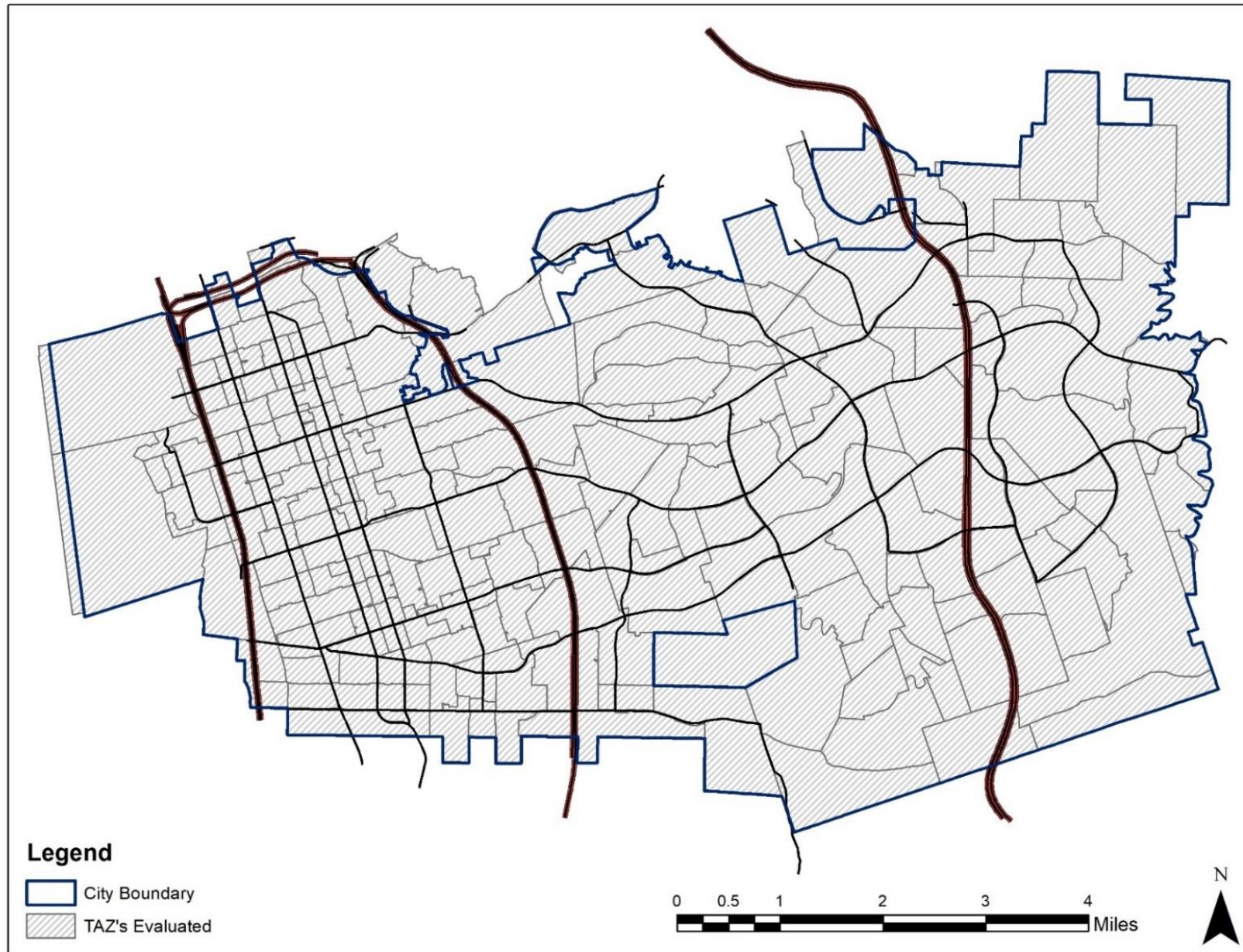
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- Project Site
- Area of Consideration
- Facilities and Services**
- Commercial Center
- Park
- School
- Existing Stations
- BusStops

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Appendix B: Map of Traffic Analysis Zones Evaluated



Appendix C:

Projected Industrial and Office Development by TAZ (SANDAG Series 12)

PROJECTED INDUSTRIAL AND OFFICE DEVELOPMENT BY TAZ

| TAZ | Industrial Employment | | | TAZ | Office Employment | | |
|------|-----------------------|-------|------|------|-------------------|------|------|
| | 2020 | 2035 | 2050 | | 2020 | 2035 | 2050 |
| 4099 | - | - | - | 4099 | - | - | - |
| 4103 | - | - | - | 4103 | - | - | - |
| 4140 | - | - | - | 4140 | - | - | - |
| 4141 | 1 | 1 | 1 | 4141 | - | - | - |
| 4148 | - | - | - | 4148 | - | - | - |
| 4167 | 1 | 1 | 16 | 4167 | 4 | 6 | 70 |
| 4171 | 9 | 9 | 9 | 4171 | 2 | 2 | 2 |
| 4183 | 1 | 1 | 1 | 4183 | 93 | 93 | 93 |
| 4191 | 5 | 5 | 5 | 4191 | 16 | 16 | 16 |
| 4193 | 3 | 3 | 3 | 4193 | 11 | 11 | 11 |
| 4196 | 3 | 3 | 3 | 4196 | 17 | 17 | 17 |
| 4204 | 2 | 2 | 2 | 4204 | 6 | 6 | 6 |
| 4206 | 4 | 4 | 4 | 4206 | 137 | 137 | 137 |
| 4207 | - | - | - | 4207 | - | 16 | 16 |
| 4208 | 3 | 3 | 3 | 4208 | 88 | 88 | 88 |
| 4210 | 1 | 1 | 1 | 4210 | 1 | 1 | 1 |
| 4211 | - | - | - | 4211 | 1 | 1 | 1 |
| 4212 | - | - | - | 4212 | 18 | 18 | 18 |
| 4213 | 3 | 3 | 3 | 4213 | 5 | 5 | 5 |
| 4214 | 1 | 1 | 1 | 4214 | 20 | 20 | 20 |
| 4216 | - | - | - | 4216 | 5 | 5 | 5 |
| 4219 | 12 | 12 | 12 | 4219 | 165 | 215 | 215 |
| 4224 | 7 | 7 | 7 | 4224 | 10 | 10 | 10 |
| 4225 | - | - | - | 4225 | 4 | 4 | 4 |
| 4226 | - | - | - | 4226 | 18 | 18 | 18 |
| 4227 | 295 | 291 | 283 | 4227 | 90 | 90 | 92 |
| 4228 | 7 | 7 | 14 | 4228 | 1 | 1 | 18 |
| 4229 | 1 | 1 | 1 | 4229 | 12 | 12 | 12 |
| 4231 | 3 | 3 | 3 | 4231 | 14 | 14 | 14 |
| 4232 | 1 | 1 | 1 | 4232 | 1 | 1 | 1 |
| 4233 | 9 | 31 | 42 | 4233 | 27 | 97 | 116 |
| 4234 | 17 | 15 | 13 | 4234 | 184 | 200 | 206 |
| 4235 | 1,020 | 1,012 | 999 | 4235 | 442 | 456 | 473 |
| 4236 | 261 | 259 | 354 | 4236 | 219 | 219 | 510 |
| 4237 | - | - | - | 4237 | 28 | 28 | 28 |
| 4240 | - | - | - | 4240 | 1 | 1 | 1 |
| 4241 | 11 | 11 | 11 | 4241 | 16 | 16 | 16 |
| 4242 | 3 | 6 | 6 | 4242 | 23 | 30 | 30 |
| 4243 | - | - | - | 4243 | - | - | - |
| 4244 | - | - | - | 4244 | 58 | 58 | 61 |
| 4245 | - | - | 9 | 4245 | 149 | 149 | 161 |
| 4246 | 94 | 96 | 135 | 4246 | 125 | 137 | 305 |
| 4247 | 5 | 5 | 5 | 4247 | 27 | 27 | 27 |
| 4248 | 7 | 7 | 7 | 4248 | 14 | 14 | 14 |
| 4249 | - | - | - | 4249 | - | - | - |
| 4250 | - | 13 | 16 | 4250 | 12 | 28 | 34 |
| 4251 | - | - | - | 4251 | 1 | 1 | 1 |

| TAZ | Industrial Employment | | | TAZ | Office Employment | | |
|------|-----------------------|------|------|------|-------------------|------|------|
| | 2020 | 2035 | 2050 | | 2020 | 2035 | 2050 |
| 4253 | 3 | 3 | 3 | 4253 | 8 | 8 | 8 |
| 4254 | 6 | 6 | 6 | 4254 | 30 | 30 | 30 |
| 4255 | 17 | 30 | 30 | 4255 | 138 | 160 | 160 |
| 4256 | 7 | 7 | 7 | 4256 | 10 | 10 | 10 |
| 4259 | 10 | 10 | 10 | 4259 | 16 | 16 | 16 |
| 4260 | - | - | - | 4260 | 48 | 59 | 59 |
| 4261 | 1 | 3 | 3 | 4261 | 93 | 106 | 106 |
| 4262 | 3 | 3 | 3 | 4262 | 6 | 6 | 6 |
| 4263 | 25 | 25 | 25 | 4263 | 11 | 27 | 27 |
| 4264 | - | - | 11 | 4264 | - | - | 22 |
| 4265 | - | - | - | 4265 | 1 | 1 | 1 |
| 4266 | - | - | - | 4266 | 20 | 20 | 20 |
| 4267 | 9 | 9 | 9 | 4267 | 61 | 67 | 67 |
| 4268 | 13 | 15 | 15 | 4268 | 27 | 35 | 35 |
| 4270 | - | - | - | 4270 | 3 | 3 | 3 |
| 4271 | 1 | 1 | 1 | 4271 | 10 | 10 | 10 |
| 4272 | - | - | - | 4272 | 30 | 30 | 30 |
| 4273 | - | - | - | 4273 | - | - | - |
| 4275 | 1 | 1 | 1 | 4275 | 1 | 41 | 41 |
| 4276 | - | - | - | 4276 | 31 | 39 | 39 |
| 4277 | 77 | 84 | 84 | 4277 | 370 | 382 | 382 |
| 4278 | 9 | 9 | 6 | 4278 | 18 | 18 | 18 |
| 4279 | 2 | 2 | 2 | 4279 | 3 | 3 | 3 |
| 4280 | - | 8 | 8 | 4280 | - | 24 | 24 |
| 4281 | - | - | - | 4281 | 18 | 18 | 18 |
| 4282 | - | 25 | 25 | 4282 | 616 | 648 | 648 |
| 4284 | 7 | 7 | 7 | 4284 | 1 | 1 | 1 |
| 4285 | 1 | 1 | 1 | 4285 | 11 | 11 | 11 |
| 4286 | - | - | - | 4286 | - | - | - |
| 4287 | 7 | 8 | 8 | 4287 | 4 | 17 | 17 |
| 4289 | - | - | 18 | 4289 | - | - | 21 |
| 4290 | 1 | 1 | 1 | 4290 | 2 | 2 | 2 |
| 4291 | - | - | - | 4291 | 9 | 9 | 9 |
| 4293 | 2 | 2 | 2 | 4293 | - | - | - |
| 4295 | 29 | 29 | 29 | 4295 | 161 | 161 | 161 |
| 4296 | - | - | - | 4296 | - | 75 | 75 |
| 4297 | 8 | 8 | 8 | 4297 | 134 | 134 | 134 |
| 4298 | - | - | - | 4298 | - | - | - |
| 4299 | 78 | 78 | 105 | 4299 | 18 | 18 | 65 |
| 4300 | - | - | - | 4300 | 237 | 237 | 237 |
| 4301 | - | - | - | 4301 | 1 | 1 | 1 |
| 4302 | - | - | - | 4302 | 3 | 3 | 3 |
| 4304 | 8 | 8 | 8 | 4304 | 22 | 22 | 22 |
| 4305 | 3 | 3 | 3 | 4305 | 8 | 8 | 8 |
| 4306 | - | - | - | 4306 | 12 | 39 | 39 |
| 4307 | 70 | 67 | 64 | 4307 | 292 | 297 | 297 |
| 4308 | 37 | 62 | 62 | 4308 | 288 | 327 | 327 |
| 4309 | 2 | 2 | 2 | 4309 | 2 | 2 | 2 |
| 4310 | 42 | 42 | 65 | 4310 | 6 | 6 | 45 |

| TAZ | Industrial Employment | | | TAZ | Office Employment | | |
|------|-----------------------|-------|-------|------|-------------------|------|------|
| | 2020 | 2035 | 2050 | | 2020 | 2035 | 2050 |
| 4311 | 2 | 2 | 2 | 4311 | 7 | 7 | 7 |
| 4312 | 9 | 9 | 9 | 4312 | 58 | 58 | 58 |
| 4313 | - | - | - | 4313 | 8 | 8 | 8 |
| 4314 | 1 | 1 | 1 | 4314 | 3 | 3 | 3 |
| 4315 | 14 | 19 | 19 | 4315 | 87 | 97 | 100 |
| 4316 | - | - | - | 4316 | - | - | - |
| 4317 | 1,802 | 1,809 | 1,746 | 4317 | 99 | 169 | 187 |
| 4318 | - | - | - | 4318 | 2 | 2 | 2 |
| 4319 | 4 | 4 | 4 | 4319 | 6 | 6 | 6 |
| 4320 | 1 | 1 | 1 | 4320 | 6 | 6 | 6 |
| 4321 | 2 | 2 | 17 | 4321 | 77 | 103 | 126 |
| 4322 | 45 | 50 | 50 | 4322 | 146 | 161 | 161 |
| 4323 | - | - | 31 | 4323 | - | - | 102 |
| 4324 | 3 | 3 | 3 | 4324 | 20 | 20 | 20 |
| 4325 | 15 | 15 | 15 | 4325 | 5 | 5 | 5 |
| 4326 | 79 | 77 | 74 | 4326 | - | - | - |
| 4327 | - | - | - | 4327 | 4 | 4 | 4 |
| 4328 | - | - | - | 4328 | 2 | 2 | 2 |
| 4330 | - | - | - | 4330 | - | - | - |
| 4331 | 14 | 14 | 14 | 4331 | 62 | 68 | 68 |
| 4332 | - | - | - | 4332 | 32 | 62 | 62 |
| 4333 | - | - | - | 4333 | 5 | 5 | 5 |
| 4334 | - | - | - | 4334 | - | - | - |
| 4335 | - | - | - | 4335 | - | - | - |
| 4336 | - | - | - | 4336 | - | - | - |
| 4337 | - | - | - | 4337 | - | 333 | 333 |
| 4338 | - | - | 2 | 4338 | - | - | 19 |
| 4339 | 3 | 3 | 220 | 4339 | 125 | 128 | 560 |
| 4340 | 6 | 6 | 6 | 4340 | 26 | 26 | 26 |
| 4341 | - | - | - | 4341 | 1 | 1 | 1 |
| 4342 | 3 | 3 | 3 | 4342 | - | - | - |
| 4343 | 1 | 1 | 1 | 4343 | 8 | 8 | 8 |
| 4344 | 5 | 5 | 5 | 4344 | 119 | 119 | 119 |
| 4345 | 11 | 11 | 11 | 4345 | 69 | 69 | 69 |
| 4346 | 13 | 14 | 14 | 4346 | 364 | 371 | 371 |
| 4347 | - | 38 | 44 | 4347 | 11 | 513 | 538 |
| 4348 | - | - | - | 4348 | - | - | - |
| 4349 | 22 | 22 | 22 | 4349 | 59 | 59 | 59 |
| 4350 | - | - | - | 4350 | - | - | - |
| 4351 | - | - | - | 4351 | - | - | - |
| 4352 | - | - | - | 4352 | 6 | 6 | 6 |
| 4353 | 2 | 2 | 2 | 4353 | 2 | 2 | 2 |
| 4354 | - | - | - | 4354 | 14 | 14 | 14 |
| 4355 | - | - | - | 4355 | 8 | 8 | 8 |
| 4356 | 64 | 64 | 64 | 4356 | 130 | 130 | 130 |
| 4357 | 1 | 1 | 1 | 4357 | 2 | 2 | 2 |
| 4358 | 125 | 124 | 118 | 4358 | 8 | 8 | 8 |
| 4359 | 2 | 2 | 2 | 4359 | 2 | 2 | 2 |
| 4360 | - | - | - | 4360 | 4 | 4 | 4 |

| TAZ | Industrial Employment | | | TAZ | Office Employment | | |
|------|-----------------------|------|------|------|-------------------|------|-------|
| | 2020 | 2035 | 2050 | | 2020 | 2035 | 2050 |
| 4361 | - | - | - | 4361 | 1 | 1 | 1 |
| 4363 | - | - | - | 4363 | - | - | - |
| 4364 | - | - | - | 4364 | - | - | - |
| 4365 | - | - | - | 4365 | 3 | 3 | 3 |
| 4366 | - | - | - | 4366 | 4 | 4 | 4 |
| 4367 | 187 | 195 | 194 | 4367 | 98 | 118 | 118 |
| 4368 | - | - | - | 4368 | 33 | 33 | 33 |
| 4369 | 6 | 6 | 45 | 4369 | 55 | 55 | 170 |
| 4370 | 14 | 14 | 14 | 4370 | 28 | 28 | 28 |
| 4371 | 4 | 4 | 4 | 4371 | 17 | 17 | 17 |
| 4372 | - | - | 282 | 4372 | - | 21 | 1,028 |
| 4373 | 3 | 3 | 3 | 4373 | 4 | 4 | 4 |
| 4374 | 1 | 1 | 1 | 4374 | 18 | 18 | 18 |
| 4375 | - | - | - | 4375 | 13 | 13 | 13 |
| 4376 | 37 | 37 | 37 | 4376 | 132 | 132 | 132 |
| 4377 | - | 1 | 1 | 4377 | 6 | 17 | 17 |
| 4378 | 11 | 15 | 16 | 4378 | 98 | 113 | 118 |
| 4379 | 26 | 26 | 26 | 4379 | 24 | 24 | 24 |
| 4380 | - | - | - | 4380 | - | - | - |
| 4381 | - | - | - | 4381 | - | - | - |
| 4382 | - | - | - | 4382 | - | - | - |
| 4383 | - | - | - | 4383 | 2 | 2 | 2 |
| 4384 | - | - | - | 4384 | - | - | - |
| 4385 | - | - | - | 4385 | - | - | - |
| 4387 | - | - | - | 4387 | 205 | 205 | 205 |
| 4389 | 1 | 1 | 1 | 4389 | 2 | 2 | 2 |
| 4390 | 3 | 3 | 3 | 4390 | 2 | 2 | 2 |
| 4391 | 4 | 4 | 4 | 4391 | 2 | 2 | 2 |
| 4392 | 12 | 30 | 30 | 4392 | 38 | 368 | 368 |
| 4393 | 19 | 19 | 19 | 4393 | 56 | 56 | 56 |
| 4394 | - | 9 | 9 | 4394 | 6 | 21 | 21 |
| 4395 | - | - | - | 4395 | 18 | 18 | 18 |
| 4396 | - | - | - | 4396 | - | - | - |
| 4397 | 27 | 27 | 27 | 4397 | 89 | 89 | 89 |
| 4398 | - | - | - | 4398 | - | 3 | 3 |
| 4399 | - | - | - | 4399 | 5 | 5 | 5 |
| 4400 | 1 | 1 | 1 | 4400 | - | - | - |
| 4401 | 1 | 1 | 1 | 4401 | 50 | 50 | 50 |
| 4402 | 277 | 274 | 266 | 4402 | 799 | 799 | 799 |
| 4403 | - | - | - | 4403 | 21 | 21 | 21 |
| 4404 | 67 | 67 | 67 | 4404 | 51 | 51 | 51 |
| 4405 | - | - | - | 4405 | 10 | 10 | 10 |
| 4406 | 2 | 2 | 2 | 4406 | 2 | 2 | 2 |
| 4407 | 2 | 3 | 3 | 4407 | 30 | 43 | 43 |
| 4408 | 89 | 140 | 140 | 4408 | 271 | 473 | 473 |
| 4409 | - | - | - | 4409 | 6 | 6 | 6 |
| 4410 | - | - | - | 4410 | - | - | - |
| 4411 | - | - | - | 4411 | 4 | 4 | 4 |
| 4412 | 154 | 168 | 168 | 4412 | 526 | 580 | 580 |

| TAZ | Industrial Employment | | | TAZ | Office Employment | | |
|------|-----------------------|------|------|------|-------------------|-------|-------|
| | 2020 | 2035 | 2050 | | 2020 | 2035 | 2050 |
| 4413 | 13 | 13 | 13 | 4413 | 8 | 8 | 8 |
| 4414 | - | - | - | 4414 | 8 | 8 | 8 |
| 4416 | 182 | 340 | 591 | 4416 | 610 | 1,821 | 2,645 |
| 4417 | 34 | 32 | 29 | 4417 | 59 | 59 | 59 |
| 4418 | - | - | - | 4418 | - | - | - |
| 4419 | 4 | 96 | 95 | 4419 | 86 | 294 | 294 |
| 4420 | 4 | 4 | 4 | 4420 | 5 | 5 | 5 |
| 4421 | - | - | - | 4421 | 7 | 7 | 7 |
| 4423 | - | - | - | 4423 | 2 | 2 | 2 |
| 4424 | - | - | - | 4424 | 13 | 13 | 13 |
| 4425 | 13 | 13 | 13 | 4425 | 139 | 139 | 139 |
| 4426 | 2 | 2 | 2 | 4426 | - | - | - |
| 4427 | - | - | - | 4427 | - | - | - |
| 4428 | 160 | 160 | 160 | 4428 | 557 | 557 | 557 |
| 4429 | 3 | 38 | 38 | 4429 | 35 | 209 | 209 |
| 4430 | - | - | - | 4430 | 127 | 127 | 127 |
| 4431 | - | - | - | 4431 | 1 | 2 | 2 |
| 4432 | - | 2 | 2 | 4432 | - | 11 | 11 |
| 4433 | 1 | 1 | 1 | 4433 | 62 | 62 | 62 |
| 4434 | - | - | - | 4434 | 28 | 28 | 28 |
| 4435 | 2 | 2 | 2 | 4435 | - | - | - |
| 4436 | - | 85 | 85 | 4436 | 12 | 772 | 772 |
| 4438 | - | - | - | 4438 | 52 | 52 | 52 |
| 4439 | - | 114 | 311 | 4439 | - | 1,167 | 1,883 |
| 4440 | - | - | - | 4440 | - | - | - |
| 4441 | - | - | - | 4441 | 4 | 4 | 4 |
| 4442 | 3 | 3 | 4 | 4442 | 25 | 25 | 31 |
| 4443 | 23 | 23 | 23 | 4443 | 30 | 30 | 30 |
| 4444 | - | - | - | 4444 | 23 | 23 | 23 |
| 4445 | 5 | 5 | 5 | 4445 | 14 | 14 | 14 |
| 4446 | 1 | 1 | 1 | 4446 | 5 | 5 | 5 |
| 4447 | - | - | - | 4447 | 1 | 1 | 1 |
| 4448 | 1 | 1 | 1 | 4448 | 5 | 14 | 14 |
| 4449 | 2 | 2 | 2 | 4449 | 4 | 4 | 4 |
| 4450 | 2 | 2 | 2 | 4450 | 1 | 1 | 1 |
| 4451 | 7 | 7 | 7 | 4451 | 16 | 16 | 16 |
| 4452 | 4 | 4 | 4 | 4452 | 16 | 16 | 16 |
| 4453 | 23 | 23 | 23 | 4453 | 12 | 12 | 12 |
| 4454 | 2 | 2 | 2 | 4454 | - | - | - |
| 4455 | - | - | - | 4455 | - | - | - |
| 4456 | 10 | 10 | 10 | 4456 | 27 | 27 | 27 |
| 4457 | 15 | 15 | 15 | 4457 | 26 | 27 | 27 |
| 4458 | - | - | - | 4458 | 12 | 12 | 12 |
| 4459 | 232 | 228 | 221 | 4459 | 167 | 167 | 167 |
| 4460 | 2 | 2 | 3 | 4460 | 33 | 33 | 40 |
| 4461 | - | - | - | 4461 | - | - | - |
| 4462 | 1 | 1 | 14 | 4462 | 3 | 3 | 27 |
| 4463 | 2 | 2 | 2 | 4463 | - | - | - |
| 4464 | - | - | - | 4464 | - | - | - |

| TAZ | Industrial Employment | | |
|------|-----------------------|--------------|---------------|
| | 2020 | 2035 | 2050 |
| 4465 | - | - | - |
| 4466 | 275 | 272 | 266 |
| 4468 | 47 | 47 | 47 |
| 4469 | 385 | 382 | 376 |
| 4470 | 474 | 475 | 465 |
| 4471 | 87 | 87 | 88 |
| 4472 | 438 | 584 | 577 |
| 4474 | 475 | 469 | 531 |
| 4476 | 129 | 169 | 175 |
| 4477 | - | - | - |
| 4479 | 131 | 131 | 131 |
| 4480 | 59 | 56 | 51 |
| 4482 | 189 | 187 | 222 |
| 4483 | 24 | 45 | 45 |
| 4485 | 2 | 2 | 2 |
| 4486 | 42 | 40 | 37 |
| 4487 | 7 | 7 | 7 |
| 4489 | 7 | 32 | 32 |
| | 8,990 | 9,944 | 11,204 |

| TAZ | Office Employment | | |
|------|-------------------|---------------|---------------|
| | 2020 | 2035 | 2050 |
| 4465 | 3 | 3 | 3 |
| 4466 | 6 | 6 | 6 |
| 4468 | 11 | 11 | 11 |
| 4469 | 43 | 44 | 44 |
| 4470 | 327 | 352 | 352 |
| 4471 | 13 | 13 | 16 |
| 4472 | 10 | 785 | 785 |
| 4474 | 89 | 213 | 325 |
| 4476 | 21 | 80 | 93 |
| 4477 | - | - | - |
| 4479 | 32 | 32 | 32 |
| 4480 | 32 | 33 | 33 |
| 4482 | 3 | 4 | 64 |
| 4483 | 218 | 307 | 307 |
| 4485 | 8 | 19 | 19 |
| 4486 | 1 | 2 | 2 |
| 4487 | 30 | 30 | 30 |
| 4489 | 27 | 520 | 520 |
| | 12,270 | 19,632 | 23,880 |