

EPS

Economic &
Planning Systems

Public Finance

Real Estate Economics

Regional Economics

Land Use Policy

FINAL REPORT

PLACER VINEYARDS URBAN SERVICES PLAN

Prepared for:

Placer County

Prepared by:

Economic & Planning Systems, Inc.

July 2007

EPS #11407

SACRAMENTO

2150 River Plaza Drive, Suite 400
Sacramento, CA 95833
www.epsys.com

phone: 916-649-8010
fax: 916-649-2070



BERKELEY

phone: 510-841-9190
fax: 510-841-9208

DENVER

phone: 303-623-3557
fax: 303-623-9049

TABLE OF CONTENTS

I.	INTRODUCTION	1
	Project Context.....	1
	Urban Services	7
	Purpose of the Urban Services Plan.....	8
	Goals and Policies of the Urban Services Plan	11
	Annual Costs and Special District Funding.....	12
	Funding Mechanisms.....	19
	Annual Cash Flow	19
	Report Organization.....	20
II.	PROJECTED GROWTH AND ABSORPTION	23
III.	PROPOSED FINANCING MECHANISMS.....	29
	Services CFD	29
	Assessments	30
IV.	DETAILED SERVICE LEVELS.....	33
	Fire	33
	Sheriff	39
	Trails and Parks	44
	Open Space	49
	Landscape Corridors.....	53
	Countywide/Baseline Municipal Services	57
	Library	62
	Transit	67
	Recreation Services.....	72
	Roads.....	79
V.	ANNUAL CASH FLOW AND DEFICIT FUNDING MECHANISMS	83
	Annual Cash Flow	83
	Deficit Funding Mechanisms.....	83

Appendices

- Appendix A: Detailed Sheriff and Countywide/Baseline Municipal Services Cost Estimates
- Appendix B: PVSP Annual Cash Flow Sensitivity Analysis
- Appendix C: Supporting Information for Trails, Parks, Parks Maintenance, Staffing, and Programming
- Appendix D: Affordable Housing Analysis

LIST OF TABLES

Table 1	Summary of Urban Services Costs and Revenues	7
Table 2	Summary of Services Provided by Placer County	9
Table 3	Summary of Services—Responsible Department	10
Table 4	Summary of Estimated Annual Costs at Buildout.....	14
Table 5	Summary of the Cost Components of the Urban Services Tax/Assessment.....	15
Table 6	Estimated Residential per-Unit Cost for Services before Affordable Housing Adjustment	16
Table 7	Weighted Average Residential Tax/Assessment with Affordable Housing Adjustment.....	17
Table 8	Estimated Annual Tax for Services for Commercial Development	18
Table 9	Annual Cash Flow Summary.....	21
Table 10	Placer Vineyards Projected Absorption	24
Table 11	Placer Vineyards Projected Population and Employment	25
Table 12	Placer Vineyards Assumptions.....	26
Table 13	Additional Assumptions for Library Cost Distribution.....	28
Table 14	Projected Phasing: Fire.....	36
Table 15	Annual Costs at Buildout: Fire	37
Table 16	Projected Annual Surplus/(Shortfall): Fire.....	38
Table 17	Projected Phasing: Sheriff.....	41
Table 18	Annual Costs at Buildout: Sheriff.....	42

Table 19	Projected Annual Surplus/(Shortfall): Sheriff.....	43
Table 20	Projected Phasing: Trails and Parks.....	46
Table 21	Annual Costs at Buildout: Trails and Parks.....	47
Table 22	Projected Annual Surplus/(Shortfall): Trails and Parks	48
Table 23	Projected Phasing: Open Space.....	50
Table 24	Annual Costs at Buildout: Open Space	51
Table 25	Projected Annual Surplus/(Shortfall): Open Space.....	52
Table 26	Projected Phasing: Landscape Corridors	54
Table 27	Annual Costs at Buildout: Landscape Corridors	55
Table 28	Projected Annual Surplus/(Shortfall): Landscape Corridors.....	56
Table 29	Projected Phasing: Countywide/Baseline Municipal Services	59
Table 30	Annual Costs at Buildout: Countywide/Baseline Municipal Services	60
Table 31	Projected Annual Surplus/(Shortfall): Countywide/Baseline Municipal Services.....	61
Table 32	Projected Phasing: Library	64
Table 33	Annual Costs at Buildout: Library	65
Table 34	Projected Annual Surplus/(Shortfall): Library	66
Table 35	Projected Phasing: Transit.....	69
Table 36	Annual Costs at Buildout: Transit.....	70
Table 37	Projected Annual Surplus/(Shortfall): Transit.....	71
Table 38	Projected Phasing: Recreation Services	75
Table 39	Per-Capita Recreation Services Multipliers	76
Table 40	Annual Costs at Buildout: Recreation Services	77
Table 41	Projected Annual Surplus/(Shortfall): Recreation Services.....	78
Table 42	Projected Phasing: Roads	80
Table 43	Annual Costs at Buildout: Roads	81
Table 44	Projected Annual Surplus/(Shortfall): Roads.....	82
Table 45	Summary of Gross Annual Costs	84

Table 46	Summary of Annual Offsetting Revenues	85
Table 47	Annual Special Tax/Assessment Revenue Summary	86
Table 48	Urban Services Shortfall Fee Cash Flow	87

LIST OF MAPS

Map 1	Regional Map.....	3
Map 2	PVSP Map	5

I. INTRODUCTION

The Placer Vineyards Specific Plan Area (PVSP or Plan Area) will have an estimated 33,000 residents and approximately 7,700 employees at buildout over an area of 5,200 acres. **Map 1** shows the general vicinity in which the PVSP is located, and **Map 2** shows the anticipated land uses in the PVSP.

Located in unincorporated Placer County (County), the PVSP will require a full complement of urban services and infrastructure. This Placer Vineyards Urban Services Plan (Urban Services Plan) describes the service standards required to provide an *urban* level of public services in Placer Vineyards, the corresponding annual costs of these services, and the potential funding sources to cover the cost of these services. The Urban Services Plan does not apply to the existing dwelling units or proposed new dwelling units in the Special Planning Area (SPA) of the PVSP.

PROJECT CONTEXT

The County is considering several different proposed projects in the unincorporated southern region of the County that will require urban levels of service. During implementation, the Urban Services Plan will be coordinated with the public services needed for these other new development areas, and the delivery of urban public services in the PVSP/Plan Area must be viewed in the context of an overall countywide system providing services to all of these projects.

In an effort to plan comprehensively, the County commissioned fiscal analyses, public facility financing plans, and public services studies that considered public facilities, public service standards, and the impact of these costs on the County.

These companion documents contributed to development of this Urban Services Plan:

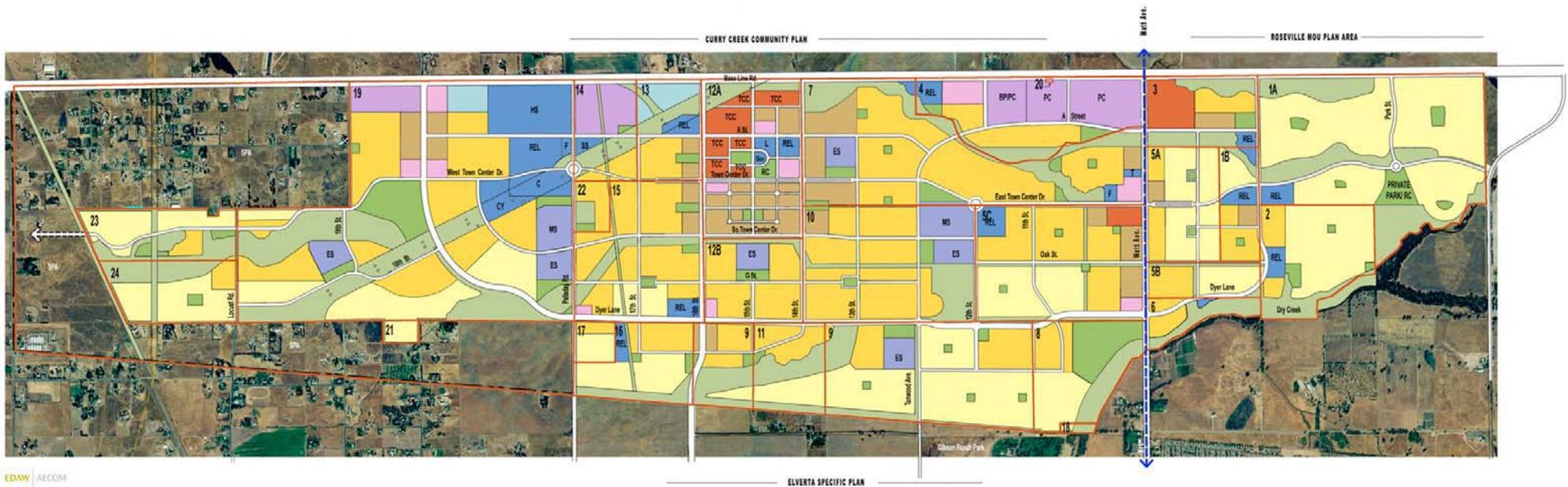
- **Placer Vineyards Specific Plan (Specific Plan)**, prepared by EDAW, describes the vision, land uses, environmental resources, community design, and amenities for Placer Vineyards;
- **Placer Vineyards Public Facilities Financing Plan**, prepared by Economic & Planning Systems, Inc., (EPS), describes the cost, timing, and funding of backbone infrastructure and public facilities serving the Plan Area;
- **Placer Vineyards Fiscal Analysis**, dated August 24, 2006, conducted by Hausrath Economics Group (HEG), estimates the fiscal impact on the County's General Fund resulting from the development of the Placer Vineyards project. Specifically, the fiscal analysis estimates the costs to the County of providing

local government services to project residents and employees. The fiscal analysis then compares these costs to the sales tax, property tax, and other County revenues generated by the project;

- **Consultant Studies** were prepared by Citygate, Willdan, and LSC Transportation Consultants in 2005. These consultant studies evaluated urban service levels provided by other similar communities and recommended a set of services standards for the PVSP. The consultant studies covered the following urban services:
 - Citygate—Sheriff, Parks and Recreation;
 - Willdan—Public Works; and
 - LSC Transportation Consultants—Transit;
- **Facilities Timing as Proposed by the County** spreadsheet was prepared by the County Executive Office, last updated on June 28, 2007. This document shows proposed timing triggers and estimated costs for Public Facilities in the PVSP, and is an attachment in the Public Facilities Financing Plan prepared by EPS.
- **Placer Vineyards Public Services as Proposed by the County** spreadsheet was prepared by the County Executive Office on January 2, 2007. This document contains estimated timing and costs for staffing, facility maintenance, and equipment replacement needed for the delivery of public services in the PVSP as identified in this Urban Services Plan document.
- **Updated Cost and Revenue Provided by or Approved by the County** since January, regarding sheriff, trails and parks, open space, landscape corridors, countywide/baseline services, and roads.

Table 1 summarizes the estimated total annual service costs at buildout, the potential offsetting revenues from existing sources of revenues, and the amount of funding that would be needed from new special taxes and assessments. New special taxes and assessments levied on the new development in the PVSP would be required to fund approximately 45 percent of the estimated service costs. The special tax/assessment levels required to fund urban services are projected to be considerably higher compared to other new development areas in the region. The higher special tax/assessment burden is attributable to the very low level of property taxes on land in the PVSP available to fund county-wide and urban services. Also, the PVSP is not projected to generate substantial net new sales tax revenues to help offset services costs.

THIS PAGE INTENTIONALLY CONTAINS NO TEXT.



EDAW | AECOM

LEGEND

C-MU COMMERCIAL MIXED USE	SPA SPECIAL PLANNING AREA	ES ELEMENTARY SCHOOL	REL RELIGIOUS FACILITY	CY CORPORATE YARD	OS OPEN SPACE
COB COMMERCIAL	LDR LOW DENSITY RESIDENTIAL	MS MIDDLE SCHOOL	F FIRE	SB SUBSTATION	P PARK
PC POWER CENTER	MDR MEDIUM DENSITY RESIDENTIAL	HS HIGH SCHOOL	Gov GOVERNMENT	T TRANSIT	RC RECREATION CENTER
BP BUSINESS PARK	HDR HIGH DENSITY RESIDENTIAL		L LIBRARY	C CEMETERY	
O OFFICE			Pa POLICE		←→ BRT LINE



Map 2
Placer Vineyards
Ownership Land Use Plan

THIS PAGE INTENTIONALLY CONTAINS NO TEXT.

Table 1
Summary of Urban Services Costs and Revenues

Item	Amount (2006\$)
Gross Annual Cost at Buildout	\$62,510,000
Offsetting Annual Revenues	(\$34,240,000)
Amount Funded by Special Taxes/Assessments [1]	\$28,380,000
Percent of Cost Funded by Special Taxes/Assessments	45%

"summ_table"

[1] Numbers do not total. See **Table 4**, footnotes [2] and [3].

The Urban Services Plan cost and revenue estimates are based on 2006 estimates. The service levels and cost estimates will be refined as part of the implementation of the Specific Plan. The Specific Plan and the Development Agreements (D.A.s) require the preparation of the following Master Plans before implementation of the Specific Plan:

- County Facilities Master Plan;
- Parks and Recreation Master Plan;
- Transit Master Plan;
- Landscaping Master Plan;
- Sewer Master Plan; and
- Drainage Master Plan

The results of the Master Plans will be incorporated into the formation of any Community Facilities District (CFD) and/or County Service Area (CSA) structures that fund urban services in the PVSP. The required special taxes and assessments also will be updated as part of the process of forming the required Special Financing Districts. These financing mechanisms will include provisions to adjust special taxes and assessments for inflation and potential contingencies.

URBAN SERVICES

This PVSP Urban Services Plan describes the standards, delivery, costs, and funding mechanisms for the following types of public services in the Plan Area:

- Fire Protection;
- Sheriff Protection;
- Trails and Park Maintenance;
- Open Space Maintenance;
- Landscape Corridors Maintenance;
- Countywide/Baseline Municipal Services (e.g., probation, human services);
- Library Services;
- Transit Services;
- Recreation Services; and
- Roads Maintenance.

Table 2 summarizes the level of service planned for each public service, while **Table 3** identifies the provider of each service.

PURPOSE OF THE URBAN SERVICES PLAN

The purpose of the Urban Services Plan is to describe the service levels and financing strategy to fund an urban level of public services that will be provided to Placer Vineyard’s future residents, businesses and employees. The Urban Services Plan accomplishes this strategy by following these steps:

1. Specifying the service standards for public services to be provided to PVSP residents, businesses and employees. The costs of these services have been estimated based on a set of consultant reports, analysis prepared by the County service providers, and other available information.
2. Identifying funding sources to pay for the service costs. These sources include existing revenues as well as newly created funding sources paid by future development in the PVSP.
3. Providing information regarding the timing of the delivery of urban services related to the growth in population and employment in the PVSP.
4. Establishing the policy framework for financing the required urban services.

Table 2
Placer Vineyards Specific Plan - Urban Services Plan
Summary of Services Provided by Placer County

Services	Recommended Level of Service	Potential Funding Source
Fire	1 Firefighter and Officer per 1,000 population; 1 Fire Prevention/Planning Staff member per 10,000 population; and 1 support Staff member per 10,000 population.	CFD, CSA, General Fund revenues, existing assessments.
Sheriff	Overall estimate of 1.36 officers per 1,000 population.	CFD, CSA, General Fund revenues, Prop 172 sales tax revenues.
Trails and Parks	Over 46 miles of class 1 trails (including equestrian trails).	CFD, CSA.
Open Space	There are approximately 500 acres of on-site open space in the Placer Vineyards project, plus 214 acres of drainageway channels. In addition to the on-site open space acreage there are approximately 3,500 acres of off-site open space.	CFD, CSA, user charges.
Landscape Corridors	There are 107 acres of landscape corridors for major backbone infrastructure.	CFD, CSA.
Library	The library facility will operate 6 days a week with open hours on two or three evenings per week.	CSA, property tax (Library Fund).
Transit	Local bus service 7 days per week, 5:00 a.m. to 9:00 p.m. weekdays and Saturday. Bus stops within 1/4 mile of majority of residences. Dial-a-ride, commuter (City of Sacramento) and inter-regional (Roseville, Rocklin) services will be provided.	CSA, sales tax revenues, farebox revenues.
Recreation Services	1 corporation yard for each park, 1 skate park for approximately every 18,000 population. 1 swimming pool, 1 community center, 1 gymnasium, 1 senior center, 1 recreation center, and 1 youth center for approximately every 40,000 population.	CFD, CSA, user charges, General Fund.
Roads	131 centerline miles of roads (excluding subdivisions). Also includes 29 traffic signals.	CSA, Road Fund revenues.

"los_summ"

**Table 3
Placer Vineyards Specific Plan - Urban Services Plan
Summary of Services - Responsible Department**

Public Service Category	Responsible Department
Fire	Placer County Fire Department
Sheriff	Placer County Sheriff's Department
Parks	Placer County Facility Services
Trails	Placer County Facility Services
Open Space	Placer County Facility Services or as Otherwise to be Designated
Landscape Corridors	Placer County Facility Services
Library	Placer County Library
Transit	Placer County Transit
Recreation	Placer County Facility Services
Roads	Placer County Public Works

"provider_summ"

GOALS AND POLICIES OF THE URBAN SERVICES PLAN

The goals of the Urban Services Plan serve to provide a solid framework for the delivery and financing of services within the Plan Area. Financing of required services recognizes existing policies of the County and urban service levels as a priority for funding and maintaining services over public financing of project and development-related infrastructure and facilities. The goals of the Urban Services Plan are as follows:

- Establish a level of urban services for the Plan Area commensurate with surrounding jurisdictions;
- Identify funding sources to pay for urban service costs that minimize financial risk to the County and can be sustained as development occurs and at buildout;
- Ensure services are funded and available when needed; and
- Consistent with General Plan policy, finance services by the development of the project without adversely affecting existing County funds.

The following policies shall be followed in implementing the Urban Services Plan for the Plan Area:

1. Services will be funded and provided to residents, businesses, and employees of the Plan Area at an urban level commensurate with similar urban communities, and above existing levels provided by the County within the unincorporated areas.
2. Ensure timing for funding of urban and countywide services is coordinated so that services are available when needed as the population and employment grows.
3. A funding strategy shall be developed to ensure that the County's General Fund is not negatively impacted by the cost of providing urban and countywide services in a sustainable and reliable manner.
4. Use of public financing to fund services shall take priority over the use of such financing for infrastructure and public facility improvements in the Plan Area.
5. When public financing is used, the total annual tax and/or assessment rates for developed land shall not exceed fiscally prudent levels and will be consistent with the Rules and Procedures of the Placer County Bond Screening Committee.
6. Before properties can be developed, such properties shall be required to annex into the Community Facilities District for Services (Services CFD) or a CSA

- before recording of the final map. Parcel maps that are found by the applicable hearing body to be for bona fide agricultural use and are consistent with their current agricultural zoning are exempt from this policy.
7. Other financing mechanisms, such as creation of private districts or associations, may be used to fund maintenance of certain facilities in the Plan Area. Any such alternative or supplemental financing mechanisms shall comply with the other policies described above.

Table 2 summarizes the recommended level of service for each public service component and **Table 3** identifies the service provider for each public service.

ANNUAL COSTS AND SPECIAL DISTRICT FUNDING

The estimated costs of providing the urban services to the PVSP are based on the service level ranges identified in the PVSP Environmental Impact Report (EIR), a series of consultant studies, and estimates provided by the County departments that will be responsible for providing the urban services. The urban service cost estimates will be refined as part of the process of establishing financing mechanisms (e.g., Mello-Roos CFD[s] and/or Assessment Districts), to provide the authorization to levy special taxes and assessments necessary to fund the urban services.

TREATMENT OF THE SPECIAL PLANNING AREA

The SPA is a geographic area of the PVSP that contains 150 existing units. Buildout of the PVSP can accommodate up to 261 additional units in the SPA for a total of 411 units. This area of the PVSP is excluded from the Urban Services Plan. **Table 11 in Chapter II** shows the projected population for the entire project, consistent with the Specific Plan. **Table 12 in Chapter II** estimates population and employment excluding the SPA. Costs and fees for the Urban Services Plan exclude the SPA.

Many of the consultant studies that estimated services levels for the PVSP included the SPA when projecting the cost of services for the Plan Area. “The Placer Vineyards Public Services as Proposed by the County” spreadsheet makes certain cost adjustments where possible to net out the SPA. The Urban Services Plan deducts the SPA area from the total projected population shown in the Specific Plan (estimated at about 3 percent of the total population) in both the estimated demand for public services and the allocation of estimated services costs.

SUMMARY OF COSTS

Table 4 summarizes the gross and net annual costs, at buildout, to provide an urban level of public services in the Plan Area. This table also shows the share of costs to be funded by residential development and the share of costs to be funded by commercial development. **Table 5** shows the average residential and commercial cost, on a per-unit or per-square foot basis, for each service type. **Table 6** shows the allocation of annual costs among residential units—single-family, multifamily, and affordable units—resulting from the allocation of total costs across the Plan Area. **Table 7** shows the annual residential special taxes/assessments that are derived based upon allocated costs and targeted maximum taxes/assessments; these rates reflect the County’s target rates for both market rate and affordable units. **Table 8** shows the per-1,000-building-square-foot cost for commercial land uses.

The resulting taxes/assessments summarized below:

Single Family

- Low-Density, Market-Rate: \$2,410 per unit;
- Medium-Density, Market-Rate: \$2,410 per unit; and
- Medium-Density, Affordable: \$500 per unit.

Multifamily

- High-Density, Market-Rate: \$1,250 per unit; and
- High-Density, Affordable: \$500 per unit.

Commercial

- Retail Development: \$0.36 per building square foot, or \$3,890 per acre (based on an FAR of 0.25); and
- Office Development: \$0.36 per building square foot, or \$4,670 per acre (based on an FAR of 0.30).

Please note that the recommended tax/assessment per unit/per square foot includes three adjustments:

- Exclusion of the SPA, as described above.
- A 5-percent increase in costs to account for a 10-percent mapping factor or land use contingency factor. In many large specific plan areas, new development may build out to a total of approximately 85 to 90 percent of the maximum potential estimated in the specific plan. This analysis assumes that roughly 10 percent of units and commercial square footage may never be developed, resulting in a decrease in overall demand for services (e.g., reduced population results in decreased demands for staffing), but an increase in per-unit responsibility for

Table 4
Placer Vineyards Specific Plan - Urban Services Plan
Summary of Estimated Annual Costs at Buildout (2006\$)

Item	Gross Annual Cost at Buildout	Offsetting Revenues	Net Annual Cost at Buildout	Residential Development Share of Cost [1]	Commercial Development Share of Cost [1]
	<i>a</i>	<i>b</i>	<i>c = a + b</i>	<i>d = c x 94.8%</i> <i>(see Table 12)</i>	<i>e = c x 5.2%</i> <i>(see Table 12)</i>
Fire	\$6,583,269	(\$4,347,901)	\$2,235,368	\$2,120,007	\$115,360
Sheriff	\$11,539,124	(\$1,104,304)	\$10,434,820	\$9,896,312	\$538,508
Trails & Parks	\$3,613,473	\$0	\$3,613,473	\$3,613,473	\$0
Open Space	\$1,304,181	\$0	\$1,304,181	\$1,304,181	\$0
Landscape Corridors	\$1,448,585	\$0	\$1,448,585	\$1,373,828	\$74,757
Countywide/Baseline Muni. Services [2]	\$23,773,402	(\$23,882,387)	\$0	\$0	\$0
Library	\$993,687	(\$587,329)	\$406,358	\$406,358	\$0
Transit	\$2,937,560	(\$1,468,780)	\$1,468,780	\$1,392,981	\$75,799
Recreation Services	\$4,472,648	(\$2,152,033)	\$2,320,615	\$2,320,615	\$0
Roads	\$5,846,435	(\$696,056)	\$5,150,379	\$4,884,584	\$265,795
Total [3]	\$62,512,000	(\$34,239,000)	\$28,383,000	\$27,312,000	\$1,070,000

"cost_summary"

Source: EPS.

[1] Distribution based on persons served. See Table 12.

[2] Since Countywide/Baseline Municipal services revenues exceed costs, net cost is shown as \$0.

[3] Rounded.

Table 5
Placer Vineyards Specific Plan - Urban Services Plan
Summary of the Cost Components of the Urban Services Tax/Assessment

Service Component	Average Per-Unit Cost	Single Family		Multifamily	Commercial		
		Low-Density	Med.-Density [1]	High-Density [1]	Retail/Office	Retail	Office
					<i>per Sq. Ft.</i>	<i>per Acre FAR = 0.25</i>	<i>per Acre FAR = 0.30</i>
Average Residential Cost (per Unit) [2]							
Fire	\$155	\$178	\$178	\$92	\$0.04	\$436	\$523
Sheriff	\$722	\$830	\$830	\$431	\$0.16	\$1,742	\$2,091
Trails & Parks	\$264	\$303	\$303	\$157	\$0.00	\$0	\$0
Open Space	\$96	\$109	\$109	\$57	\$0.00	\$0	\$0
Landscape Corridors	\$101	\$115	\$115	\$60	\$0.03	\$327	\$392
Countywide/Baseline Municipal Services	\$0	\$0	\$0	\$0	\$0.00	\$0	\$0
Library	\$30	\$34	\$34	\$18	\$0.00	\$0	\$0
Transit	\$102	\$117	\$117	\$61	\$0.03	\$327	\$392
Recreation Services	\$170	\$195	\$195	\$101	\$0.00	\$0	\$0
Roads	\$356	\$409	\$409	\$213	\$0.08	\$871	\$1,045
Average Per-Unit Cost (Unweighted) [2]	\$1,996	\$2,290	\$2,290	\$1,189	\$0.34	\$3,703	\$4,443
Average Per-Unit Cost (Weighted) [3]	\$2,100	\$2,410	\$2,410	\$1,250	\$0.36	\$3,890	\$4,670

"avg_unit_cost"

[1] Per-unit services cost for affordable units is the same as market-rate cost.

[2] Does not include 5% increase in fee that accounts for the possibility that the fee may have to be slightly higher if full development does not occur.

[3] Includes 5-percent mapping factor.

15

Table 6
Placer Vineyards Specific Plan - Urban Services Plan
Estimated Residential per-Unit Cost for Services Prior to Affordable Housing Adjustment

Unit Type	Total Units	Affordable/Rental Units Adjust. [1]	Adjusted Units	Persons per Unit [2]	Weighting Factor [3]	Weighted Persons	% Persons of Total	Residential Share of CSA/CFD-Funded Services Costs [4]	Weighted Annual Cost per Unit	Adjusted Annual Tax/Assess. per Unit (Before Afford. Housing Adjust.) [5]
<i>Formula</i>	<i>a</i>	<i>b</i>	<i>c</i>	<i>d</i>	<i>e</i>	<i>f = c x d x e</i>	<i>g = f/total persons</i>	<i>h = g x total cost</i>	<i>i = h/c</i>	<i>j = i x 1.05</i>
Single Family										
Low-Density										
SPA [6]	0		0	2.50	1.00	0	0.0%	\$0	N/A	N/A
Age-Restricted	931		931	2.50	1.00	2,328	7.8%	\$2,131,643	\$2,290	\$2,410
Low-Density	2,588		2,588	2.50	1.00	6,470	21.7%	\$5,925,556	\$2,290	\$2,410
Religious	0		0	2.50	1.00	0	0.0%	\$0	N/A	N/A
Subtotal Low-Density	3,519		3,519			8,798	29.5%	\$8,057,199		
Medium-Density	6,474	(137)	6,337	2.50	1.00	15,842	53.1%	\$14,508,889	\$2,290	\$2,410
Medium-Density (Affordable)		137	137	2.50	1.00	343	1.2%	\$314,160	\$2,290	\$2,410
Subtotal Single Family	9,993		9,993			24,983	83.8%	\$22,880,248		
Multifamily										
High-Density [7]										
High-Density	3,092	(2,237)	855	2.00	0.65	1,110	3.7%	\$1,016,640	\$1,190	\$1,250
High-Density (Affordable)		1,235	1,235	2.00	0.65	1,603	5.4%	\$1,468,006	\$1,190	\$1,250
High-Density (Rental)		1,002	1,002	2.00	0.65	1,300	4.4%	\$1,191,045	\$1,190	\$1,250
CMU	636		636	2.00	0.65	826	2.8%	\$756,061	\$1,190	\$1,250
Subtotal High-Density	3,728		3,728			4,839	16.2%	\$4,431,752		
Total	13,721		13,721			29,821	100.0%	\$27,312,000	\$2,000	\$2,100

"per_unit_svc_tax"

[1] Ten percent of units are set aside as affordable housing. Of this ten percent, 90 percent are high-density units and 10 percent are medium-density units. Also includes market rate rental units so that total affordable and rental high density units are 60 percent of total high density units. See note [7] below for breakdown of units.

[2] In this analysis, for purposes of weighting, all single family units are assumed to have 2.5 person per household (PPH) and all multifamily units are assumed to have 2.0 PPH.

[3] HDR units weighted by 0.649 to bring the tax/assessment per HDR unit to the County's maximum tax/assessment (\$1,250), shifting the cost to low- and medium- density units.

[4] The portion of total services costs allocated to residential development.

[5] Per-unit annual tax is increased to account for the possibility that the fee may have to be slightly higher if full development does not occur (map factor).

[6] SPA units are exempt from the tax/assessment for purposes of this analysis.

Item	Units
Total High Density (HD) Units	3,728
Affordable HD (90% of All Affordable Units) [7]	1,235
Additional Rental/Affordable Units	1,002
Total Affordable/Rental Units	2,237
% Affordable/Rental of Total HD Units	60%

Table 7
Placer Vineyards Specific Plan - Urban Services Plan
Weighted Average Residential Tax/Assessment with Affordable Housing Adjustment

Land Use	Adjusted Units	Adjusted Annual Tax/Assess. per Unit	Target Maximum Tax/Assess.	Tax/Assess. Used in Analysis [1]	Annual Tax/Assess. Revenue at Buildout	Weighted Average Tax/Assess.
<i>Formula</i>	<i>a (Table 6)</i>	<i>b (Table 6)</i>	<i>c</i>	<i>d</i>	<i>e = a x d</i>	<i>f = Total e / Total a</i>
<u>Single Family</u>						
Low-Density						
SPA	0	N/A	\$2,500	N/A	N/A	
Age-Restricted	931	\$2,410	\$2,500	\$2,410	\$2,243,710	
Low-Density	2,588	\$2,410	\$2,500	\$2,410	\$6,237,080	
Religious	0	N/A	\$2,500	N/A	N/A	
Subtotal Low-Density	3,519					
Medium-Density	6,337	\$2,410	\$2,500	\$2,410	\$15,271,664	
Medium-Density (Affordable)	137	\$2,410	\$500	\$500	\$68,605	
Subtotal Single Family	9,993					
<u>Multifamily</u>						
High-Density						
High-Density	855	\$1,250	\$1,250	\$1,250	\$1,069,000	
High-Density (Affordable)	1,235	\$1,250	\$500	\$500	\$617,445	
High-Density (Rental)	1,002	\$1,250	\$1,250	\$1,250	\$1,252,388	
CMU	636	\$1,250	\$1,250	\$1,250	\$795,000	
Subtotal High-Density	3,728					
Total	13,721				\$27,554,891	\$2,009

"avg_max_tax"

Source: Placer County Executive Office.

[1] Target levels determined by Placer County. Since the cost of providing services to LDR and MDR units is lower than the target set by the county, the actual cost is used for the "max" tax/assessment.

Table 8
Placer Vineyards Specific Plan - Urban Services Plan
Estimated Annual Tax for Services for Commercial Development (2006\$)

Item	Assumption	Amount
Tax/Assessment per Building Square Foot [1]		\$0.34
Tax/Assessment per Bldg. Sq. Ft. (including Contingency) [2]	5%	\$0.36
Tax/Assessment per Acre (inc. Contingency)		
Retail	<i>FAR = 0.25</i>	\$3,890
Office	<i>FAR = 0.30</i>	\$4,670

"fee_summary"

Source: EPS.

[1] See Table 5.

[2] Fees are increased to take into account the possibility that full development may not occur because of the loss of commercial square footage during the mapping process (map factor).

maintenance of facilities. To include a land use contingency in the calculations, EPS estimates an overall increase of 5 percent to reflect this change. While there would be a greater cost per unit because of the reduced number of units sharing the costs, there would also be less overall cost because of the smaller service population.

- The Special Tax and Assessment have been rounded. The cost per unit has been rounded up to the nearest dollar to ensure adequate funding.

FUNDING MECHANISMS

Beyond any revenues generated through property tax and sales tax, the two major funding sources for public services will likely be a CFD for Services maximum special tax and benefit assessments levied through a CSA. The County also may implement user charges and fees for additional recreation funding.

The Urban Services Plan describes the annual cost to provide public services, net of offsetting revenues provided primarily through contributions from property tax and sales tax revenues. The following section, **Chapter III**, and **Chapter V** discuss funding mechanisms to meet annual costs and any annual deficits that occur when revenues from developed property are not sufficient to fully fund the required urban services.

AFFORDABLE HOUSING SUBSIDY: URBAN SERVICES SHORTFALL FEE

An additional funding mechanism for public services is the Urban Services Shortfall Fee is a one-time fee, currently set at \$7,200 per unit, paid at building permit. The USSF serves two purposes. The first purpose is to provide a contingency for annual deficits, discussed in more detail below. The second purpose is to provide funding for public services to affordable units until they convert to market rate after 30 years. The USSF funds the gap between the County's target annual tax/assessment of \$500 per affordable unit and the market rate tax/assessment, which ranges from \$1,250 (HDR) to \$2,410 (LDR and MDR).

ANNUAL CASH FLOW

At times, the cost of the planned levels of urban services may exceed the available special taxes and assessment revenues from developed property because several of the urban services are required early in the development process to meet public safety and other required County standards. As a result, there may be cash flow shortages in

certain years. The Urban Services Plan anticipates this potential and provides a range of solutions.

Table 9 shows the consolidated annual cash flow for the delivery of public services to Placer Vineyards based on the County's estimated absorption schedule. Because the residential and commercial taxes/assessments are based on the total cost at buildout, services costs would equal revenues available for such services at buildout. For individual years in which annual costs exceed annual taxes/assessments, the County has these additional funding sources to help meet annual deficits:

- **Contingency Fund: Urban Services Shortfall Fee.** A one-time fee paid at building permit, the Urban Services Shortfall Fee is currently \$7,200 per unit, and will provide a contingency fund to pay for urban service costs in years in which the cost is in excess of the amount of special taxes and assessments collected from developed property.
- **Undeveloped Land Tax for Public Safety.** Properties with approved small lot tentative maps can also be subject to a special tax levy/assessment in the form of an undeveloped land tax for the portion of the tax rate/assessment estimated for public safety services, as described in the D.A. This tax would be levied to help cover cash flow shortfalls when special tax revenues do not provide adequate funds related to public safety (sheriff and fire).

REPORT ORGANIZATION

The remainder of this report is organized into the following chapters and appendices:

Chapter II summarizes the Plan Area land uses, projected population and employment, and the County's projected absorption schedule for buildout of the Plan Area.

Chapter III describes the potential funding structure for delivery of urban public services through a CFD tax and/or a CSA assessment.

Chapter IV contains detailed information for each urban service component, including the level of service, gross and net annual costs, resulting annual residential per-unit and nonresidential per-square foot costs for services, and an annual cash flow comparing annual costs to estimated fee revenues.

Chapter V shows the annual services cash flow and describes potential funding mechanisms that may be used to address funding shortfalls in years in which they may occur.

**Table 9
Placer Vineyards Specific Plan - Urban Services Plan
Annual Cash Flow Summary**

Year	Annual Units	Cumulative Units	Beginning Balance	Gross Annual Costs	Offsetting Revenues	Subtotal Surplus/(Shortfall) (Net Annual Cost)	Special Tax/ Assessment Revenue	Surplus/ Shortfall	Urban Services Shortfall Fee Revenue	Ending Balance
	<i>a</i>	<i>b</i>	<i>c</i>	<i>d</i> (Table 45)	<i>e</i> (Table 46)	<i>f = d + e</i>	<i>g</i> (Table 47)	<i>h = f + g</i>	<i>i = a x \$4,100</i> (Table 48)	<i>j = c + h + i</i>
2008/09	350	350	\$0	(\$3,468,247)	\$1,594,067	(\$1,874,180)	\$735,459	(\$1,138,721)	\$1,435,000	\$296,279
2009/10	350	700	\$296,279	(\$5,648,410)	\$2,665,803	(\$2,982,608)	\$1,470,917	(\$1,511,691)	\$1,435,000	\$219,588
2010/11	500	1,200	\$219,588	(\$7,772,742)	\$3,932,759	(\$3,839,983)	\$2,521,184	(\$1,318,798)	\$2,050,000	\$950,790
2011/12	500	1,700	\$950,790	(\$9,617,889)	\$4,939,180	(\$4,678,710)	\$3,571,452	(\$1,107,258)	\$2,050,000	\$1,893,532
2012/13	500	2,200	\$1,893,532	(\$11,622,033)	\$6,096,320	(\$5,525,713)	\$4,621,719	(\$903,994)	\$2,050,000	\$3,039,538
2013/14	500	2,700	\$3,039,538	(\$13,907,473)	\$7,412,161	(\$6,495,312)	\$5,671,987	(\$823,325)	\$2,050,000	\$4,266,213
2014/15	500	3,200	\$4,266,213	(\$16,016,893)	\$8,542,319	(\$7,474,574)	\$6,722,254	(\$752,320)	\$2,050,000	\$5,563,893
2015/16	500	3,700	\$5,563,893	(\$17,847,048)	\$9,547,304	(\$8,299,744)	\$7,772,521	(\$527,222)	\$2,050,000	\$7,086,670
2016/17	500	4,200	\$7,086,670	(\$20,228,996)	\$10,574,278	(\$9,654,718)	\$8,822,789	(\$831,930)	\$2,050,000	\$8,304,741
2017/18	500	4,700	\$8,304,741	(\$22,673,990)	\$11,656,408	(\$11,017,582)	\$9,873,056	(\$1,144,526)	\$2,050,000	\$9,210,215
2018/19	500	5,200	\$9,210,215	(\$27,935,967)	\$14,772,062	(\$13,163,905)	\$10,923,324	(\$2,240,582)	\$2,050,000	\$9,019,633
2019/20	500	5,700	\$9,019,633	(\$29,627,265)	\$15,763,759	(\$13,863,506)	\$11,973,591	(\$1,889,915)	\$2,050,000	\$9,179,718
2020/21	437	6,137	\$9,179,718	(\$31,167,578)	\$16,654,404	(\$14,513,174)	\$12,891,579	(\$1,621,594)	\$1,791,700	\$9,349,824
2021/22	437	6,574	\$9,349,824	(\$32,912,544)	\$17,546,331	(\$15,366,213)	\$13,809,568	(\$1,556,645)	\$1,791,700	\$9,584,878
2022/23	437	7,011	\$9,584,878	(\$38,204,077)	\$20,291,003	(\$17,913,074)	\$14,727,556	(\$3,185,518)	\$1,791,700	\$8,191,061
2023/24	437	7,448	\$8,191,061	(\$39,714,584)	\$21,160,492	(\$18,554,092)	\$15,645,545	(\$2,908,547)	\$1,791,700	\$7,074,213
2024/25	437	7,885	\$7,074,213	(\$41,233,223)	\$22,032,013	(\$19,201,210)	\$16,561,462	(\$2,639,747)	\$1,791,700	\$6,226,166
2025/26	417	8,302	\$6,226,166	(\$43,123,163)	\$22,876,681	(\$20,246,481)	\$17,437,200	(\$2,809,281)	\$1,709,700	\$5,126,585
2026/27	417	8,719	\$5,126,585	(\$44,605,368)	\$23,767,794	(\$20,837,574)	\$18,312,938	(\$2,524,636)	\$1,709,700	\$4,311,649
2027/28	417	9,136	\$4,311,649	(\$46,526,555)	\$24,640,482	(\$21,886,072)	\$19,188,676	(\$2,697,396)	\$1,709,700	\$3,323,953
2028/29	417	9,553	\$3,323,953	(\$48,125,601)	\$25,487,981	(\$22,637,620)	\$20,064,414	(\$2,573,206)	\$1,709,700	\$2,460,447
2029/30	417	9,970	\$2,460,447	(\$49,487,190)	\$26,312,755	(\$23,174,435)	\$20,940,151	(\$2,234,283)	\$1,709,700	\$1,935,864
2030/31	417	10,387	\$1,935,864	(\$51,582,861)	\$27,552,911	(\$24,029,950)	\$21,815,889	(\$2,214,061)	\$1,709,700	\$1,431,503
2031/32	417	10,804	\$1,431,503	(\$52,944,450)	\$28,377,685	(\$24,566,766)	\$22,691,627	(\$1,875,139)	\$1,709,700	\$1,266,064
2032/33	417	11,221	\$1,266,064	(\$54,512,252)	\$29,213,544	(\$25,298,709)	\$23,567,365	(\$1,731,344)	\$1,709,700	\$1,244,420
2033/34	417	11,638	\$1,244,420	(\$56,414,764)	\$30,063,014	(\$26,351,750)	\$24,443,103	(\$1,908,648)	\$1,709,700	\$1,045,472
2034/35	417	12,055	\$1,045,472	(\$57,776,353)	\$30,887,788	(\$26,888,565)	\$25,318,840	(\$1,569,725)	\$1,709,700	\$1,185,447
2035/36	417	12,472	\$1,185,447	(\$58,900,459)	\$31,689,811	(\$27,210,648)	\$26,194,551	(\$1,016,097)	\$1,709,700	\$1,879,050
2036/37	417	12,889	\$1,879,050	(\$60,024,564)	\$32,491,833	(\$27,532,731)	\$27,070,262	(\$462,469)	\$1,709,700	\$3,126,281
2037/38	417	13,306	\$3,126,281	(\$61,148,670)	\$33,293,856	(\$27,854,814)	\$27,945,972	\$91,159	\$1,709,700	\$4,927,140
2038/39	415	13,721	\$4,927,140	(\$62,268,654)	\$34,092,313	(\$28,176,341)	\$28,817,665	\$641,324	\$1,701,500	\$7,269,964
2039/40	0	13,721	\$7,269,964	(\$62,512,363)	\$34,129,805	(\$28,382,558)	\$28,833,939	\$451,380	\$0	\$7,721,344

"annual_cash_flow"

Appendix A contains the detailed annual timing triggers and estimated costs provided by the County for sheriff operations and a detailed breakdown of the multipliers used for countywide/baseline municipal services.

Appendix B includes four sensitivity runs on absorption of the project, to estimate the potential for annual deficits to occur.

Appendix C contains the detailed assumptions provided by the County regarding the operations and maintenance of trails, parks and park facilities, and the provision of recreation services.

Appendix D contains an affordable housing shortfall analysis with an extended cash flow timeline.

II. PROJECTED GROWTH AND ABSORPTION

The Plan Area comprises approximately 5,200 acres in the southwest corner of the County. Base Line Road (north), Walerga Road (east), Sutter County at Pleasant Grove Boulevard (west), and Sacramento County (south) form the Plan Area's boundaries.

At buildout, the Plan Area is expected to include 14,132 residential units (including the SPA) and nearly 3.6 million square feet of commercial space. Of the more than 14,000 units, nearly 10,000 will be single-family units, and over 3,700 will be multifamily units. The County assumes that during the first few years of development, 350 residential units will be absorbed annually. Absorption then increases to 500 units annually for several years and then slowly tapers off, with the final units being absorbed in 2040. Please note that the absorption schedule used in this Urban Services Plan excludes 411 SPA units; therefore, development of the remaining 13,721 units is complete by 2038/39. The County's projected absorption schedule, modified to show buildout at 13,721 units, is shown in **Table 10**.

Planned commercial space is roughly divided equally between retail and office development: 2.2 million square feet of retail and 1.4 million square feet of office. The County's projected absorption of commercial space or square footage mirrors the residential absorption rate. Modest growth is expected within the first couple of years of development; then there is a higher level of annual absorption for several years before annual absorption tapers off gradually, resulting in full buildout of commercial development in 2039/40. This projection also is shown in **Table 10**.

Table 11 shows the total projected population and employment, as presented in the Placer Vineyards Draft Specific Plan. **Table 11** shows the population and employment projections used by the HEG fiscal impact analysis. The Urban Services Plan relies on these figures when multipliers derived directly from HEG's figures are used to calculate costs, as in the case of countywide services.

Based on the future growth from Placer Vineyards, the County can expect approximately 33,000 new residents (including the SPA units) by buildout of the project. In addition to new residents, commercial development also will provide employment growth in the project; it is estimated that more than 7,700 jobs will be generated. All unit, resident, and employee assumptions, which are used throughout the study to calculate needs for and costs of services, are summarized in **Table 12**. The residential population used in the Urban Services Plan excludes residents of the SPA, and the employment estimates include employees from retail and office development.

Table 10
Placer Vineyards Specific Plan - Urban Services Plan
Placer Vineyards Projected Absorption

County Absorption Schedule

Year	Residential				Commercial				Total	
	Units [1]		Acres		Sq. Ft.		Acres		Acres	
	Annual	Cumulative	Annual	Cumulative [2]	Annual	Cumulative	Annual	Cumulative [3]	Annual	Cumulative
2008/09	350	350	87	87	90,500	90,500	7	7	94	94
2009/10	350	700	87	173	90,500	181,000	7	14	94	187
2010/11	500	1,200	124	297	128,200	309,200	10	24	134	321
2011/12	500	1,700	124	421	128,200	437,400	10	34	134	454
2012/13	500	2,200	124	545	128,200	565,600	10	44	134	588
2013/14	500	2,700	124	668	128,200	693,800	10	53	134	722
2014/15	500	3,200	124	792	128,200	822,000	10	63	134	855
2015/16	500	3,700	124	916	128,200	950,200	10	73	134	989
2016/17	500	4,200	124	1,040	128,200	1,078,400	10	83	134	1,123
2017/18	500	4,700	124	1,163	128,200	1,206,600	10	93	134	1,256
2018/19	500	5,200	124	1,287	128,200	1,334,800	10	103	134	1,390
2019/20	500	5,700	124	1,411	128,200	1,463,000	10	113	134	1,524
2020/21	437	6,137	108	1,519	112,200	1,575,200	9	121	117	1,640
2021/22	437	6,574	108	1,627	112,200	1,687,400	9	130	117	1,757
2022/23	437	7,011	108	1,735	112,200	1,799,600	9	139	117	1,874
2023/24	437	7,448	108	1,844	112,200	1,911,800	9	147	117	1,991
2024/25	437	7,885	108	1,952	106,400	2,018,200	8	155	116	2,107
2025/26	417	8,302	103	2,055	106,400	2,124,600	8	164	111	2,219
2026/27	417	8,719	103	2,158	106,400	2,231,000	8	172	111	2,330
2027/28	417	9,136	103	2,261	106,400	2,337,400	8	180	111	2,441
2028/29	417	9,553	103	2,365	106,400	2,443,800	8	188	111	2,553
2029/30	417	9,970	103	2,468	106,400	2,550,200	8	196	111	2,664
2030/31	417	10,387	103	2,571	106,400	2,656,600	8	205	111	2,776
2031/32	417	10,804	103	2,674	106,400	2,763,000	8	213	111	2,887
2032/33	417	11,221	103	2,777	106,400	2,869,400	8	221	111	2,999
2033/34	417	11,638	103	2,881	106,400	2,975,800	8	229	111	3,110
2034/35	417	12,055	103	2,984	106,400	3,082,200	8	237	111	3,221
2035/36	417	12,472	103	3,087	106,324	3,188,524	8	246	111	3,333
2036/37	417	12,889	103	3,190	106,324	3,294,848	8	254	111	3,444
2037/38	417	13,306	103	3,294	106,324	3,401,172	8	262	111	3,556
2038/39	415	13,721	103	3,396	106,324	3,507,496	8	270	111	3,666
2039/40	0	13,721	0	3,396	45,584	3,553,080	4	274	4	3,670

24

"absorb"

[1] Excludes 411 SPA units. Units are removed from the final years of development schedule.

[2] There are 3,396 residential acres (includes 70% of Commercial Mixed Use acreage (35 acres)). Average density of approximately 4.0 units per acre.

[3] 273.7 acres includes 30% of Commercial Mixed Use acreage (15 acres). Assumes an average FAR of 0.30.

Table 11
Placer Vineyards Specific Plan - Urban Services Plan
Placer Vineyards Projected Population and Employment

Unit Type/Land Use Category	Population/Jobs
Residential Population	
Low Density (Active Adult)	1,676
Low Density [1]	7,008
Medium Density	15,693
High Density	6,148
Commercial Mixed Use	1,272
Special Planning Area	1,028
Total Population (Specific Plan)	32,823
Total Population Used in Analysis (Table 12) [2]	31,787
Employment	
Retail Uses	
COM - Commercial Retail	741
CMU- Commercial Mixed Use Retail [3]	297
Town Center Commercial Retail [4]	1,333
BP - Business Park Retail [5][6]	667
PC - Power Center	1,307
Subtotal Retail Uses	4,345
Office Uses	
COM - Commercial Office	1,062
CMU- Commercial Mixed Use Office [3]	446
Town Center Commercial Office [4]	500
BP - Business Park Office [5][7]	854
Subtotal Office Uses	2,862
Schools	471
Total Employment (Specific Plan)	7,678
<i>Excluding School Employment</i>	<i>(471)</i>
Total Employment Used in Analysis (Table 12) [8]	7,207

"pop_employ"

Source: EDAW, *Placer Vineyards Draft Specific Plan*, December 2006.

- [1] Includes density bonus units from religious sites.
- [2] Excludes 411 SPA units and corresponding residents.
- [3] 15 percent of CMU total.
- [4] Retail is 80 percent of Town Center Commercial total (Office is remaining 20 percent of total).
- [5] Includes BP/PC: 31 acres may be a BP or PC land use.
- [6] Includes 80% of Business Park/Power Center (BP/PC) (540 employees).
- [7] Includes 20% of Business Park/Power Center (BP/PC) (90 employees).
- [8] Excludes school employment.

Table 12
Placer Vineyards Specific Plan - Urban Services Plan
Placer Vineyards Assumptions

Item	Formula	Amount
<u>HEG Assumptions</u>		
Placer Vineyards Residents at Buildout		31,199
Placer Vineyards Employees at Buildout		7,584
<u>EPS Assumptions</u>		
<u>Placer Vineyards (PV) Assumptions</u>		
Units at Buildout [1]	<i>a</i>	13,721
Persons per Unit [1][2]	<i>b</i>	2.32
Placer Vineyards Residential Pop. at Buildout [3]	$c = a \times b$	31,787
Commercial Sq. Ft. at Buildout	<i>d</i>	3,553,080
Employees at Buildout (Table 11)	<i>e</i>	7,207
Employee Weighting Factor [4]	<i>f</i>	0.24
Equivalent Employees at Buildout	$g = e \times f$	1,730
Placer Vineyards Persons Served at Buildout	$h = c + g$	33,516
Residential Share of Total Persons Served	$i = c/h$	94.8%
Commercial Share of Total Persons Served	$j = g/h$	5.2%

"assump"

Sources: Hausrath Economics Group (HEG), Placer County and EPS.

[1] SPA units and corresponding residents excluded.

[2] Weighted average of persons per household (pph) for all unit types: single family, multifamily (includes age-restricted housing).

Housing Type	Units	PPH
SF (excluding SPA units)	9,062	2.50
MF	3,728	2.00
Age-Restricted	931	1.80
Total	13,721	
Weighted Avg. PPH		2.32

[3] Differs from County's population assumption because based on a weighted average of persons per household, as opposed to 2.5 persons per household.

[4] From *Placer County: County Facilities Needed to Serve Growth*, Recht Hausrath & Associates, Aug. 1994.

In addition to assumptions for Placer Vineyards, **Table 13** provides residential unit and population assumptions for Placer Ranch and Regional University, which contribute to the need for a library, as well as to the cost of providing and maintaining this facility and services.

**Table 13
Placer Vineyards Specific Plan - Urban Services Plan
Additional Assumptions for Library Cost Distribution**

Item	Formula	Amount
Placer Vineyards (PV)		
Units at Buildout	<i>a</i>	13,721
Population at Buildout	<i>b</i>	31,787
Percent of Total Units (PV, PR, and RU)		62%
Placer Ranch (PR)		
Units at Buildout	<i>c</i>	5,018
Persons per Unit [1]	<i>d</i>	2.34
Population at Buildout	$e = c \times d$	11,731
Percent of Total Units (PV, PR, and RU)		23%
Regional University (RU)		
Units at Buildout	<i>f</i>	3,232
Persons per Unit [2]	<i>g</i>	2.34
Population at Buildout	$h = f \times g$	7,577
Percent of Total Units (PV, PR, and RU)		15%
Total Units (PV, PR, and RU)	$i = a + c + f$	21,971
Total Population (PV, PR, and RU)	$j = b + e + h$	51,095

"assump_2"

Sources: Placer County, *Placer Ranch Specific Plan*, *Regional University Specific Plan*, and EPS.

[1] Weighted average of persons per household (pph) for all unit types: single-family, multifamily (includes mixed-use units). Excludes university housing.

PR Housing Type	Units	PPH
SF	3,389	2.50
MF	1,630	2.00
Total	5,018	
Weighted Avg. PPH		2.34

[2] Weighted average of persons per household (pph) for all unit types: single-family, multifamily (includes commercial mixed-use). Excludes university housing.

RU Housing Type	Units	PPH
SF	2,226	2.50
MF (inc. Age-Restricted)	1,006	2.00
Total	3,232	
Weighted Avg. PPH		2.34

III. PROPOSED FINANCING MECHANISMS

Two likely mechanisms for funding annual services costs for the PVSP are a Services CFD special tax and assessments charged through a CSA.

There is a mutual interest on the part of the County and the project proponents to create a governance structure that clearly defines the County's role and responsibilities in ensuring municipal services delivery and that minimizes the potential for future inter-governmental conflicts as the Plan Area develops. In the long term, it is possible that the PVSP will become an incorporated city.

SERVICES CFD

The Mello-Roos Community Facilities Act was enacted in 1982 and provides a method for local governments to fund public facilities and certain services, particularly for newly developing areas. Cities, counties and special districts may form CFD(s), or District, over specific defined areas in their jurisdiction; a CFD is a special financing entity through which a local government is empowered to levy special taxes and issue bonds authorized by a two-thirds (2/3) vote of the qualified electors of the district.

The County may form one or more Services CFDs to fund those public services permitted by the Community Facilities Act. A CFD may fund a variety of public services:

- Sheriff services;
- Fire protection/suppression/ambulance/paramedic;
- Recreation program services;
- Library services;
- Trails, parks, parkways, and open space;
- School maintenance;
- Operations and maintenance of museums and cultural facilities;
- Hazardous substance cleanup services; and
- Flood and storm protection.

LEVY AND FEATURES OF THE SPECIAL TAX

Voting Requirements

The CFD may levy special taxes after a two-thirds vote by the District in favor of levying a tax. Specifically, if there are 12 or more registered voters in the proposed district, each voter is entitled to one vote, and there must be a two-thirds majority vote in favor of the tax levy. If there are fewer than 12 registered voters, each landowner receives one vote per acre owned, and there must be a two-thirds majority vote in favor of the tax levy.

Recreation program services, library services, and operations and maintenance of museums and cultural facilities can only be authorized if there are at least 12 registered voters, and there must be a two-thirds vote in favor of the tax levy.¹

Special Features of the Special Tax

The special tax may not be based in proportion to the value of real property, nor does it have to be based on benefit. Instead, special taxes should be apportioned on any reasonable basis and may be spread across developable land uses based on some other measure (e.g., density of development, square footage of construction, flat acreage). In addition, public property is exempted from special tax levies.

ASSESSMENTS

For services not funded through a Services CFD, the County will implement a CSA to fund certain costs through annual assessments. A CSA is authorized under California Code Section 25210.1–25211.33. The Code provides an “alternative method for providing governmental services by counties in unincorporated areas” by enabling counties to provide extended service for the following types of services in an unincorporated area of the County:

- Extended sheriff services;
- Fire protection;
- Local park, recreation or parkway facilities and services;
- Street sweeping and lighting service, maintenance, and repair;
- Road maintenance;
- Library services;
- Water and sewer service;
- Trails, parks, parkways, and open space;
- Extended library facilities and services;
- Any other governmental service performed by the county to a greater extent than in the county’s cities;
- Other miscellaneous services; and
- Other items as approved through special legislation.

The PVSP could annex into an existing County CSA; alternatively, the County could create one or more new CSAs to serve the PVSP.

¹ Section 53328 Section (b) of the Community Facilities Act.

FEATURES OF CSA ASSESSMENTS AND CHARGES

A CSA can establish zones with tax rates, service charges, benefit assessments, or connection charges.

Voting Requirements

A benefit assessment is an assessment based on “the particular and distinct benefit over and above general benefits conferred on real property located in the district or to the public at large.”² To authorize the imposition of benefit assessments, ballots in favor of the assessment must equal or exceed ballots in opposition to the assessment. Ballots are weighted according to the proportional financial obligation of the affected property.

Special Features of Benefit Assessments

Assessments will vary with the extent of benefit from services provided to the property within each zone. Whereas a CFD special tax can be apportioned among taxable land uses on any reasonable basis, a CSA benefit assessment must be based on the direct, proportionate special benefit derived from each service or maintenance cost (according to Article XIII of the California Constitution).

² California Constitution, Article XIIIID, Section 2.

THIS PAGE INTENTIONALLY CONTAINS NO TEXT.

IV. DETAILED SERVICE LEVELS

This chapter contains detailed information on the calculation of per-unit and per-square foot costs for PVSP services funded through one or more financing mechanisms.

Some services are provided to both residential and nonresidential development; in these cases, EPS estimates that residential development, on a per-persons-served basis, accounts for nearly 95 percent of development in Placer Vineyards; commercial or nonresidential development accounts for over 5 percent of development in Placer Vineyards. Other services are provided solely to residential development.

FIRE

Fire protection services will be provided by the Placer County Fire Department (PCFD).

SERVICE STANDARDS

The Placer Vineyards Specific Plan Draft EIR identifies an estimated range of additional fire and emergency medical services personnel that will be needed to provide fire protection and emergency medical services to serve the Plan Area. According to County staffing ratios for fire protection personnel, development pursuant to the Specific Plan will require the following range of additional personnel presented below.

Number of Workers Needed to Serve the Specific Plan Area at Buildout

Fire Fighters	Support or Planning Personnel
30.2–38.6	2.8–7.0

The PCFD Placer Vineyards Fire Protection Service Plan³ estimates the following staffing standards for the Urban Services Plan:

- 1 Firefighter and Officer per 1,000 population;
- 1 Fire Prevention/Planning Staff member per 10,000 population; and
- 1 Support Staff member per 10,000 population.

Based on these standards, PCFD derived the following levels of service for facilities and staffing:

³ Placer County Fire Department, October 25, 2005 and December 21, 2005.

- Officers and Firefighters: 33.9;
- Support Personnel: 3.4;
- Stations: 2;
- Company Engines: 2;
- Company Truck: 1;
- Staffing Engines: 3; and
- Staffing Trucks: 4.

ANNUAL OPERATING COSTS

Triggers and Gross Cost

The development of Backbone Infrastructure and Public Facilities will be driven by the triggers set forth in the Placer Vineyards Public Facilities Financing Plan. Annual staffing costs are phased in over time, as shown in **Table 14**. The timing of fire facilities and services is also shown in **Table 14**. The 3 Bay—2 Company West Fire Station’s proposed development trigger is 1.5 years after the first building permit. The 4 Bay—2 Company East Fire Station’s proposed development trigger is the 5,000th building permit. The Government Center Offices’ proposed development triggered at the 1st building permit. The Corporation Yard Services Center facility’s proposed development trigger is the 7,000th building permit.

Based on the aforementioned level of service, PCFD staff and operations gross costs would total \$6.6 million annually at buildout, as shown in **Table 14**. The cost breakdown is provided below:

Fire Staffing	\$5,104,000
Fire Programs/Equipment	<u>\$1,479,000</u>
Total Staff and Operating Costs (2006\$)	\$6,583,000

Offsetting Revenues

As calculated by HEG, annual offsetting revenues at buildout are estimated to be approximately \$4.3 million, as shown in **Table 15**. These total offsetting revenues are from the following sources: Placer County Fire Protection Fund (\$55,000 annually), the County Service Area 28-Zone 165 (the former Dry Creek Fire District) (\$3,870,000 annually), and the American River Fire District/Sacramento Metropolitan Fire District (\$423,000 annually), totaling approximately \$4.3 million.

Net Annual Costs

After accounting for annual offsetting revenues, the net annual PCFD cost is approximately \$2.2 million at buildout (**Table 15**). Of this net annual operations cost at buildout, 95 percent is allocated to residential development and 5 percent is allocated to commercial (nonresidential) development. The \$2.1 million residential share of costs results in an annual per-residential unit cost of \$155. The remaining \$115,000 results in an annual cost of \$0.04 per building square foot of commercial space.

Annual Cash Flow

As represented in **Table 16** of the Urban Services Plan, there is an annual operating deficit for fire services in nearly all years between 2008/09 and 2039/40. The annual deficit starts at nearly \$340,000 in year 1 (2008/09) and varies annually until the shortfall peaks in 2022/23 at the 7,000th building permit. After this peak, the approximately \$1 million shortfall gradually declines until shortly before buildout when the balance becomes positive.

Table 14
Placer Vineyards Specific Plan - Urban Services Plan
Projected Phasing: Fire (2006\$)

Item	Total Cost (2006\$) [1]	Timing (Building Permits)							
		1	525	1,000	2,000	5,000	7,000	10,000	12,000
Fire Staffing Cost									
Paramedic 3 Person Fire Engine Company (East)	\$1,167,403					\$1,167,403			
Paramedic 3 Person Fire Engine Company (West)	\$1,167,403	\$1,167,403							
Paramedic 4 Person Ladder Truck Company (East)	\$1,518,609						\$1,518,609		
Non-Paramedic 2 Person Summer Fire Engine Company	\$192,705					\$192,705			
Deputy Chief - Operations	\$61,754				\$61,754				
Division Chief - Operations	\$61,754						\$61,754		
Battalion Chief - Incident Operations	\$153,107					\$153,107			
Heavy Equipment Mechanic	\$24,408					\$24,408			
Battalion Chief - Prevention/Investigations	\$51,035						\$51,035		
Fire Captain - Fire Investigators	\$75,821						\$75,821		
Fire Captain - Checking/Inspections	\$56,866			\$56,866					
Fire Captain - Checking/Inspections	\$56,866					\$56,866			
Fire Prevention/ Community Services Officers II	\$44,061					\$44,061			
Fire Prevention/ Community Services Officers I	\$38,978						\$38,978		
Fire Captain - Paramedic (Training Officers)	\$39,145						\$39,145		
Dispatch Fire Captain	\$37,007					\$37,007			
Dispatch Fire Captain	\$37,007							\$37,007	
Dispatch Clerks	\$25,273					\$25,273			
Dispatch Clerks	\$25,273							\$25,273	
Office/ Support Technicians	\$67,494			\$67,494					
Office/ Support Technicians	\$67,494					\$67,494			
Office/ Support Technicians	\$67,494						\$67,494		
Office/ Support Technicians	\$67,494							\$67,494	
Subtotal Fire Staffing Cost	\$5,104,453	\$1,167,403	\$0	\$124,360	\$61,754	\$1,768,325	\$1,852,837	\$129,774	\$0
Fire Programs/Equipment									
4 Bay - 2 Company East Fire Station	\$525,708					\$525,708			
3 - Bay 2 Company West Fire Station	\$428,850		\$428,850						
Corporation Yard	\$297,965						\$297,965		
Government Center (Interim Administration)	\$129,731		\$129,731						
Regional Administration & Training Center	\$96,563					\$96,563			
Subtotal Fire Programs/Equipment	\$1,478,815	\$0	\$558,580	\$0	\$0	\$622,270	\$297,965	\$0	\$0
Total Fire Cost (2006\$)	\$6,583,269	\$1,167,403	\$558,580	\$124,360	\$61,754	\$2,390,595	\$2,150,802	\$129,774	\$0
Cumulative Cost (2006\$)		\$1,167,403	\$1,725,983	\$1,850,344	\$1,912,097	\$4,302,693	\$6,453,495	\$6,583,269	\$6,583,269

Source: Placer Vineyards Services as Proposed by Placer County (Placer County Executive Office - January 2, 2007).

"fire_backup"

[1] Includes 3% inflation to convert 2005 dollars into 2006 dollars.

Table 15
Placer Vineyards Specific Plan - Urban Services Plan
Annual Costs at Buildout: Fire (2006\$)

Item	Assumption	Annual Cost at Buildout (2006\$)
Gross Annual Fire Cost at Buildout		\$6,583,269
Offsetting Revenues [1]		(\$4,347,901)
Net Annual Fire Cost at Buildout		\$2,235,368
Percent Cost Reduction		66%
<hr/>		
Share of Annual Fire Costs		
Residential	94.84%	\$2,120,007
Commercial	5.16%	\$115,360
Residents at Buildout		31,787
Cost per Capita		\$67
Total Units at Buildout		13,721
Cost per Unit [2]		\$155
Commercial Sq. Ft. at Buildout		3,553,080
Cost per Sq. Ft. [2]		\$0.04

"fire_cost"

Source: Placer Vineyards Services as Proposed by Placer County (Placer County Executive Office - January 2, 2007).

[1] HEG Fiscal Impact Analysis (Aug. 24, 2006), Table 13, page 23. Offsetting revenues: Placer County Fire Protection Fund, County Service Area 28-Zone 165 (Dry Creek Fire), and American River Fire District/Sacramento Metropolitan Fire District.

[2] Per-unit fee rounded up to the nearest dollar. Per-square foot cost rounded up to the nearest tenth.

Table 16
Placer Vineyards Specific Plan - Urban Services Plan
Projected Annual Surplus/(Shortfall): Fire (Constant 2006\$)

Year	Units		Nonresidential Sq. Ft.		Gross Annual Costs			Net Annual Cost [1]	Annual Revenues			Annual Surplus/(Shortfall)
	Annual	Cumulative	Annual	Cumulative	Facility Maint.	Staffing	Annual Total		Residential	Nonresidential	Total	
								66% cost reduction	\$155 per unit	\$0.04 per bldg. sq. ft.		
2008/09	350	350	90,500	90,500	\$0	\$1,167,403	\$1,167,403	\$396,395	\$54,250	\$3,620	\$57,870	(\$338,525)
2009/10	350	700	90,500	181,000	\$558,580	\$1,167,403	\$1,725,983	\$586,063	\$108,500	\$7,240	\$115,740	(\$470,323)
2010/11	500	1,200	128,200	309,200	\$558,580	\$1,291,763	\$1,850,344	\$628,290	\$186,000	\$12,368	\$198,368	(\$429,922)
2011/12	500	1,700	128,200	437,400	\$558,580	\$1,291,763	\$1,850,344	\$628,290	\$263,500	\$17,496	\$280,996	(\$347,294)
2012/13	500	2,200	128,200	565,600	\$558,580	\$1,353,517	\$1,912,097	\$649,258	\$341,000	\$22,624	\$363,624	(\$285,634)
2013/14	500	2,700	128,200	693,800	\$558,580	\$1,353,517	\$1,912,097	\$649,258	\$418,500	\$27,752	\$446,252	(\$203,006)
2014/15	500	3,200	128,200	822,000	\$558,580	\$1,353,517	\$1,912,097	\$649,258	\$496,000	\$32,880	\$528,880	(\$120,378)
2015/16	500	3,700	128,200	950,200	\$558,580	\$1,353,517	\$1,912,097	\$649,258	\$573,500	\$38,008	\$611,508	(\$37,750)
2016/17	500	4,200	128,200	1,078,400	\$558,580	\$1,353,517	\$1,912,097	\$649,258	\$651,000	\$43,136	\$694,136	\$44,878
2017/18	500	4,700	128,200	1,206,600	\$558,580	\$1,353,517	\$1,912,097	\$649,258	\$728,500	\$48,264	\$776,764	\$127,506
2018/19	500	5,200	128,200	1,334,800	\$1,180,851	\$3,121,842	\$4,302,693	\$1,460,992	\$806,000	\$53,392	\$859,392	(\$601,600)
2019/20	500	5,700	128,200	1,463,000	\$1,180,851	\$3,121,842	\$4,302,693	\$1,460,992	\$883,500	\$58,520	\$942,020	(\$518,972)
2020/21	437	6,137	112,200	1,575,200	\$1,180,851	\$3,121,842	\$4,302,693	\$1,460,992	\$951,235	\$63,008	\$1,014,243	(\$446,749)
2021/22	437	6,574	112,200	1,687,400	\$1,180,851	\$3,121,842	\$4,302,693	\$1,460,992	\$1,018,970	\$67,496	\$1,086,466	(\$374,526)
2022/23	437	7,011	112,200	1,799,600	\$1,478,815	\$4,974,679	\$6,453,495	\$2,191,303	\$1,086,705	\$71,984	\$1,158,689	(\$1,032,614)
2023/24	437	7,448	112,200	1,911,800	\$1,478,815	\$4,974,679	\$6,453,495	\$2,191,303	\$1,154,440	\$76,472	\$1,230,912	(\$960,391)
2024/25	437	7,885	106,400	2,018,200	\$1,478,815	\$4,974,679	\$6,453,495	\$2,191,303	\$1,222,175	\$80,728	\$1,302,903	(\$888,400)
2025/26	417	8,302	106,400	2,124,600	\$1,478,815	\$4,974,679	\$6,453,495	\$2,191,303	\$1,286,810	\$84,984	\$1,371,794	(\$819,509)
2026/27	417	8,719	106,400	2,231,000	\$1,478,815	\$4,974,679	\$6,453,495	\$2,191,303	\$1,351,445	\$89,240	\$1,440,685	(\$750,618)
2027/28	417	9,136	106,400	2,337,400	\$1,478,815	\$4,974,679	\$6,453,495	\$2,191,303	\$1,416,080	\$93,496	\$1,509,576	(\$681,727)
2028/29	417	9,553	106,400	2,443,800	\$1,478,815	\$4,974,679	\$6,453,495	\$2,191,303	\$1,480,715	\$97,752	\$1,578,467	(\$612,836)
2029/30	417	9,970	106,400	2,550,200	\$1,478,815	\$4,974,679	\$6,453,495	\$2,191,303	\$1,545,350	\$102,008	\$1,647,358	(\$543,945)
2030/31	417	10,387	106,400	2,656,600	\$1,478,815	\$5,104,453	\$6,583,269	\$2,235,368	\$1,609,985	\$106,264	\$1,716,249	(\$519,119)
2031/32	417	10,804	106,400	2,763,000	\$1,478,815	\$5,104,453	\$6,583,269	\$2,235,368	\$1,674,620	\$110,520	\$1,785,140	(\$450,228)
2032/33	417	11,221	106,400	2,869,400	\$1,478,815	\$5,104,453	\$6,583,269	\$2,235,368	\$1,739,255	\$114,776	\$1,854,031	(\$381,337)
2033/34	417	11,638	106,400	2,975,800	\$1,478,815	\$5,104,453	\$6,583,269	\$2,235,368	\$1,803,890	\$119,032	\$1,922,922	(\$312,446)
2034/35	417	12,055	106,400	3,082,200	\$1,478,815	\$5,104,453	\$6,583,269	\$2,235,368	\$1,868,525	\$123,288	\$1,991,813	(\$243,555)
2035/36	417	12,472	106,324	3,188,524	\$1,478,815	\$5,104,453	\$6,583,269	\$2,235,368	\$1,933,160	\$127,541	\$2,060,701	(\$174,667)
2036/37	417	12,889	106,324	3,294,848	\$1,478,815	\$5,104,453	\$6,583,269	\$2,235,368	\$1,997,795	\$131,794	\$2,129,589	(\$105,779)
2037/38	417	13,306	106,324	3,401,172	\$1,478,815	\$5,104,453	\$6,583,269	\$2,235,368	\$2,062,430	\$136,047	\$2,198,477	(\$36,891)
2038/39	415	13,721	106,324	3,507,496	\$1,478,815	\$5,104,453	\$6,583,269	\$2,235,368	\$2,126,755	\$140,300	\$2,267,055	\$31,687
2039/40	0	13,721	45,584	3,553,080	\$1,478,815	\$5,104,453	\$6,583,269	\$2,235,368	\$2,126,755	\$142,123	\$2,268,878	\$33,511

"fire_surplus"

[1] Percent cost reduction attributable to offsetting revenues.

SHERIFF

Sheriff services will be provided by the Placer County Sheriff's Department.

SHERIFF SERVICE STANDARDS

The Placer Vineyards Specific Plan Draft EIR identifies an estimated range of additional sheriff protection services personnel that will be needed to provide sheriff protection to serve the Plan Area. According to County staffing ratios for sheriff protection personnel, development pursuant to the Specific Plan will require the following range of additional personnel presented below (based on the PVSP's entire projected population, including the SPA).

Number of Workers Needed to Serve the Specific Plan Area at Buildout		
Sworn Officers	Non-Sworn Officers	Support Staff
38.2–49.4	3.8	1.9–2.9

While the EIR contains a range of service standards, the Citygate report and the Sheriff's Department have recommended an overall ratio of 1.36 Sworn Officers for each 1,000 population.

The Urban Services Plan projections are based on an overall ratio of 1.36 sworn officers per 1,000 population. The operation staffing plans and required facilities and vehicles are described below:

- Sworn Staff Regular: 43;
- Non Sworn Staff: 10;
- Facilities: 1 Substation (19,000 sq. ft.) open 80 hours per week; and
- Vehicles: 48.

ANNUAL OPERATING COSTS

Triggers and Gross Cost

The development of Backbone Infrastructure and Public Facilities will be driven, in part, by the triggers set forth in the Placer Vineyards Specific Plan Public Facilities Financing Plan. The Placer County Sheriff's Department has provided a year-by-year phasing plan, which is **Table A-1** in **Appendix A**. The phasing plan shown in **Table 17** presents only 8 years of trigger points.

Gross Sheriff's Department operations will cost \$11.5 million, as shown in **Table 17**. The buildout cost represents the cost of providing service through buildout (excludes the SPA).⁴ Most of the cost is attributable to staffing and programs costs; staffing accounts for \$6.5 million of total costs; services and programs account for \$4.4 million.

Offsetting Revenues

Offsetting revenues are shown in **Table 18**. To prevent double-counting, countywide costs for Special Teams are backed out of the total. In addition, approximately 9 percent (\$1.0 million) of budgeted costs are covered by offsetting revenues such as charges for service and intergovernmental revenue.⁵

Net Annual Costs

The net annual sheriff cost at buildout is estimated to be \$10.4 million, as shown in **Table 18**. This amount results in an annual per-residential unit cost of \$722 and an annual cost of \$0.16 per building square foot of commercial space.

Annual Cash Flow

As shown in **Table 19**, there is a projected annual surplus for sheriff services during the early years of development, excluding a very small operating shortfall in year 1. An annual shortfall for public safety services starts in 2016/17 and continues through each year until buildout in 2038/39, when the cash flow becomes positive.

⁴ **Table 17** and **Table A-1** show buildout at 12,049 building permits (BP). In the Sheriff timing calculations the 12,049th BP corresponded to the expected PVSP buildout population of 31,787 persons. See footnote in **Table 17** for additional detail.

⁵ Hausrath Economics Group, *Placer Vineyards Specific Plan Fiscal Impact Analysis*, August 24, 2006 (Notes).

Table 17
Placer Vineyards Specific Plan - Urban Services Plan
Projected Phasing: Sheriff (2006\$)

Item	Quantity at Buildout	Per Unit Cost at Buildout	Total Cost at Buildout (2006\$) (Excluding SPA)	Timing (Building Permit) [1]							
				1	525	1,000	2,000	5,200	7,000	10,000	Buildout 12,049 [2]
Staffing											
Sworn Staff Regular											
Lieutenant	1	\$216,300	\$216,300	\$0	\$0	\$0	\$0	\$216,300	\$216,300	\$216,300	\$216,300
Sgt./Investigation	6	\$150,380	\$902,280	\$15,038	\$45,114	\$60,152	\$120,304	\$255,646	\$601,520	\$751,900	\$902,280
Deputy II-Investigation	2	\$134,930	\$269,860	\$13,493	\$26,986	\$26,986	\$67,465	\$134,930	\$134,930	\$269,860	\$269,860
Deputies-Patrol	27	\$129,780	\$3,504,060	\$129,780	\$207,648	\$324,450	\$648,900	\$1,323,756	\$2,076,480	\$2,984,940	\$3,504,060
Deputies-Traffic	3	\$129,780	\$389,340	\$0	\$0	\$0	\$0	\$259,560	\$259,560	\$389,340	\$389,340
Deputy II-School Resource Officers	4	\$129,780	\$519,120	\$0	\$38,934	\$38,934	\$38,934	\$337,428	\$389,340	\$519,120	\$519,120
Non-Sworn Staff											
Administrative Secretary	1	\$73,130	\$73,130	\$0	\$0	\$0	\$0	\$0	\$73,130	\$73,130	\$73,130
Administrative Clerk-Journey (1Sr/3Alc)	4	\$70,394	\$281,576	\$0	\$0	\$0	\$0	\$70,394	\$140,788	\$281,576	\$281,576
Equipment Service Worker-II	1	\$72,466	\$72,466	\$0	\$0	\$0	\$7,247	\$28,986	\$72,466	\$72,466	\$72,466
Community Service Officer-II (CSO)	4	\$77,765	\$311,060	\$0	\$0	\$0	\$77,765	\$155,530	\$155,530	\$233,295	\$311,060
Subtotal Staffing	53		\$6,539,192	\$158,311	\$318,682	\$450,522	\$960,615	\$2,782,530	\$4,120,044	\$5,791,927	\$6,539,192
Services & Programs											
Sheriff Patrol OT/EH/Ret S/L	39	\$12,824	\$500,117	\$9,270	\$16,223	\$39,753	\$80,788	\$203,894	\$307,764	\$435,999	\$500,117
Comm Srv OT/EH/Ret S/L	4	\$7,501	\$30,006	\$0	\$2,250	\$2,250	\$2,250	\$19,504	\$22,504	\$30,006	\$30,006
Direct Supervision Overhead	43	\$9,890	\$425,273	\$11,868	\$23,736	\$33,626	\$65,274	\$182,966	\$267,032	\$375,822	\$425,273
Patrol Services/Supplies	39	\$16,033	\$625,286	\$19,240	\$33,669	\$49,702	\$101,008	\$254,924	\$384,792	\$545,121	\$625,286
Comm Services/Supplies	4	\$22,644	\$90,574	\$0	\$6,793	\$6,793	\$6,793	\$58,873	\$67,931	\$90,574	\$90,574
Administrative Overhead	53	\$15,320	\$811,972	\$18,384	\$26,389	\$52,089	\$117,966	\$335,513	\$582,168	\$720,050	\$811,972
Special Teams Program	39	\$1,927	\$75,158	\$2,313	\$4,047	\$5,974	\$12,141	\$30,641	\$46,251	\$65,522	\$75,158
Evidence Unit Program	39	\$6,517	\$254,156	\$7,820	\$13,685	\$20,202	\$41,056	\$103,617	\$156,403	\$221,572	\$254,156
Communications & Dispatch Services	39	\$13,770	\$537,033	\$16,524	\$28,917	\$42,687	\$86,751	\$218,944	\$330,482	\$468,182	\$537,033
Records	39	\$6,956	\$271,268	\$8,347	\$14,607	\$21,562	\$43,820	\$110,594	\$166,934	\$236,490	\$271,268
Vehicles	48	\$15,691	\$753,169	\$15,691	\$37,658	\$53,349	\$120,821	\$327,942	\$470,731	\$659,023	\$753,169
Helicopter	39	\$1,695	\$66,120	\$2,034	\$3,560	\$5,256	\$10,681	\$26,957	\$40,689	\$57,643	\$66,120
Subtotal Services & Programs			\$4,440,130	\$111,491	\$211,535	\$333,244	\$689,350	\$1,874,369	\$2,843,681	\$3,906,005	\$4,440,130
Building Maintenance (Sq. Ft.)	19,000	\$10	\$185,915	\$19,570	\$19,570	\$19,570	\$19,570	\$68,495	\$185,915	\$185,915	\$185,915
Other	53	\$7,054	\$373,887	\$8,465	\$16,931	\$23,985	\$54,319	\$154,493	\$268,070	\$331,560	\$373,887
Total			\$11,539,124	\$297,837	\$566,717	\$827,322	\$1,723,854	\$4,879,888	\$7,417,709	\$10,215,407	\$11,539,124

"sheriff_phase_cost_sum"

Source: Placer Vineyards Services as Proposed by Placer County (Placer County Executive Office - January 2, 2007). Placer County Exec. Office - May 22, 2007.

[1] Not every year of triggers is shown in this summary table. For exact timing, see **Table A-1** in **Appendix A**.

[2] Based on a standard of 1.36 sworn officers per 1,000 population, the level of service at the 12,049th building permit (BP) is sufficient to serve the PVSP. Timing sheet was prepared by Sheriff using a higher persons per household factor. In the Sheriff calculations the 12,049th BP corresponded to the expected PVSP buildout population of 31,815. Therefore the 12,049 BP is used as the buildout level of service and cost. Timing of Sheriff costs is slightly accelerated because of this adjustment.

Table 18
Placer Vineyards Specific Plan - Urban Services Plan
Annual Costs at Buildout: Sheriff (2006\$)

Item	Assumption	Annual Cost at Buildout (2006\$)
Gross Annual Sheriff Cost at Buildout (Urban Level Service) [1]		\$11,539,124
Countywide Special Teams Cost [2]	HEG	(\$72,289)
Subtotal Gross Annual Sheriff Cost at Buildout		\$11,466,835
Additional Offsetting Annual Revenues [3]	9%	(\$1,032,015)
Net Annual Sheriff Cost at Buildout		\$10,434,820
Percent Cost Reduction		10%
Share of Annual Sheriff Costs		
Residential	94.84%	\$9,896,312
Commercial	5.16%	\$538,508
Residents at Buildout		31,787
Cost per Capita		\$311
Total Units at Buildout		13,721
Cost per Unit [4]		\$722
Commercial Sq. Ft. at Buildout		3,553,080
Cost per Sq. Ft. [4]		\$0.16

"sheriff_cost"

Sources: Placer Vineyards Services as Proposed by Placer County (Placer County Executive Office - January 2, 2007); Placer County Exec. Office - May 30, 2007; HEG; and EPS.

[1] Includes General Fund contribution to Public Safety and Public Safety Fund.

[2] Numbers taken from HEG memorandum dated November 29, 2006. Revised estimate from County (May 30, 2007).

[3] Current model identifies 9% offsetting revenues (based upon offsets of approximately 9% of budgeted costs.

See HEG Fiscal Analysis "Notes"), which will be subject to additional refinement.

[4] Per-unit fee rounded up to the nearest dollar. Per-square foot cost rounded up to the nearest tenth.

Table 19
Placer Vineyards Specific Plan - Urban Services Plan
Projected Annual Surplus/(Shortfall): Sheriff (Constant 2006\$)

Year	Units		Nonresidential Sq. Ft.		Gross Annual Cost	Net Annual Costs [1]	Annual Revenues			Annual Surplus/(Shortfall)
	Annual	Cumulative	Annual	Cumulative			Residential	Nonresidential	Total	
						10% cost reduction	\$722 per unit	\$0.16 per bldg. sq. ft.		
2008/09	350	350	90,500	90,500	\$297,837	\$269,334	\$252,700	\$14,480	\$267,180	(\$2,154)
2009/10	350	700	90,500	181,000	\$566,717	\$512,482	\$505,400	\$28,960	\$534,360	\$21,878
2010/11	500	1,200	128,200	309,200	\$827,322	\$748,146	\$866,400	\$49,472	\$915,872	\$167,726
2011/12	500	1,700	128,200	437,400	\$1,337,718	\$1,209,697	\$1,227,400	\$69,984	\$1,297,384	\$87,687
2012/13	500	2,200	128,200	565,600	\$1,723,854	\$1,558,879	\$1,588,400	\$90,496	\$1,678,896	\$120,017
2013/14	500	2,700	128,200	693,800	\$2,013,437	\$1,820,750	\$1,949,400	\$111,008	\$2,060,408	\$239,658
2014/15	500	3,200	128,200	822,000	\$2,589,369	\$2,341,564	\$2,310,400	\$131,520	\$2,441,920	\$100,356
2015/16	500	3,700	128,200	950,200	\$3,084,774	\$2,789,558	\$2,671,400	\$152,032	\$2,823,432	\$33,874
2016/17	500	4,200	128,200	1,078,400	\$3,809,936	\$3,445,322	\$3,032,400	\$172,544	\$3,204,944	(\$240,378)
2017/18	500	4,700	128,200	1,206,600	\$4,879,888	\$4,412,878	\$3,393,400	\$193,056	\$3,586,456	(\$826,422)
2018/19	500	5,200	128,200	1,334,800	\$5,347,607	\$4,835,836	\$3,754,400	\$213,568	\$3,967,968	(\$867,868)
2019/20	500	5,700	128,200	1,463,000	\$5,704,153	\$5,158,261	\$4,115,400	\$234,080	\$4,349,480	(\$808,781)
2020/21	437	6,137	112,200	1,575,200	\$6,004,790	\$5,430,126	\$4,430,914	\$252,032	\$4,682,946	(\$747,180)
2021/22	437	6,574	112,200	1,687,400	\$6,550,371	\$5,923,495	\$4,746,428	\$269,984	\$5,016,412	(\$907,083)
2022/23	437	7,011	112,200	1,799,600	\$7,417,709	\$6,707,828	\$5,061,942	\$287,936	\$5,349,878	(\$1,357,950)
2023/24	437	7,448	112,200	1,911,800	\$7,728,831	\$6,989,175	\$5,377,456	\$305,888	\$5,683,344	(\$1,305,831)
2024/25	437	7,885	106,400	2,018,200	\$8,082,119	\$7,308,653	\$5,692,970	\$322,912	\$6,015,882	(\$1,292,771)
2025/26	417	8,302	106,400	2,124,600	\$8,527,457	\$7,711,372	\$5,994,044	\$339,936	\$6,333,980	(\$1,377,392)
2026/27	417	8,719	106,400	2,231,000	\$8,764,914	\$7,926,104	\$6,295,118	\$356,960	\$6,652,078	(\$1,274,026)
2027/28	417	9,136	106,400	2,337,400	\$9,503,035	\$8,593,587	\$6,596,192	\$373,984	\$6,970,176	(\$1,623,411)
2028/29	417	9,553	106,400	2,443,800	\$9,977,950	\$9,023,051	\$6,897,266	\$391,008	\$7,288,274	(\$1,734,777)
2029/30	417	9,970	106,400	2,550,200	\$10,215,407	\$9,237,784	\$7,198,340	\$408,032	\$7,606,372	(\$1,631,412)
2030/31	417	10,387	106,400	2,656,600	\$10,215,407	\$9,237,784	\$7,499,414	\$425,056	\$7,924,470	(\$1,313,314)
2031/32	417	10,804	106,400	2,763,000	\$10,452,864	\$9,452,516	\$7,800,488	\$442,080	\$8,242,568	(\$1,209,948)
2032/33	417	11,221	106,400	2,869,400	\$10,806,152	\$9,771,994	\$8,101,562	\$459,104	\$8,560,666	(\$1,211,328)
2033/34	417	11,638	106,400	2,975,800	\$11,301,667	\$10,220,087	\$8,402,636	\$476,128	\$8,878,764	(\$1,341,323)
2034/35	417	12,055	106,400	3,082,200	\$11,539,124	\$10,434,820	\$8,703,710	\$493,152	\$9,196,862	(\$1,237,958)
2035/36	417	12,472	106,324	3,188,524	\$11,539,124	\$10,434,820	\$9,004,784	\$510,164	\$9,514,948	(\$919,872)
2036/37	417	12,889	106,324	3,294,848	\$11,539,124	\$10,434,820	\$9,305,858	\$527,176	\$9,833,034	(\$601,786)
2037/38	417	13,306	106,324	3,401,172	\$11,539,124	\$10,434,820	\$9,606,932	\$544,188	\$10,151,120	(\$283,700)
2038/39	415	13,721	106,324	3,507,496	\$11,539,124	\$10,434,820	\$9,906,562	\$561,199	\$10,467,761	\$32,942
2039/40	0	13,721	45,584	3,553,080	\$11,539,124	\$10,434,820	\$9,906,562	\$568,493	\$10,475,055	\$40,235

"sheriff_surplus"

[1] Percent cost reduction attributable to offsetting revenues.

TRAILS AND PARKS

Placer Vineyards contains over 47 miles of trails (including 0.5 miles of offsite trails between the PVSP boundary and the Sacramento County line), 115 acres of mini- and neighborhood parks, 74 acres of community parks (including a corporation yard in each community park), and two skate parks. Placer County Facility Services will provide maintenance services for these trails and parks.

These facilities will be constructed as shown in **Table 20**. Trails (excluding the Dry Creek Corridor) and mini- and neighborhood parks will be phased in gradually as development proceeds. Maintenance of the Dry Creek Corridor is triggered by the 4,000th building permit; actual development triggers for this trail are described in the D.A.

Phase 1 of the Eastern Community Park and its corresponding corporation yard is triggered at the 700th building permit; Phase 2 is triggered at the 4,000th building permit. The first phase of the Western Community Park (including its corporation yard) is triggered at 8,000 building permits; Phase 2 is triggered at 11,500 building permits. The Town Center Green and Community Center Parks are triggered at the 7,000th building permit.

The first skate park is triggered at the 4,000th building permit; the second skate park is triggered at the 11,500th building permit.

SERVICE STANDARDS

Citygate's September 2005 report *Placer County Recreation and Park Development Project* recommends standards for trails and parks maintenance at a cost of approximately \$9,600 per linear trail mile and \$13,040 per park acre.⁶ These estimates are translated to 2006 dollars in **Table 21**. In addition, the County provided an estimate of two dollars per building square foot to maintain the two corporation yards located in the community parks.

⁶ P. 21-23 of the Citygate report.

ANNUAL OPERATING COSTS

Gross Costs

Based on the maintenance estimates described above, at buildout, trails will have an annual maintenance cost of \$470,000. Mini- and neighborhood parks will cost approximately \$1.8 million annually, community parks will cost nearly \$1.2 million, skate parks will each cost an estimated \$90,000 annually, and the corporation yards in the community parks will cost about \$12,000 annually. In total, gross costs will amount to roughly \$3.6 million annually (**Table 21**).

Offsetting Revenues

There are no projected offsetting revenues for trails or parks maintenance.

Net Annual Costs

Based on the net annual cost of \$3.6 million, the annual cost per unit is \$264. Commercial development is excluded from the trails and parks cost allocation.

Annual Cash Flow

The annual cash flow for trails and parks is shown in **Table 22**. The funding surplus and shortfall varies from year to year; the largest shortfall is approximately \$242,000. In 2038/39 the revenues for trails and parks maintenance exceed expenses and this annual surplus continues through buildout.

Table 20
Placer Vineyards Specific Plan - Urban Services Plan
Projected Phasing: Trails and Parks

Item	Trigger Assumption	Unit Trigger
<u>Trails and Parks</u>		
Trails		
Trails in private parks, onsite trails (includes equestrian), and off-site trails	0.0032 miles per unit	Each unit
Dry Creek Corridor	4,000 building permit	4,000
Public Mini-Parks (Pocket Parks) and Neighborhood Parks		
Mini-Parks (Pocket Parks)	0.57 acres per 200th b.p.	Every 200 units
Neighborhood Parks	1.10 acres per 200th b.p.	Every 200 units
Community Parks		
Eastern Community Park Phase 1	700 building permit	700
Eastern Community Park Phase 2	4,000 building permit	4,000
Western Community Park Phase 1	8,000 building permit	8,000
Western Community Park Phase 2	11,500 building permit	11,500
Community Center Park	7,000 building permit	7,000
Town Center Green	7,000 building permit	7,000
Community Park Facilities & Staffing		
Skate Park 1	4,000 building permit	4,000
Skate Park 2	11,500 building permit	11,500
Skate Park Materials and Supplies	35% of total staffing	N/A
Eastern Park Corporation Yard Shop	700 building permit	700
Western Park Corporation Yard Shop	8,000 building permit	8,000

"parks_phasing"

Source: Placer Vineyards Services as Proposed by Placer County (Placer County Executive Office - January 2, 2007).

Table 21
Placer Vineyards Specific Plan - Urban Services Plan
Annual Costs at Buildout: Trails and Parks (2006\$)

Item	Assumptions		Annual Cost Buildout (2006\$)
	Units	Cost per Unit (2006\$)	
Trails and Parks			
Trails [1]	47.13 miles	\$9,888	\$466,021
Mini-Parks (Pocket Parks) & Neighborhood Parks [2]			
Mini-Parks (Pocket Parks)	39 acres	\$13,431	\$523,817
Neighborhood Parks	76 acres	\$13,431	\$1,014,056
Subtotal Mini-Parks (Pocket Parks) & Neighborhood Parks			\$1,537,872
County Overhead/Administration		17% of cost	\$261,438
Total Mini-Parks (Pocket Parks) & Neighborhood Parks	115 acres	\$13,431	\$1,799,311
Community Parks [3]			
Eastern Community Park	32 acres	\$13,431	\$429,798
Western Community Park	33 acres	\$13,431	\$443,230
Community Center Park	5 acres	\$13,431	\$67,156
Town Center Green	4 acres	\$13,431	\$47,009
Subtotal Community Parks			\$987,193
County Overhead/Administration		17% of cost	\$167,823
Total Community Parks	74 acres	\$13,431	\$1,155,016
Community Park Facilities			
Skate Park 1	1 park	\$66,950	\$66,950
Materials/Supplies for Skate Park 1 Supervision	35% of park cost	\$23,433	\$23,433
Subtotal Skate Park 1			\$90,383
Skate Park 2	1 park	\$66,950	\$66,950
Materials/Supplies for Skate Park 2 Supervision	35% of park cost	\$23,433	\$23,433
Subtotal Skate Park 2			\$90,383
Eastern Community Park Corporation Yard	3,000 sq. ft.	\$2.06	\$6,180
Western Community Park Corporation Yard	3,000 sq. ft.	\$2.06	\$6,180
Subtotal Corporation Yards	6,000 sq. ft.	\$2.06	\$12,360
Subtotal Community Facilities			\$193,125
Total Annual Trails and Parks Maintenance Cost			\$3,613,473
<hr/>			
Residents at Buildout			31,787
Cost per Capita			\$114
Total Units at Buildout			13,721
Cost per Unit [4]			\$264

"parks_cost"

Sources: Citygate, HEG, Placer Vineyards Services as Proposed by Placer County (Placer County Executive Office - January 2, 2007), and EPS.

[1] Includes 0.5 miles of off-site trails between the Project and the Sacramento County line.

[2] Excludes private parks.

[3] May be some overlap of maintenance cost for Town Center Green and recreation center at Town Center.

[4] Per-unit fee rounded up to the nearest dollar.

Table 22
Placer Vineyards Specific Plan - Urban Services Plan
Projected Annual Surplus/(Shortfall): Trails and Parks (Constant 2006\$)

Year	Units		Gross Annual Costs				Total Gross Annual Cost	Net Annual Cost [1]	Revenues	Annual Surplus/(Shortfall)
	Annual	Cumulative	Trails	Parks	Skate Parks	Corporation Yards				
								0% cost reduction	\$264 per unit	
2008/09	350	350	\$11,290	\$45,897	\$0	\$0	\$57,187	\$57,187	\$92,400	\$35,213
2009/10	350	700	\$22,579	\$406,085	\$0	\$6,180	\$434,844	\$434,844	\$184,800	(\$250,044)
2010/11	500	1,200	\$38,707	\$471,653	\$0	\$6,180	\$516,540	\$516,540	\$316,800	(\$199,740)
2011/12	500	1,700	\$54,835	\$537,220	\$0	\$6,180	\$598,236	\$598,236	\$448,800	(\$149,436)
2012/13	500	2,200	\$70,964	\$602,788	\$0	\$6,180	\$679,932	\$679,932	\$580,800	(\$99,132)
2013/14	500	2,700	\$87,092	\$668,356	\$0	\$6,180	\$761,628	\$761,628	\$712,800	(\$48,828)
2014/15	500	3,200	\$103,220	\$733,924	\$0	\$6,180	\$843,324	\$843,324	\$844,800	\$1,476
2015/16	500	3,700	\$119,348	\$799,492	\$0	\$6,180	\$925,019	\$925,019	\$976,800	\$51,781
2016/17	500	4,200	\$158,910	\$1,053,633	\$90,383	\$6,180	\$1,309,106	\$1,309,106	\$1,108,800	(\$200,306)
2017/18	500	4,700	\$175,039	\$1,119,201	\$90,383	\$6,180	\$1,390,802	\$1,390,802	\$1,240,800	(\$150,002)
2018/19	500	5,200	\$191,167	\$1,184,769	\$90,383	\$6,180	\$1,472,498	\$1,472,498	\$1,372,800	(\$99,698)
2019/20	500	5,700	\$207,295	\$1,250,337	\$90,383	\$6,180	\$1,554,194	\$1,554,194	\$1,504,800	(\$49,394)
2020/21	437	6,137	\$221,391	\$1,307,643	\$90,383	\$6,180	\$1,625,596	\$1,625,596	\$1,620,168	(\$5,428)
2021/22	437	6,574	\$235,487	\$1,364,949	\$90,383	\$6,180	\$1,696,998	\$1,696,998	\$1,735,536	\$38,538
2022/23	437	7,011	\$249,583	\$1,555,829	\$90,383	\$6,180	\$1,901,974	\$1,901,974	\$1,850,904	(\$51,070)
2023/24	437	7,448	\$263,678	\$1,613,135	\$90,383	\$6,180	\$1,973,376	\$1,973,376	\$1,966,272	(\$7,104)
2024/25	437	7,885	\$277,774	\$1,670,441	\$90,383	\$6,180	\$2,044,778	\$2,044,778	\$2,081,640	\$36,862
2025/26	417	8,302	\$291,225	\$2,039,415	\$90,383	\$12,360	\$2,433,382	\$2,433,382	\$2,191,728	(\$241,654)
2026/27	417	8,719	\$304,676	\$2,094,098	\$90,383	\$12,360	\$2,501,517	\$2,501,517	\$2,301,816	(\$199,701)
2027/28	417	9,136	\$318,127	\$2,148,782	\$90,383	\$12,360	\$2,569,651	\$2,569,651	\$2,411,904	(\$157,747)
2028/29	417	9,553	\$331,578	\$2,203,465	\$90,383	\$12,360	\$2,637,786	\$2,637,786	\$2,521,992	(\$115,794)
2029/30	417	9,970	\$345,029	\$2,258,149	\$90,383	\$12,360	\$2,705,920	\$2,705,920	\$2,632,080	(\$73,840)
2030/31	417	10,387	\$358,479	\$2,312,832	\$90,383	\$12,360	\$2,774,054	\$2,774,054	\$2,742,168	(\$31,886)
2031/32	417	10,804	\$371,930	\$2,367,516	\$90,383	\$12,360	\$2,842,189	\$2,842,189	\$2,852,256	\$10,067
2032/33	417	11,221	\$385,381	\$2,422,199	\$180,765	\$12,360	\$3,000,705	\$3,000,705	\$2,962,344	(\$38,361)
2033/34	417	11,638	\$398,832	\$2,681,171	\$180,765	\$12,360	\$3,273,128	\$3,273,128	\$3,072,432	(\$200,696)
2034/35	417	12,055	\$412,283	\$2,735,855	\$180,765	\$12,360	\$3,341,263	\$3,341,263	\$3,182,520	(\$158,743)
2035/36	417	12,472	\$425,733	\$2,790,538	\$180,765	\$12,360	\$3,409,397	\$3,409,397	\$3,292,608	(\$116,789)
2036/37	417	12,889	\$439,184	\$2,845,222	\$180,765	\$12,360	\$3,477,531	\$3,477,531	\$3,402,696	(\$74,835)
2037/38	417	13,306	\$452,635	\$2,899,906	\$180,765	\$12,360	\$3,545,666	\$3,545,666	\$3,512,784	(\$32,882)
2038/39	415	13,721	\$466,021	\$2,954,327	\$180,765	\$12,360	\$3,613,473	\$3,613,473	\$3,622,344	\$8,871
2039/40	0	13,721	\$466,021	\$2,954,327	\$180,765	\$12,360	\$3,613,473	\$3,613,473	\$3,622,344	\$8,871

"parks_surplus"

[1] Percent cost reduction attributable to offsetting revenues.

OPEN SPACE

Open space maintenance will be provided by Placer County Facility Services or as otherwise designated by the County.

SERVICE STANDARDS

There are approximately 495 acres of on-site open space in the Plan Area. In addition to the on-site open space acreage, there are also approximately 3,500 acres of off-site open space. There are also roughly 215 acres (or 10.5 miles) of onsite drainageway channels.

ANNUAL OPERATING COSTS

Triggers and Gross Annual Costs

For purposes of the Urban Services Plan, EPS assumes that the total cost for open space maintenance starts in year 1 of development (2008/09). This assumption is shown in **Table 23**. Maintenance costs for drainageway channels are assumed to begin at the start of development and are phased in on a straight-line basis through 50 percent of buildout, at which time 100 percent of cost is assumed.

The County estimates a per-acre cost of \$420 for on-site open space maintenance, which includes mowing for fire hazard, maintenance of buffer trees, and weed abatement. The County's maintenance estimated for off-site open space is \$165 per acre. The annual cost to maintain drainageway channels is \$50,000 per mile, based on estimates from MacKay & Somp. The total annual cost of maintaining both on- and off-site open space and drainage channels is approximately \$1.3 million at buildout, as shown in **Table 23**.

Offsetting Revenues

It is not expected that there will be any offsetting revenues to cover partial costs of maintaining open space.

Net Annual Costs

The annual cost of \$1.3 million results in a per-unit cost of \$96, as shown in **Table 24**. Commercial development is not charged for open space maintenance.

Annual Cash Flow

The annual cash flow is presented in **Table 25**. Since maintenance of all on- and off-site open space is required from the start of development, there is an operating deficit each year of development, until buildout is achieved and the cash flow becomes positive.

Table 23
Placer Vineyards Specific Plan - Urban Services Plan
Projected Phasing: Open Space (2006\$)

Item	Annual Cost at Buildout (2006\$)	Timing
Annual Open Space Maintenance Costs		
Open Space Acres (On-Site)	495	1st Building Permit
Cost per Acre [1]	\$420	
Annual On-Site Open Space Cost	\$208,076	
Open Space Acres (Off-Site) [2]	3,537	1st Building Permit
Cost per Acre [3]	\$165	
Annual Off-Site Open Space Cost	\$583,605	
Drainageway Channel Acres	214	Straight-line:
Equivalent Drainageway Channel Miles [4]	10.3	1st Building Permit
Cost per Mile [4]	\$50,000	through 50% of
Annual Drainageway Channel Cost	\$512,500	Development
Subtotal Annual Open Space Cost at Buildout	\$1,304,181	

"open_space_phasing"

Source: Placer Vineyards Services as Proposed by Placer County (Placer County Executive Office - January 2, 2007), MacKay & Soms, and Placer Vineyards Draft Specific Plan, December, 2006.

[1] Revised cost estimate provided by Placer County Executive Office on May 23, 2007.

[2] Open space acreage per Placer County Planning Department, via Placer County Executive Office (Dec. 7, 2006).

[3] Cost estimate provided by Placer County Executive Office (Dec. 14, 2006). Includes mowing for fire hazard, maintenance of buffer trees, and weed abatement.

[4] Estimate provided by MacKay & Soms (Nov. 1, 2006).

Table 24
Placer Vineyards Specific Plan - Urban Services Plan
Annual Costs at Buildout: Open Space (2006\$)

Item	Annual Cost at Buildout (2006\$)
Gross Annual Open Space Cost at Buildout	\$1,304,181
Offsetting Revenues	\$0
Net Total Annual Open Space Cost at Buildout	\$1,304,181
Percent Cost Reduction	0%
<hr/>	
Residents at Buildout	31,787
Cost per Capita	\$41
Total Units at Buildout	13,721
Cost per Unit [1]	\$96

"open_space_cost"

Source: Placer Vineyards Services as Proposed by Placer County (Placer County Executive Office - January 2, 2007).

[1] Per-unit fee rounded up to the nearest dollar.

Table 25
Placer Vineyards Specific Plan - Urban Services Plan
Projected Annual Surplus/(Shortfall): Open Space (Constant 2006\$)

Year	Units		Gross Annual Cost			Net Annual Cost [1]	Revenues	Annual Surplus/(Shortfall)
	Annual	Cumulative	Open Space	Drainageways	Total			
						0% cost reduction	\$96 per unit	
2008/09	350	350	\$791,681	\$32,031	\$823,713	\$823,713	\$33,600	(\$790,113)
2009/10	350	700	\$791,681	\$64,063	\$855,744	\$855,744	\$67,200	(\$788,544)
2010/11	500	1,200	\$791,681	\$96,094	\$887,775	\$887,775	\$115,200	(\$772,575)
2011/12	500	1,700	\$791,681	\$128,125	\$919,806	\$919,806	\$163,200	(\$756,606)
2012/13	500	2,200	\$791,681	\$160,156	\$951,838	\$951,838	\$211,200	(\$740,638)
2013/14	500	2,700	\$791,681	\$192,188	\$983,869	\$983,869	\$259,200	(\$724,669)
2014/15	500	3,200	\$791,681	\$224,219	\$1,015,900	\$1,015,900	\$307,200	(\$708,700)
2015/16	500	3,700	\$791,681	\$256,250	\$1,047,931	\$1,047,931	\$355,200	(\$692,731)
2016/17	500	4,200	\$791,681	\$288,281	\$1,079,963	\$1,079,963	\$403,200	(\$676,763)
2017/18	500	4,700	\$791,681	\$320,313	\$1,111,994	\$1,111,994	\$451,200	(\$660,794)
2018/19	500	5,200	\$791,681	\$352,344	\$1,144,025	\$1,144,025	\$499,200	(\$644,825)
2019/20	500	5,700	\$791,681	\$384,375	\$1,176,056	\$1,176,056	\$547,200	(\$628,856)
2020/21	437	6,137	\$791,681	\$416,406	\$1,208,088	\$1,208,088	\$589,152	(\$618,936)
2021/22	437	6,574	\$791,681	\$448,438	\$1,240,119	\$1,240,119	\$631,104	(\$609,015)
2022/23	437	7,011	\$791,681	\$480,469	\$1,272,150	\$1,272,150	\$673,056	(\$599,094)
2023/24	437	7,448	\$791,681	\$512,500	\$1,304,181	\$1,304,181	\$715,008	(\$589,173)
2024/25	437	7,885	\$791,681	\$512,500	\$1,304,181	\$1,304,181	\$756,960	(\$547,221)
2025/26	417	8,302	\$791,681	\$512,500	\$1,304,181	\$1,304,181	\$796,992	(\$507,189)
2026/27	417	8,719	\$791,681	\$512,500	\$1,304,181	\$1,304,181	\$837,024	(\$467,157)
2027/28	417	9,136	\$791,681	\$512,500	\$1,304,181	\$1,304,181	\$877,056	(\$427,125)
2028/29	417	9,553	\$791,681	\$512,500	\$1,304,181	\$1,304,181	\$917,088	(\$387,093)
2029/30	417	9,970	\$791,681	\$512,500	\$1,304,181	\$1,304,181	\$957,120	(\$347,061)
2030/31	417	10,387	\$791,681	\$512,500	\$1,304,181	\$1,304,181	\$997,152	(\$307,029)
2031/32	417	10,804	\$791,681	\$512,500	\$1,304,181	\$1,304,181	\$1,037,184	(\$266,997)
2032/33	417	11,221	\$791,681	\$512,500	\$1,304,181	\$1,304,181	\$1,077,216	(\$226,965)
2033/34	417	11,638	\$791,681	\$512,500	\$1,304,181	\$1,304,181	\$1,117,248	(\$186,933)
2034/35	417	12,055	\$791,681	\$512,500	\$1,304,181	\$1,304,181	\$1,157,280	(\$146,901)
2035/36	417	12,472	\$791,681	\$512,500	\$1,304,181	\$1,304,181	\$1,197,312	(\$106,869)
2036/37	417	12,889	\$791,681	\$512,500	\$1,304,181	\$1,304,181	\$1,237,344	(\$66,837)
2037/38	417	13,306	\$791,681	\$512,500	\$1,304,181	\$1,304,181	\$1,277,376	(\$26,805)
2038/39	415	13,721	\$791,681	\$512,500	\$1,304,181	\$1,304,181	\$1,317,216	\$13,035
2039/40	0	13,721	\$791,681	\$512,500	\$1,304,181	\$1,304,181	\$1,317,216	\$13,035

"open_space_surplus"

[1] Percent cost reduction attributable to offsetting revenues.

LANDSCAPE CORRIDORS

Landscape corridor maintenance will be provided by Placer County Facility Services.

SERVICE STANDARDS

There are nearly 110 acres of landscape corridors for major backbone infrastructure.

Cost assumptions for landscape corridors are outlined in **Table 26**. Based on maintenance costs for comparable jurisdictions, a per-square foot cost of \$0.31 is used in this analysis, which results in an approximately \$13,500 maintenance cost per acre. Annual maintenance at buildout amounts to over \$1.4 million.

ANNUAL OPERATING COSTS

Triggers

For purposes of the Urban Services Plan, EPS allocates the landscape corridor maintenance costs on a straight-line basis, starting in year 1 of development. This assumption is noted in **Table 26**.

Offsetting Revenues

It is not expected that there will be any offsetting revenues to cover the costs of maintaining landscape corridors.

Net Annual Costs

The annual \$1.4 million maintenance cost results in a per-unit cost of \$101 for residential development and a \$0.03 per-building square foot cost for commercial development, as shown in **Table 27**.

Annual Cash Flow

The annual cash flow for landscape corridors, shown in **Table 28**, shows that there is a deficit through the first 3 years of development, after which an annual surplus results, which continues through the end of development.

Table 26
Placer Vineyards Specific Plan - Urban Services Plan
Projected Phasing: Landscape Corridors (2006\$)

Item	Unit Quantity	Cost/ Sq. Ft. [1]	Cost per Acre (2006\$)	Annual Cost at Buildout (2006\$)	Timing
Backbone Landscape Corridors	107 acres	\$0.31	\$13,504	\$1,448,585	Straight-Line: Starting in Year 1
Total	107 acres			\$1,448,585	

"land_corr_backup"

Source: Placer Vineyards Services as Proposed by Placer County (Placer County Executive Office - January 2, 2007).

[1] Revised cost estimate of \$0.31 per acre per Placer County, May 23, 2007.

Table 27
Placer Vineyards Specific Plan - Urban Services Plan
Annual Costs at Buildout: Landscape Corridors (2006\$)

Item	Assumption	Cost at Buildout (2006\$)
Gross Annual Landscape Corridor Cost at Buildout		\$1,448,585
Offsetting Revenues		\$0
Net Total Annual Landscape Corridor Cost at Buildout		\$1,448,585
Percent Cost Reduction		0%
<hr/>		
Share of Annual Landscape Corridor Maintenance Costs		
Residential	94.84%	\$1,373,828
Commercial	5.16%	\$74,757
Residents at Buildout		31,787
Cost per Capita		\$43
Total Units at Buildout		13,721
Cost per Unit [1]		\$101
Commercial Sq. Ft. at Buildout		3,553,080
Cost per Sq. Ft. [1]		\$0.03

"land_corr_cost"

Sources: MacKay & Somps, Placer County, and EPS.

[1] Per-unit fee rounded up to the nearest dollar. Per-square foot cost rounded up to the nearest tenth.

Table 28
Placer Vineyards Specific Plan - Urban Services Plan
Projected Annual Surplus/(Shortfall): Landscape Corridors (Constant 2006\$)

Year	Units		Nonresidential Sq. Ft.		Gross Annual Cost	Net Annual Cost [1]	Annual Revenues			Annual Surplus/(Shortfall)
	Annual	Cumulative	Annual	Cumulative			Residential	Nonresidential	Total	
						0% cost reduction	\$101 per unit	\$0.03 per bldg. sq. ft.		
2008/09	350	350	90,500	90,500	\$45,268	\$45,268	\$35,350	\$2,715	\$38,065	(\$7,203)
2009/10	350	700	90,500	181,000	\$90,537	\$90,537	\$70,700	\$5,430	\$76,130	(\$14,407)
2010/11	500	1,200	128,200	309,200	\$135,805	\$135,805	\$121,200	\$9,276	\$130,476	(\$5,329)
2011/12	500	1,700	128,200	437,400	\$181,073	\$181,073	\$171,700	\$13,122	\$184,822	\$3,749
2012/13	500	2,200	128,200	565,600	\$226,341	\$226,341	\$222,200	\$16,968	\$239,168	\$12,827
2013/14	500	2,700	128,200	693,800	\$271,610	\$271,610	\$272,700	\$20,814	\$293,514	\$21,904
2014/15	500	3,200	128,200	822,000	\$316,878	\$316,878	\$323,200	\$24,660	\$347,860	\$30,982
2015/16	500	3,700	128,200	950,200	\$362,146	\$362,146	\$373,700	\$28,506	\$402,206	\$40,060
2016/17	500	4,200	128,200	1,078,400	\$407,415	\$407,415	\$424,200	\$32,352	\$456,552	\$49,137
2017/18	500	4,700	128,200	1,206,600	\$452,683	\$452,683	\$474,700	\$36,198	\$510,898	\$58,215
2018/19	500	5,200	128,200	1,334,800	\$497,951	\$497,951	\$525,200	\$40,044	\$565,244	\$67,293
2019/20	500	5,700	128,200	1,463,000	\$543,219	\$543,219	\$575,700	\$43,890	\$619,590	\$76,371
2020/21	437	6,137	112,200	1,575,200	\$588,488	\$588,488	\$619,837	\$47,256	\$667,093	\$78,605
2021/22	437	6,574	112,200	1,687,400	\$633,756	\$633,756	\$663,974	\$50,622	\$714,596	\$80,840
2022/23	437	7,011	112,200	1,799,600	\$679,024	\$679,024	\$708,111	\$53,988	\$762,099	\$83,075
2023/24	437	7,448	112,200	1,911,800	\$724,293	\$724,293	\$752,248	\$57,354	\$809,602	\$85,309
2024/25	437	7,885	106,400	2,018,200	\$769,561	\$769,561	\$796,385	\$60,546	\$856,931	\$87,370
2025/26	417	8,302	106,400	2,124,600	\$814,829	\$814,829	\$838,502	\$63,738	\$902,240	\$87,411
2026/27	417	8,719	106,400	2,231,000	\$860,097	\$860,097	\$880,619	\$66,930	\$947,549	\$87,452
2027/28	417	9,136	106,400	2,337,400	\$905,366	\$905,366	\$922,736	\$70,122	\$992,858	\$87,492
2028/29	417	9,553	106,400	2,443,800	\$950,634	\$950,634	\$964,853	\$73,314	\$1,038,167	\$87,533
2029/30	417	9,970	106,400	2,550,200	\$995,902	\$995,902	\$1,006,970	\$76,506	\$1,083,476	\$87,574
2030/31	417	10,387	106,400	2,656,600	\$1,041,171	\$1,041,171	\$1,049,087	\$79,698	\$1,128,785	\$87,614
2031/32	417	10,804	106,400	2,763,000	\$1,086,439	\$1,086,439	\$1,091,204	\$82,890	\$1,174,094	\$87,655
2032/33	417	11,221	106,400	2,869,400	\$1,131,707	\$1,131,707	\$1,133,321	\$86,082	\$1,219,403	\$87,696
2033/34	417	11,638	106,400	2,975,800	\$1,176,975	\$1,176,975	\$1,175,438	\$89,274	\$1,264,712	\$87,737
2034/35	417	12,055	106,400	3,082,200	\$1,222,244	\$1,222,244	\$1,217,555	\$92,466	\$1,310,021	\$87,777
2035/36	417	12,472	106,324	3,188,524	\$1,267,512	\$1,267,512	\$1,259,672	\$95,656	\$1,355,328	\$87,816
2036/37	417	12,889	106,324	3,294,848	\$1,312,780	\$1,312,780	\$1,301,789	\$98,845	\$1,400,634	\$87,854
2037/38	417	13,306	106,324	3,401,172	\$1,358,049	\$1,358,049	\$1,343,906	\$102,035	\$1,445,941	\$87,893
2038/39	415	13,721	106,324	3,507,496	\$1,403,317	\$1,403,317	\$1,385,821	\$105,225	\$1,491,046	\$87,729
2039/40	0	13,721	45,584	3,553,080	\$1,448,585	\$1,448,585	\$1,385,821	\$106,592	\$1,492,413	\$43,828

"land_corr_surplus"

[1] Percent cost reduction attributable to offsetting revenues.

COUNTYWIDE/BASELINE MUNICIPAL SERVICES

Countywide municipal services include detention, District Attorney, probation, public defender, and certain other public protection services; human services; animal control; some general government services (e.g., county assessor, auditor/controller, treasurer/tax collector, legislative functions).⁷ Other services (known as baseline municipal services) include those provided by the County in the unincorporated County and include: public protection, building inspection, facilities services maintenance and administration, most planning and community development services, and a share of executive, legislative, and administrative general government services.

SERVICE STANDARDS

As the population grows, there will be a gradual increase in the need for countywide services. For purposes of the Urban Services Plan, it is assumed that each residential unit or building square foot of commercial space will generate a set increase in required services.

Based on per-unit and per-employee cost factors developed by HEG, it is estimated that the annual cost for countywide/baseline municipal services amounts to \$703 per resident and \$157 per employee. These per-resident and per-employee costs exclude costs for sheriff, so as not to double-count services discussed above in the "Sheriff" section (see **Table 29**).

The baseline cost for the public safety component of these countywide/baseline municipal costs (excluding Sheriff) is \$128 per resident and \$40 per employee, as calculated by HEG. The County estimates that to provide an urban level of service to new development, this baseline cost component should be increased by 15 percent. In total, the annual cost figure of \$722 per resident and \$163 per employee in the PVSP Urban Services Plan includes this increase, as shown in **Table 29**.

These multipliers result in an estimated \$23.8 million in costs for provision of countywide/baseline municipal services at buildout, as summarized in **Table 29**.

⁷ Hausrath Economics Group, *Placer Vineyards Specific Plan Fiscal Impact Analysis*, August 24, 2006 (pg. 3).

ANNUAL OPERATING COSTS

Triggers and Gross Cost

For purposes of the Urban Services Plan, countywide/baseline municipal services costs are assumed to be equivalent to revenues. As each unit is built, thus generating an additional need for services, the per-unit fee for countywide/baseline municipal services is collected. The same is true for commercial development. This assumption is shown in **Table 29**.

Offsetting Revenues

According to the HEG analysis and shown in **Table 30**, General Fund revenues, which will offset the countywide/baseline municipal services cost of \$23.8 million, amount to approximately \$20.2 million at buildout. Public Safety Fund revenues amounting to \$3.7 million also will offset the gross countywide/baseline municipal services cost.

Net Annual Costs

The net annual cost for countywide/baseline municipal services is approximately (\$109,000). Since the estimated revenues exceed estimated costs at buildout, the cost funded by the project is assumed to be \$0.

Cash Flow

The net cost to the project is \$0, as shown in **Table 31**.

Table 29
Placer Vineyards Specific Plan - Urban Services Plan
Projected Phasing: Countywide/Baseline Municipal Services (2006\$)

Item	Assumption	Annual Cost at Buildout (2006\$)	Timing
Annual per-Resident Countywide/Baseline Municipal Services Costs			
Countywide Services - Other [1]	Cost per Resident	\$248	
Countywide Services - Public Safety [1][2]	Cost per Resident	\$128	
Unincorporated Area/Municipal Services [1]	Cost per Resident	\$551	
<i>(Less Sheriff) [3]</i>	Cost per Resident	(\$224)	
Total Annual per-Resident Countywide/Baseline Municipal Costs		\$703	
Adjust per-Resident Cost to Account for Growth-Related Cost Increases [4]	15%	\$19	
Adjusted per-Resident Cost		\$722	Cost = Revenue
PVSP Residents at Buildout [5]		31,199	
Total Annual Resident Countywide/Base. Muni. Services Costs at Buildout		\$22,539,725	
Annual per-Employee Countywide/Baseline Municipal Services Costs			
Countywide Services - Other [1]	Cost per Employee	\$38	
Countywide Services - Public Safety [1][2]	Cost per Employee	\$40	
Unincorporated Area/Municipal Services [1]	Cost per Employee	\$148	
<i>(Less Sheriff) [3]</i>	Cost per Employee	(\$69)	
Total Annual per-Employee Countywide/Baseline Municipal Costs		\$157	
Adjust per-Employee Cost to Account for Growth-Related Cost Increases [4]	15%	\$6	
Adjusted per-Employee Cost		\$163	Cost = Revenue
PVSP Employees at Buildout [6]		7,584	
Total Annual Employee Countywide/Base. Muni. Services Costs at Buildout		\$1,233,677	
Total Annual Countywide/Baseline Municipal Services Costs		\$23,773,402	

"cnty_svc_phasing"

Sources: Hausrath Economics Group (HEG); *Placer Vineyards Specific Plan Fiscal Impact Analysis*, August 24, 2006; Placer County Executive Office - May 30, 2007.

[1] From HEG Fiscal Analysis, Table 1, page 6 and Table B.5. See **Table A-2** for additional detail.

[2] Includes contribution to Public Safety, Detention and Correction, Judicial, Protection and Prevention, and Administration.

[3] Sheriff cost backed out of total municipal services cost to avoid double-counting. See HEG Table B.5.

[4] 15 percent increase applied only to Public Safety portion of countywide services cost.

[5] Uses resident population as calculated by HEG since per-resident multipliers are calculated in the HEG study based on this residential population.

[6] Uses number of employees as calculated by HEG since per-employee multipliers are calculated in the HEG study based on this employee population.

Table 30
Placer Vineyards Specific Plan - Urban Services Plan
Annual Costs at Buildout: Countywide/Baseline Municipal Services (2006\$)

Item	Assumption	Annual Cost at Buildout (2006\$)
Subtotal Annual Countywide/Baseline Muni. Services Cost at Buildout		\$23,773,402
General Fund Offsetting Revenues [1]	HEG	(\$20,168,414)
Public Safety Fund Offsetting Revenues [1]	HEG	(\$3,713,973)
Net Annual Countywide/Baseline Municipal Services Cost at Buildout		(\$108,985)
Percent Cost Reduction from Offsetting Revenues		100%
Countywide/Baseline Municipal Services Cost Funded by the Project		\$0
Share of Annual Countywide/Baseline Muni. Services Costs		
Residential	94.84%	\$0
Commercial	5.16%	\$0
Residents at Buildout		31,199
Cost per Capita		\$0
Total Units at Buildout		13,721
Cost per Unit [2]		\$0
Commercial Sq. Ft. at Buildout		3,553,080
Cost per Sq. Ft. [2]		\$0.00

"cnty_svc_cost"

Source: HEG; Placer County Executive Office - May 30, 2007.

[1] From HEG Fiscal Analysis, Appendix A "Annual Fiscal Impact With Urban Services".

[2] Per-unit fee rounded up to the nearest dollar. Per-square foot cost rounded up to the nearest tenth.

Table 31
Placer Vineyards Specific Plan - Urban Services Plan
Projected Annual Surplus/(Shortfall): Countywide/Baseline Municipal Services (Constant 2006\$)

Year	Units		Nonresidential Sq. Ft.		Gross Annual Cost	Net Annual Cost [1]	Annual Revenues			Annual Surplus/(Shortfall)
	Annual	Cumulative	Annual	Cumulative			Residential	Nonresidential	Total	
						100% cost reduction	\$ per unit	\$0. per bldg. sq. ft.		
2008/09	350	350	90,500	90,500	\$606,374	\$0	\$0	\$0	\$0	\$0
2009/10	350	700	90,500	181,000	\$1,212,748	\$0	\$0	\$0	\$0	\$0
2010/11	500	1,200	128,200	309,200	\$2,078,622	\$0	\$0	\$0	\$0	\$0
2011/12	500	1,700	128,200	437,400	\$2,944,496	\$0	\$0	\$0	\$0	\$0
2012/13	500	2,200	128,200	565,600	\$3,810,370	\$0	\$0	\$0	\$0	\$0
2013/14	500	2,700	128,200	693,800	\$4,676,244	\$0	\$0	\$0	\$0	\$0
2014/15	500	3,200	128,200	822,000	\$5,542,118	\$0	\$0	\$0	\$0	\$0
2015/16	500	3,700	128,200	950,200	\$6,407,992	\$0	\$0	\$0	\$0	\$0
2016/17	500	4,200	128,200	1,078,400	\$7,273,866	\$0	\$0	\$0	\$0	\$0
2017/18	500	4,700	128,200	1,206,600	\$8,139,739	\$0	\$0	\$0	\$0	\$0
2018/19	500	5,200	128,200	1,334,800	\$9,005,613	\$0	\$0	\$0	\$0	\$0
2019/20	500	5,700	128,200	1,463,000	\$9,871,487	\$0	\$0	\$0	\$0	\$0
2020/21	437	6,137	112,200	1,575,200	\$10,628,314	\$0	\$0	\$0	\$0	\$0
2021/22	437	6,574	112,200	1,687,400	\$11,385,141	\$0	\$0	\$0	\$0	\$0
2022/23	437	7,011	112,200	1,799,600	\$12,141,967	\$0	\$0	\$0	\$0	\$0
2023/24	437	7,448	112,200	1,911,800	\$12,898,794	\$0	\$0	\$0	\$0	\$0
2024/25	437	7,885	106,400	2,018,200	\$13,653,618	\$0	\$0	\$0	\$0	\$0
2025/26	417	8,302	106,400	2,124,600	\$14,375,578	\$0	\$0	\$0	\$0	\$0
2026/27	417	8,719	106,400	2,231,000	\$15,097,537	\$0	\$0	\$0	\$0	\$0
2027/28	417	9,136	106,400	2,337,400	\$15,819,497	\$0	\$0	\$0	\$0	\$0
2028/29	417	9,553	106,400	2,443,800	\$16,541,457	\$0	\$0	\$0	\$0	\$0
2029/30	417	9,970	106,400	2,550,200	\$17,263,416	\$0	\$0	\$0	\$0	\$0
2030/31	417	10,387	106,400	2,656,600	\$17,985,376	\$0	\$0	\$0	\$0	\$0
2031/32	417	10,804	106,400	2,763,000	\$18,707,336	\$0	\$0	\$0	\$0	\$0
2032/33	417	11,221	106,400	2,869,400	\$19,429,295	\$0	\$0	\$0	\$0	\$0
2033/34	417	11,638	106,400	2,975,800	\$20,151,255	\$0	\$0	\$0	\$0	\$0
2034/35	417	12,055	106,400	3,082,200	\$20,873,215	\$0	\$0	\$0	\$0	\$0
2035/36	417	12,472	106,324	3,188,524	\$21,595,148	\$0	\$0	\$0	\$0	\$0
2036/37	417	12,889	106,324	3,294,848	\$22,317,082	\$0	\$0	\$0	\$0	\$0
2037/38	417	13,306	106,324	3,401,172	\$23,039,015	\$0	\$0	\$0	\$0	\$0
2038/39	415	13,721	106,324	3,507,496	\$23,757,662	\$0	\$0	\$0	\$0	\$0
2039/40	0	13,721	45,584	3,553,080	\$23,773,402	\$0	\$0	\$0	\$0	\$0

"cnty_svc_surplus"

[1] Percent cost reduction attributable to offsetting revenues.

LIBRARY

Library services will be provided through the Placer County Library.

SERVICE STANDARDS

According to the Placer County Executive Office the library facility will operate 6 days a week with business hours on two or three evenings per week. The County suggests the staffing guidelines outlined below:

- Senior Librarian: 1;
- Librarian II: 2;
- Library Clerk-Senior: 1;
- Library Clerk-Journey Half-Time: 5;
- Library Clerk-Journey Full-Time: 5;
- Technical Sol. Analyst: 0.25; and
- Extra Help: TBD.

ANNUAL OPERATING COSTS

Triggers and Gross Cost

The development of Backbone Infrastructure and Public Facilities will be driven by the triggers set forth in the Placer Vineyards Specific Plan Public Facilities Financing Plan. The interim library facility (1st building permit) could be shared with the Sheriff facility or may be provided through a book mobile or other interim facility. The Phase 1 Permanent Facility is triggered at the 3,000th building permit and the Phase 2 Permanent Facility's proposed trigger is the 10,000th building permit. Twenty percent of the staffing cost is assumed to be triggered at the 1st building permit. An additional 20 percent of staffing costs is assumed to be triggered at 3,000 building permits. The remaining 60 percent of annual staffing costs (for a total of 100 percent staffing costs) is triggered concurrently with the permanent library facility, at 10,000 building permits. These assumptions are shown in **Table 32**.

Based on these levels of service discussed above, the gross cost of library operations at buildout is \$1.6 million, as shown in **Table 32**. Placer Vineyards' share of gross library operations would amount to \$990,000, as shown in **Table 33**. Sixty-two percent of gross library costs are attributed to Placer Vineyards because Placer Vineyards represents

62 percent of the total residential population of Placer Vineyards, Placer Ranch, and Regional University combined.

Offsetting Revenues

As shown in **Table 33**, annual revenues from the Library Fund are expected to offset \$590,000 of library costs each year.

Net Annual Costs

The net cost to Placer Vineyards residents for library services is \$406,000 annually (**Table 33**). This results in a per-residential unit cost of \$30. Commercial development is not charged for library services.

Annual Cash Flow

The annual cash flow for library services shows an alternating annual shortfall and surplus, depending on the year. At buildout in 2038/39, the annual balance is positive, as shown in **Table 34**.

Table 32
Placer Vineyards Specific Plan - Urban Services Plan
Projected Phasing: Library (2006\$)

Item	Unit Quantity	Cost per Unit	Total Cost (2006\$)	Timing (Building Permits)		
				1	3,000	10,000
Staff						
Senior Librarian	1	\$100,152	\$100,152	\$20,030	\$20,030	\$60,091
Librarian II	2	\$88,975	\$177,950	\$35,590	\$35,590	\$106,770
Library Clerk - Senior	1	\$60,222	\$60,222	\$12,044	\$12,044	\$36,133
Library Clerk - Journey HT	5	\$26,310	\$131,550	\$26,310	\$26,310	\$78,930
Library Clerk - Journey FT	5	\$54,624	\$273,120	\$54,624	\$54,624	\$163,872
Technology Sol. Analyst	0.25	\$95,798	\$23,950	\$4,790	\$4,790	\$14,370
Extra Help		\$80,000	\$80,000	\$16,000	\$16,000	\$48,000
Staff Subtotal	14.25		\$846,944	\$169,389	\$169,389	\$508,166
Programs						
Library Collection	1	\$225,000	\$225,000	\$45,000	\$45,000	\$135,000
Placer Adult Literacy	1	\$20,000	\$20,000	\$4,000	\$4,000	\$12,000
Program Subtotal			\$245,000	\$49,000	\$49,000	\$147,000
Facility Maintenance						
Building & Grounds	1	\$170,000	\$170,000	\$34,000	\$34,000	\$102,000
Electrical	1	\$52,000	\$52,000	\$10,400	\$10,400	\$31,200
Gas	1	\$9,000	\$9,000	\$1,800	\$1,800	\$5,400
Water	1	\$6,000	\$6,000	\$1,200	\$1,200	\$3,600
Disposal	1	\$6,500	\$6,500	\$1,300	\$1,300	\$3,900
Technology & Communications	1	\$70,000	\$70,000	\$14,000	\$14,000	\$42,000
Facility Maint. Subtotal (25,000 sq. ft.)			\$313,500	\$62,700	\$62,700	\$188,100
Library & Office Supplies						
Library & Office Supplies	1	\$90,000	\$90,000	\$18,000	\$18,000	\$54,000
Library & Office Supplies Subtotal			\$90,000	\$18,000	\$18,000	\$54,000
Equipment Replacement						
Equipment Replacement	1	\$5,000	\$5,000	\$1,000	\$1,000	\$3,000
Equipment Replacement Subtotal			\$5,000	\$1,000	\$1,000	\$3,000
Other Charges						
Misc. Expense	1	\$2,500	\$2,500	\$500	\$500	\$1,500
Mileage & Training	1	\$6,000	\$6,000	\$1,200	\$1,200	\$3,600
Other Charges Subtotal			\$8,500	\$1,700	\$1,700	\$5,100
Total Cost Excluding Administrative Overhead			\$1,508,944	\$301,789	\$301,789	\$905,366
Administrative Overhead	11%	\$165,984	\$165,984	\$33,197	\$33,197	\$99,590
Subtotal Library			\$1,674,927	\$334,985	\$334,985	\$1,004,956
Total Annual Library (inc. 5% Cost Reduction) [1]			\$1,591,181	\$318,236	\$318,236	\$954,709
Cumulative Cost				\$318,236	\$636,472	\$1,591,181

"library_backup"

Source: Placer Vineyards Services as Proposed by Placer County (Placer County Executive Office - January 2, 2007).

[1] County approved 5-percent cost reduction for library (as of Nov. 2006).

Table 33
Placer Vineyards Specific Plan - Urban Services Plan
Annual Costs at Buildout: Library (2006\$)

Item	Annual Cost at Buildout (2006\$)
Gross Annual Library Costs	\$1,591,181
Percent Allocation to PV [1]	62%
Placer Vineyards Share of Gross Annual Library Costs	\$993,687
Offsetting Revenues (Library Fund) [2]	(\$587,329)
Net Annual Library Costs at Buildout	\$406,358
Percent Cost Reduction	59%
<hr/>	
Residents at Buildout	31,787
Cost per Capita	\$13
Total Units at Buildout	13,721
Cost per Unit [3]	\$30

"library_cost"

Source: Placer Vineyards Services as Proposed by Placer County (Placer County Executive Office - January 2, 2007), Hausrath Economics Group and EPS.

[1] Total annual library costs are \$1.59 million. It is assumed that 62 percent of the total cost is allocated to Placer Vineyards (62 percent of the capital costs are attributed to PV in the Southwest Placer Fee program, based on proportion of total population (see PV Financing Plan). The remainder is allocated to Placer Ranch and Regional University.

[2] HEG Fiscal Impact Analysis (August 24, 2006), Table 9, page 17.

[3] Per-unit cost rounded up to the nearest dollar.

Table 34
Placer Vineyards Specific Plan - Urban Services Plan
Projected Annual Surplus/(Shortfall): Library (Constant 2006\$)

Year	Units		Gross Annual Cost [1]	Net Annual Cost [2]	Annual Revenues	Annual Surplus/(Shortfall)
	Annual	Cumulative				
				59% cost reduction	\$30 per unit	
2008/09	350	350	\$198,737	\$81,272	\$10,500	(\$70,772)
2009/10	350	700	\$198,737	\$81,272	\$21,000	(\$60,272)
2010/11	500	1,200	\$198,737	\$81,272	\$36,000	(\$45,272)
2011/12	500	1,700	\$198,737	\$81,272	\$51,000	(\$30,272)
2012/13	500	2,200	\$198,737	\$81,272	\$66,000	(\$15,272)
2013/14	500	2,700	\$198,737	\$81,272	\$81,000	(\$272)
2014/15	500	3,200	\$397,475	\$162,543	\$96,000	(\$66,543)
2015/16	500	3,700	\$397,475	\$162,543	\$111,000	(\$51,543)
2016/17	500	4,200	\$397,475	\$162,543	\$126,000	(\$36,543)
2017/18	500	4,700	\$397,475	\$162,543	\$141,000	(\$21,543)
2018/19	500	5,200	\$397,475	\$162,543	\$156,000	(\$6,543)
2019/20	500	5,700	\$397,475	\$162,543	\$171,000	\$8,457
2020/21	437	6,137	\$397,475	\$162,543	\$184,110	\$21,567
2021/22	437	6,574	\$397,475	\$162,543	\$197,220	\$34,677
2022/23	437	7,011	\$397,475	\$162,543	\$210,330	\$47,787
2023/24	437	7,448	\$397,475	\$162,543	\$223,440	\$60,897
2024/25	437	7,885	\$397,475	\$162,543	\$236,550	\$74,007
2025/26	417	8,302	\$397,475	\$162,543	\$249,060	\$86,517
2026/27	417	8,719	\$397,475	\$162,543	\$261,570	\$99,027
2027/28	417	9,136	\$397,475	\$162,543	\$274,080	\$111,537
2028/29	417	9,553	\$397,475	\$162,543	\$286,590	\$124,047
2029/30	417	9,970	\$397,475	\$162,543	\$299,100	\$136,557
2030/31	417	10,387	\$993,687	\$406,358	\$311,610	(\$94,748)
2031/32	417	10,804	\$993,687	\$406,358	\$324,120	(\$82,238)
2032/33	417	11,221	\$993,687	\$406,358	\$336,630	(\$69,728)
2033/34	417	11,638	\$993,687	\$406,358	\$349,140	(\$57,218)
2034/35	417	12,055	\$993,687	\$406,358	\$361,650	(\$44,708)
2035/36	417	12,472	\$993,687	\$406,358	\$374,160	(\$32,198)
2036/37	417	12,889	\$993,687	\$406,358	\$386,670	(\$19,688)
2037/38	417	13,306	\$993,687	\$406,358	\$399,180	(\$7,178)
2038/39	415	13,721	\$993,687	\$406,358	\$411,630	\$5,272
2039/40	0	13,721	\$993,687	\$406,358	\$411,630	\$5,272

"library_surplus"

[1] Reflects Placer Vineyards' share of Gross Annual Cost.
[2] Percent cost reduction attributable to offsetting revenues.

TRANSIT

Before development begins in the PVSP, a Transit Master Plan for public transit service will be prepared and approved by the County Board of Supervisors before the approval for recordation of the first large-lot subdivision map within the Plan Area. The Transit Master Plan will describe in detail the service providers and the transit service levels for the PVSP.

SERVICE STANDARDS

The Transit Master Plan will utilize, as a basis for determining the service requirements, the service levels described in Alternative 5 (Inter-Regional + High Suburban Local + Commuter), West Placer Transit Study dated October 3, 2005, prepared by LSC Transportation Consultants. The estimated costs described below are based on the provision of local bus service seven days a week (5:00 a.m. to 9:00 p.m. Monday through Saturday), and bus stops within one-quarter mile of the majority of residences. In addition, these costs assume the provision of dial-a-ride, commuter (City of Sacramento), and inter-regional (Roseville, Rocklin) services.

ANNUAL OPERATING COSTS

Triggers and Gross Cost

The timing of transit services will be determined in the Transit Master Plan. Costs for transit services are triggered at 1,000 building permits, 2,500 building permits, 5,000 building permits and 7,000 building permits. This assumption is shown in **Table 35**.

The allocation of annual transit costs to the PVSP, which was provided by the County (based upon the LSC Study for Alternative 5), are expected to total over \$2.9 million annually at buildout.

Offsetting Revenues

The annual cost to provide transit services is summarized in **Table 36**. Costs are allocated to both residential and nonresidential development. State and federal funds may be available to offset costs. Until more detailed estimates from the Transit Master Plan are available, a 50-percent offset is assumed.

Net Annual Costs

A 50-percent offset results in a net annual cost of \$1.5 million. The per-residential unit cost is \$102 and the per-square foot cost for commercial development is \$0.03, as shown in **Table 36**.

Annual Cash Flow

As shown in **Table 37**, transit services show a net operating surplus in the first 2 years of development and then an annual shortfall through 2037/38. The maximum annual shortfall occurs after the 7,000th building permit (2022/23), at which point the shortfall amounts to over \$700,000.

Table 35
Placer Vineyards Specific Plan - Urban Services Plan
Projected Phasing: Transit (2006\$)

Item	Unit Quantity	Cost/ Unit [1]	Total Cost (2006\$)	Timing (Building Permits)			
				1,000	2,500	5,000	7,000
Staff							
Transportation Supervisor	1	\$78,280	\$78,280			\$78,280	
Administrative Dispatcher	1	\$70,040	\$70,040			\$70,040	
Staff Subtotal			\$148,320	\$0	\$0	\$148,320	\$0
Transit Programs	N/A	N/A	\$2,598,175	\$357,544	\$631,163	\$838,101	\$771,367
Supplies							
Printed Materials	1	\$16,995	\$16,995	\$16,995			
Computers	1	\$2,575	\$2,575			\$2,575	
Office Supplies & Expenses	1	\$2,575	\$2,575			\$2,575	
Postage	1	\$2,060	\$2,060			\$2,060	
Other Supplies	1	\$3,090	\$3,090			\$3,090	
Supplies Subtotal			\$27,295	\$16,995	\$0	\$10,300	\$0
Building Maintenance Subtotal	1	\$10,300	\$10,300			\$10,300	
Internal Charges							
County Vehicle Mileage	1	\$15,450	\$15,450	\$15,450			
Drug/Alcohol Testing	1	\$4,120	\$4,120		\$4,120		
County Telecom Charges	1	\$27,604	\$27,604			\$27,604	
Internal Charges Subtotal			\$47,174	\$15,450	\$4,120	\$27,604	\$0
Administrative Overhead							
Public Works Manager 20%	1	\$18,540	\$18,540	\$2,551	\$4,504	\$5,981	\$5,504
Senior Transportation System Sup. 20%	1	\$12,360	\$12,360	\$1,701	\$3,003	\$3,987	\$3,670
Analyst 20%	1	\$10,506	\$10,506	\$1,446	\$2,552	\$3,389	\$3,119
DPW Admin Charges	1	\$33,990	\$33,990	\$4,677	\$8,257	\$10,964	\$10,091
A 87	1	\$30,900	\$30,900	\$4,252	\$7,506	\$9,968	\$9,174
Administrative Overhead Subtotal			\$106,296	\$14,628	\$25,822	\$34,288	\$31,558
Total			\$2,937,560	\$404,617	\$661,105	\$1,068,913	\$802,925
Cumulative				\$404,617	\$1,065,722	\$2,134,635	\$2,937,560

"transit_backup"

Source: Placer Vineyards Services as Proposed by Placer County (Placer County Executive Office - January 2, 2007).

[1] Includes 3% inflation to convert 2005 dollars into 2006 dollars.

Table 36
Placer Vineyards Specific Plan - Urban Services Plan
Annual Costs at Buildout: Transit (2006\$)

Item	Assumption	Annual Cost at Buildout (2006\$)
Annual Transit Costs		
Staff		\$148,320
Transit Programs		\$2,598,175
Supplies		\$27,295
Building Maintenance		\$10,300
Internal Charges		\$47,174
Administrative Overhead		\$106,296
Subtotal Annual Transit Cost at Buildout		\$2,937,560
Offsetting Revenues [1]		(\$1,468,780)
Net Total Annual Transit Cost at Buildout		\$1,468,780
Percent Cost Reduction [1]		50%
Share of Annual Transit Costs		
Residential	94.84%	\$1,392,981
Commercial	5.16%	\$75,799
Residents at Buildout		31,787
Cost per Capita		\$44
Total Units at Buildout		13,721
Cost per Unit [2]		\$102
Commercial Sq. Ft. at Buildout		3,553,080
Cost per Sq. Ft. [2]		\$0.03

"transit_cost"

Source: Placer Vineyards Services as Proposed by Placer County (Placer County Executive Office - January 2, 2007).

[1] May include state and federal funds and farebox recovery.

[2] Per-unit fee rounded up to the nearest dollar. Per-square foot cost rounded up to the nearest tenth.

Table 37
Placer Vineyards Specific Plan - Urban Services Plan
Projected Annual Surplus/(Shortfall): Transit (Constant 2006\$)

Year	Units		Nonresidential Sq. Ft.		Gross Annual Cost			Net Annual Cost [1]	Annual Revenues			Annual Surplus/(Shortfall)
	Annual	Cumulative	Annual	Cumulative	Services	Staffing	Total Cost		Residential	Nonresidential	Total	
								50% cost reduction	\$102 per unit	\$0.03 per bldg. sq. ft.		
2008/09	350	350	90,500	90,500	\$0	\$0	\$0	\$0	\$35,700	\$2,715	\$38,415	\$38,415
2009/10	350	700	90,500	181,000	\$0	\$0	\$0	\$0	\$71,400	\$5,430	\$76,830	\$76,830
2010/11	500	1,200	128,200	309,200	\$357,544	\$47,073	\$404,617	\$202,308	\$122,400	\$9,276	\$131,676	(\$70,632)
2011/12	500	1,700	128,200	437,400	\$357,544	\$47,073	\$404,617	\$202,308	\$173,400	\$13,122	\$186,522	(\$15,786)
2012/13	500	2,200	128,200	565,600	\$357,544	\$47,073	\$404,617	\$202,308	\$224,400	\$16,968	\$241,368	\$39,060
2013/14	500	2,700	128,200	693,800	\$988,707	\$77,015	\$1,065,722	\$532,861	\$275,400	\$20,814	\$296,214	(\$236,647)
2014/15	500	3,200	128,200	822,000	\$988,707	\$77,015	\$1,065,722	\$532,861	\$326,400	\$24,660	\$351,060	(\$181,801)
2015/16	500	3,700	128,200	950,200	\$988,707	\$77,015	\$1,065,722	\$532,861	\$377,400	\$28,506	\$405,906	(\$126,955)
2016/17	500	4,200	128,200	1,078,400	\$988,707	\$77,015	\$1,065,722	\$532,861	\$428,400	\$32,352	\$460,752	(\$72,109)
2017/18	500	4,700	128,200	1,206,600	\$988,707	\$77,015	\$1,065,722	\$532,861	\$479,400	\$36,198	\$515,598	(\$17,263)
2018/19	500	5,200	128,200	1,334,800	\$1,826,808	\$307,827	\$2,134,635	\$1,067,317	\$530,400	\$40,044	\$570,444	(\$496,873)
2019/20	500	5,700	128,200	1,463,000	\$1,826,808	\$307,827	\$2,134,635	\$1,067,317	\$581,400	\$43,890	\$625,290	(\$442,027)
2020/21	437	6,137	112,200	1,575,200	\$1,826,808	\$307,827	\$2,134,635	\$1,067,317	\$625,974	\$47,256	\$673,230	(\$394,087)
2021/22	437	6,574	112,200	1,687,400	\$1,826,808	\$307,827	\$2,134,635	\$1,067,317	\$670,548	\$50,622	\$721,170	(\$346,147)
2022/23	437	7,011	112,200	1,799,600	\$2,598,175	\$339,385	\$2,937,560	\$1,468,780	\$715,122	\$53,988	\$769,110	(\$699,670)
2023/24	437	7,448	112,200	1,911,800	\$2,598,175	\$339,385	\$2,937,560	\$1,468,780	\$759,696	\$57,354	\$817,050	(\$651,730)
2024/25	437	7,885	106,400	2,018,200	\$2,598,175	\$339,385	\$2,937,560	\$1,468,780	\$804,270	\$60,546	\$864,816	(\$603,964)
2025/26	417	8,302	106,400	2,124,600	\$2,598,175	\$339,385	\$2,937,560	\$1,468,780	\$846,804	\$63,738	\$910,542	(\$558,238)
2026/27	417	8,719	106,400	2,231,000	\$2,598,175	\$339,385	\$2,937,560	\$1,468,780	\$889,338	\$66,930	\$956,268	(\$512,512)
2027/28	417	9,136	106,400	2,337,400	\$2,598,175	\$339,385	\$2,937,560	\$1,468,780	\$931,872	\$70,122	\$1,001,994	(\$466,786)
2028/29	417	9,553	106,400	2,443,800	\$2,598,175	\$339,385	\$2,937,560	\$1,468,780	\$974,406	\$73,314	\$1,047,720	(\$421,060)
2029/30	417	9,970	106,400	2,550,200	\$2,598,175	\$339,385	\$2,937,560	\$1,468,780	\$1,016,940	\$76,506	\$1,093,446	(\$375,334)
2030/31	417	10,387	106,400	2,656,600	\$2,598,175	\$339,385	\$2,937,560	\$1,468,780	\$1,059,474	\$79,698	\$1,139,172	(\$329,608)
2031/32	417	10,804	106,400	2,763,000	\$2,598,175	\$339,385	\$2,937,560	\$1,468,780	\$1,102,008	\$82,890	\$1,184,898	(\$283,882)
2032/33	417	11,221	106,400	2,869,400	\$2,598,175	\$339,385	\$2,937,560	\$1,468,780	\$1,144,542	\$86,082	\$1,230,624	(\$238,156)
2033/34	417	11,638	106,400	2,975,800	\$2,598,175	\$339,385	\$2,937,560	\$1,468,780	\$1,187,076	\$89,274	\$1,276,350	(\$192,430)
2034/35	417	12,055	106,400	3,082,200	\$2,598,175	\$339,385	\$2,937,560	\$1,468,780	\$1,229,610	\$92,466	\$1,322,076	(\$146,704)
2035/36	417	12,472	106,324	3,188,524	\$2,598,175	\$339,385	\$2,937,560	\$1,468,780	\$1,272,144	\$95,656	\$1,367,800	(\$100,980)
2036/37	417	12,889	106,324	3,294,848	\$2,598,175	\$339,385	\$2,937,560	\$1,468,780	\$1,314,678	\$98,845	\$1,413,523	(\$55,257)
2037/38	417	13,306	106,324	3,401,172	\$2,598,175	\$339,385	\$2,937,560	\$1,468,780	\$1,357,212	\$102,035	\$1,459,247	(\$9,533)
2038/39	415	13,721	106,324	3,507,496	\$2,598,175	\$339,385	\$2,937,560	\$1,468,780	\$1,399,542	\$105,225	\$1,504,767	\$35,987
2039/40	0	13,721	45,584	3,553,080	\$2,598,175	\$339,385	\$2,937,560	\$1,468,780	\$1,399,542	\$106,592	\$1,506,134	\$37,354

"transit_surplus"

[1] Percent cost reduction attributable to offsetting revenues.

RECREATION SERVICES

Placer County Facility Services will be responsible for regional park facilities maintenance, staffing, and general and recreation programming. **Table 38** summarizes the development timing of regional recreation facilities and staffing. While this section summarizes the estimated costs for recreation services, **Appendix C** contains the detail supporting these estimates.

SERVICE STANDARDS

Recreation Facilities and Maintenance

In conjunction with the recommendations made in the 2005 Citygate report, *Placer County Recreation and Park Development Project*, the County has developed the following standards for the provision of regional recreation facilities: for every 40,000 people, there should be one aquatic center, community center, gymnasium, senior center, recreation center, and youth center. Citygate estimates maintenance costs for these facilities, expressed on a per-capita basis amounting to a combined \$17.61 per capita (**Table 39**).

Supervisory Staffing

The Citygate report, *Placer County Recreation and Park Development Project*, recommends the following staffing guidelines to serve the total population projected for southwest Placer County:

- Recreation Manager: 1;
- Recreation Supervisor: 2; and
- Secretary: 4.

The County estimates that these staffing levels can be provided at a gross cost of \$13.30 per capita, including administration and materials and supplies (**Table 39**). The staffing outlined above comprises only the core supervisory staff; other staffing will be added as the recreational programs and services are defined.

Recreation Programming

Citygate estimates that the annual cost for recreation programming comprises two recreation components: \$16.00 (2005\$) net per capita for general programming and \$25.00 (2005\$) net per capita for recreation programming at regional recreation

facilities.⁸ The County estimates additional revenue provided through user fees at a rate of 55 percent. By updating Citygate's 2005 estimates to 2006 dollars and applying a 55 percent user fee revenue, total annual recreation costs are estimated at \$42.85 per capita for general programming and \$66.94 per capita for recreation programming; these figures include administration costs (**Table 39**).

ANNUAL OPERATING COSTS

Triggers

Facility (signifying the start of maintenance) and programming triggers are shown in **Table 38**. Phase 1 of the recreation center is triggered by the 700th building permit; the 2nd phase is triggered at the 4,000th building permit. The community center is triggered at 7,000 building permits. At 9,000 building permits, the gymnasium will be constructed. The aquatic center is required at the 10,000th building permit. The senior center is triggered by the 11,500th building permit, as is the youth center.

Staffing triggers are based on projected population. A recreation manager, recreation supervisor and secretary are required when the Placer Vineyards, Placer Ranch, and Regional University combined population reaches 4,000. An additional secretary is needed once the combined population reaches 10,000 and again when the population reaches 14,000. A second recreation supervisor and another secretary are required once the combined population reaches 20,000. The staffing outlined above comprises only the core supervisory staff; other staffing will be added as the recreational programs and services are defined. Costs for recreation programming are triggered with each new project resident.

Gross annual per-capita costs for community and regional recreation facilities, staffing and recreation services are shown in **Table 39**. Project-wide annual maintenance for regional recreation facilities (e.g., aquatic center, gymnasium, youth center) amounts to nearly \$560,000 at buildout. Staffing, administration, and materials costs for the remaining facilities total almost \$423,000 annually, as shown in **Table 40**. Gross annual general programming and recreation programming costs amount to nearly \$3.5 million—\$1.4 million for general programming and \$2.1 million for recreation programming.

⁸ The regional recreation figure of \$25 excludes programming at the Aquatic Center; programming costs for the Aquatic Center are included in the operations and maintenance budget for that facility.

Offsetting Revenues

Offsetting revenues from cost recovery (e.g., user charges) amount to nearly \$2.2 million annually, for recreation supervision, general programming and recreation programming combined (**Table 40**). As described previously, user fees provide 55 percent of the recreation budget.

Net Annual Costs

Based on the net annual cost of over \$2.3 million, the per-unit cost for community and regional recreation facilities maintenance, staffing, and recreation services is \$170, as shown in **Table 40**. Commercial development is not charged for maintenance of regional facilities and provision of recreation services.

Annual Cash Flow

Table 41 shows the cash flow analysis for Placer Vineyards. Regional recreation facilities, staffing, and recreation services show a surplus until the year 2030/31, as shown in **Table 41**. There are estimated deficits through the remainder of development, until the cash flow becomes positive in the last year of buildout of Placer Vineyards.

Table 38
Placer Vineyards Specific Plan - Urban Services Plan
Projected Phasing: Recreation Services

Item	Trigger Assumption	Unit Trigger (Building Permit)
<u>Facilities & Staffing</u>		
Regional Recreation Facilities Maintenance		
Aquatic Center	10,000 building permit	10,000
Recreation Center Ph. 1	700 building permit	700
Recreation Center Ph. 2	4,000 building permit	4,000
Gymnasium	9,000 building permit	9,000
Community Center	7,000 building permit	7,000
Senior Center	11,500 building permit	11,500
Youth Center	11,500 building permit	11,500
Recreation Supervision Staffing Cost		
Recreation Manager	4,000 population	1,727
Recreation Supervisor	4,000 population	1,727
Recreation Supervisor	20,000 population	8,633
Secretary	4,000 population	1,727
Secretary	10,000 population	4,317
Secretary	14,000 population	6,043
Secretary	20,000 population	8,633
Administration	17% of total staffing	N/A
Materials and Supplies	35% of total staffing	N/A

"reg_parks_phasing"

Source: Placer Vineyards Services as Proposed by Placer County (Placer County Executive Office - January 2, 2007).

Table 39
Placer Vineyards Specific Plan - Urban Services Plan
Per-Capita Recreation Services Multipliers (2006\$)

Item	Gross Per-Capita Multiplier (2006\$) [1]
<u>Regional Recreation Facilities</u>	
Aquatic Center	\$7.73
Recreation Center Ph. 1	\$0.62
Recreation Center Ph. 2	\$0.62
Gymnasium	\$1.85
Community Center	\$4.33
Senior Center	\$1.24
Youth Center	\$1.24
Subtotal	\$17.61
<u>Recreation Supervision Staffing</u>	
Staffing	\$8.75
Administration	\$1.49
Materials & Supplies	\$3.06
Subtotal	\$13.30
<u>Programming</u>	
General Programming	\$36.63
General Programming - Administration	\$6.23
Subtotal	\$42.85
Recreation Programming	\$57.22
Recreation Programming - Administration	\$9.73
Subtotal	\$66.94
Total Per-Capita Multiplier for Recreation Services	\$140.71

"multipliers"

Source: Placer County Parks Department.

[1] Additional detail available in **Appendix C** in **Table C-7**.

Table 40
Placer Vineyards Specific Plan - Urban Services Plan
Annual Costs at Buildout: Recreation Services (2006\$)

Item	Cost per Capita (2006\$)	Total PV Cost at Buildout (2006\$)
<u>Recreation Facilities & Staffing</u>		
Subtotal Annual Regional Recreation Facilities Maint. Cost	\$17.61	\$559,861
Recreation Supervision Staffing Cost		
Subtotal Staffing, Administration, Materials & Supplies	\$13.30	\$422,702
Cost Recovery: 55% of Supervision Cost [2]	(\$7.31)	(\$232,486)
Total Net Annual Rec. Supervision Costs	\$5.98	\$190,216
General & Recreation Programming Costs		
Subtotal Gross General Programming	\$42.85	\$1,362,171
Cost Recovery: 55% of General Programming [2]	(\$23.57)	(\$749,194)
Total Net General Programming Costs	\$19.28	\$612,977
Subtotal Gross Annual Rec Programming Cost	\$66.94	\$2,127,913
Cost Recovery: 55% of Recreational Programming [2]	(\$36.82)	(\$1,170,352)
Total Net Rec. Programming Costs	\$30.12	\$957,561
Total Gross Regional Rec. Facilities Maint., Staffing & Programming Costs	\$140.71	\$4,472,648
Total Net Regional Rec. Facilities Maint., Staffing & Programming Costs	\$73.01	\$2,320,615
<hr/>		
Total Residents at Buildout		31,787
Net Cost per Capita		\$73
Total Units at Buildout		13,721
Net Cost per Unit [3]		\$170

"reg_parks_cost"

Sources: Citygate, Placer Vineyards Services as Proposed by Placer County (Placer County Executive Office - January 2, 2007), Placer County Parks Department, and EPS.

[1] Skate park maintenance costs included in staffing costs.

[2] County estimates a 55-percent cost recovery rate for supervision and programming costs.

[3] Per-unit fee rounded up to the nearest dollar.

Table 41
Placer Vineyards Specific Plan - Urban Services Plan
Projected Annual Surplus/(Shortfall): Recreation Services (Constant 2006\$)

Year	Annual	Cumulative	Net Annual Costs				Total Costs	Revenues	Annual Surplus/(Shortfall)
			Regional Rec. Facilities Maint.	Regional Rec. Fac. Supervision	General Programming	Recreation Programming			
					\$44.67 per unit [1]	\$69.79 per unit [1]		\$170 per unit	
2008/09	350	350	\$0	\$0	\$15,636	\$24,426	\$40,062	\$59,500	\$19,438
2009/10	350	700	\$19,644	\$0	\$31,272	\$48,852	\$99,768	\$119,000	\$19,232
2010/11	500	1,200	\$19,644	\$0	\$53,609	\$83,746	\$156,999	\$204,000	\$47,001
2011/12	500	1,700	\$19,644	\$0	\$75,946	\$118,640	\$214,230	\$289,000	\$74,770
2012/13	500	2,200	\$19,644	\$99,677	\$98,284	\$153,534	\$371,138	\$374,000	\$2,862
2013/14	500	2,700	\$19,644	\$99,677	\$120,621	\$188,428	\$428,369	\$459,000	\$30,631
2014/15	500	3,200	\$19,644	\$99,677	\$142,958	\$223,322	\$485,600	\$544,000	\$58,400
2015/16	500	3,700	\$19,644	\$99,677	\$165,295	\$258,216	\$542,831	\$629,000	\$86,169
2016/17	500	4,200	\$39,288	\$99,677	\$187,632	\$293,110	\$619,707	\$714,000	\$94,293
2017/18	500	4,700	\$39,288	\$117,807	\$209,970	\$328,004	\$695,069	\$799,000	\$103,931
2018/19	500	5,200	\$39,288	\$117,807	\$232,307	\$362,898	\$752,300	\$884,000	\$131,700
2019/20	500	5,700	\$39,288	\$117,807	\$254,644	\$397,792	\$809,531	\$969,000	\$159,469
2020/21	437	6,137	\$39,288	\$135,938	\$274,167	\$428,289	\$877,682	\$1,043,290	\$165,608
2021/22	437	6,574	\$39,288	\$135,938	\$293,689	\$458,786	\$927,702	\$1,117,580	\$189,878
2022/23	437	7,011	\$176,798	\$135,938	\$313,212	\$489,284	\$1,115,232	\$1,191,870	\$76,638
2023/24	437	7,448	\$176,798	\$135,938	\$332,735	\$519,781	\$1,165,252	\$1,266,160	\$100,908
2024/25	437	7,885	\$176,798	\$135,938	\$352,257	\$550,278	\$1,215,272	\$1,340,450	\$125,178
2025/26	417	8,302	\$176,798	\$135,938	\$370,887	\$579,380	\$1,263,003	\$1,411,340	\$148,337
2026/27	417	8,719	\$176,798	\$190,216	\$389,516	\$608,482	\$1,365,011	\$1,482,230	\$117,219
2027/28	417	9,136	\$235,731	\$190,216	\$408,145	\$637,583	\$1,471,675	\$1,553,120	\$81,445
2028/29	417	9,553	\$235,731	\$190,216	\$426,774	\$666,685	\$1,519,406	\$1,624,010	\$104,604
2029/30	417	9,970	\$235,731	\$190,216	\$445,403	\$695,786	\$1,567,136	\$1,694,900	\$127,764
2030/31	417	10,387	\$481,284	\$190,216	\$464,033	\$724,888	\$1,860,420	\$1,765,790	(\$94,630)
2031/32	417	10,804	\$481,284	\$190,216	\$482,662	\$753,989	\$1,908,151	\$1,836,680	(\$71,471)
2032/33	417	11,221	\$481,284	\$190,216	\$501,291	\$783,091	\$1,955,882	\$1,907,570	(\$48,312)
2033/34	417	11,638	\$559,861	\$190,216	\$519,920	\$812,193	\$2,082,190	\$1,978,460	(\$103,730)
2034/35	417	12,055	\$559,861	\$190,216	\$538,549	\$841,294	\$2,129,920	\$2,049,350	(\$80,570)
2035/36	417	12,472	\$559,861	\$190,216	\$557,179	\$870,396	\$2,177,651	\$2,120,240	(\$57,411)
2036/37	417	12,889	\$559,861	\$190,216	\$575,808	\$899,497	\$2,225,382	\$2,191,130	(\$34,252)
2037/38	417	13,306	\$559,861	\$190,216	\$594,437	\$928,599	\$2,273,113	\$2,262,020	(\$11,093)
2038/39	415	13,721	\$559,861	\$190,216	\$612,977	\$957,561	\$2,320,615	\$2,332,570	\$11,955
2039/40	0	13,721	\$559,861	\$190,216	\$612,977	\$957,561	\$2,320,615	\$2,332,570	\$11,955

"reg_parks_surplus"

[1] Takes into account expected 55% cost recovery for recreation programming costs. Per capita cost (Table 40) multiplied by persons per household (PPH) (Table 12).

ROADS

Road maintenance services will be provided by Placer County Public Works.

SERVICE STANDARDS

Based on data provided by MacKay & Somps, there are 131 centerline miles of roadway. Per-centerline mile costs of \$45,000 are based on data provided by the County and Willdan⁹ (Table 42).

ANNUAL OPERATING COSTS

Triggers

As shown in Table 42, EPS assumes that road maintenance costs are allocated on a straight-line basis, starting in year 1 of development. Based on 131 centerline miles of roadway, the annual maintenance costs for roads at buildout is \$5.8 million as shown in Table 42.

Offsetting Revenues

HEG estimates a \$21.90 per-resident revenue multiplier for Public Ways and Facilities (Road) Fund revenues. This results in annual offsetting revenues at buildout of \$696,000, as shown in Table 43. Once these offsetting revenues are taken into account, the net annual road maintenance cost for roads at buildout is \$5.2 million. This results in an annual per-unit cost of \$356 at buildout. The per-building square foot cost for commercial development is \$0.08.

Annual Cash Flow

The annual cash flow is presented in Table 44. There is an operating deficit during the first 4 years of development, during which the annual shortfall never exceeds \$60,000. Thereafter, there exists an annual surplus through buildout of the project. The largest surplus is \$232,000 in 2024/25.

⁹ Placer County Public Works Cost Analysis Study, September 23, 2005.

Table 42
Placer Vineyards Specific Plan - Urban Services Plan
Projected Phasing: Roads (2006\$)

Item	Unit Quantity	Cost/Unit	Annual Cost at Buildout (2006\$) [1]	Timing
General Admin. & Engineering				
Engineering [2]	31,787	\$26	\$843,720	Straight-Line
General Administration [2]	31,787	\$2	\$74,648	Straight-Line
General Admin. & Eng. Subtotal			\$918,368	
Streets & Roadways				
Pavement Mgmt. System	131	\$863	\$116,445	Straight-Line
Annual Street Maintenance	131	\$5,397	\$728,217	Straight-Line
Roadway Construction [3]	131	\$11,749	\$1,539,119	Straight-Line
Pavement Marking Renewal	131	\$917	\$123,731	Straight-Line
Sign Replacements	131	\$819	\$110,508	Straight-Line
Street Sweeping	131	\$1,109	\$149,637	Straight-Line
Streets & Roadways Subtotal			\$2,767,657	
Traffic Management				
Circulation Controls Mgmt.	131	\$361	\$48,710	Straight-Line
Peak Hour Traffic Controls	131	\$47	\$6,342	Straight-Line
Peak Hour Pedestrian Controls	131	\$47	\$6,342	Straight-Line
School Bus Circulation	131	\$31	\$4,183	Straight-Line
Special Events	131	\$31	\$4,183	Straight-Line
Traffic Management Subtotal			\$69,759	
Traffic Signals				
Power Costs	29	\$643	\$19,206	Straight-Line
Maintenance	29	\$6,163	\$184,089	Straight-Line
Replacements	29	\$8,004	\$239,079	Straight-Line
Traffic Signals Subtotal			\$442,375	
Street Lights				
Power Costs	1,927	\$240	\$476,354	Straight-Line
Street Lights Subtotal			\$476,354	
Parking				
Surface Maintenance	131	\$1,215	\$163,940	Straight-Line
Sweeping	131	\$57	\$7,691	Straight-Line
Pavement Marking Renewal	131	\$275	\$37,106	Straight-Line
Parking Control & Management	131	\$21	\$2,834	Straight-Line
Parking Subtotal			\$211,570	
Storm Drainage				
Catch Basin Cleaning	131	\$2,193	\$295,901	Straight-Line
Storm Water Line Flushing	131	\$1,999	\$269,725	Straight-Line
Storm Drainage Subtotal			\$565,627	
NPDES Pgm. Implementation				
Construction Site Storm Water Control	131	\$226	\$30,494	Straight-Line
Public Education/Outreach	131	\$83	\$11,199	Straight-Line
Illicit Discharge Inspection	131	\$87	\$11,739	Straight-Line
Public Involvement/Participation	131	\$66	\$8,905	Straight-Line
NPDES Pgm. Implementation Subtotal			\$62,338	
Corporation Yard				
Office Building Janitorial	131	\$288	\$38,860	Straight-Line
Power & Gas	131	\$435	\$58,695	Straight-Line
Corporation Yard Subtotal			\$97,554	
Fleet Maintenance	131	\$603	\$81,363	Straight-Line
Equipment Replacement	1	\$149,000	\$153,470	Straight-Line
Total Road Cost at Buildout			\$5,846,435	
Approx. Road Cost at Buildout per Centerline Mile	131		\$44,629	

^{"road_backup"}

Source: Placer Vineyards Services as Proposed by Placer County (Placer County Executive Office - January 2, 2007); Willdan; Placer County Executive Office - May 16, 2007.

[1] Includes 3% inflation to convert 2005 dollars into 2006 dollars.

[2] Per capita engineering and administrative cost multipliers from Willdan, via Placer County (January 2, 2007).

[3] Cost per unit in 2006\$. Provided by Placer County Executive Office May, 16, 2007.

Table 43
Placer Vineyards Specific Plan - Urban Services Plan
Annual Costs at Buildout: Roads (2006\$)

Item	Assumption	Annual Cost at Buildout (2006\$)
Gross Annual Road Cost at Buildout		\$5,846,435
Offsetting Revenues (Public Ways & Facilities [Road] Fund) [1]	\$21.90 per Capita	(\$696,056)
Net Annual Road Cost at Buildout		\$5,150,379
Percent Cost Reduction		12%
<hr/>		
Share of Annual Road Maintenance Costs		
Residential	94.84%	\$4,884,584
Commercial	5.16%	\$265,795
Residents at Buildout		31,787
Cost per Capita		\$154
Total Units at Buildout		13,721
Cost per Unit [2]		\$356
Commercial Sq. Ft. at Buildout		3,553,080
Cost per Sq. Ft. [2]		\$0.08

"road_cost"

Source: *Placer County Public Works Cost Analysis Study*, prepared by Willdan, Sept. 23, 2005;
 Placer County Executive Office - May 16, 2007.

[1] Per-resident revenue multiplier from HEG fiscal analysis. Updated to 2006\$ per County (May 30, 2007).

[2] Per-unit cost rounded up to the nearest dollar. Per-square foot cost rounded up to the nearest tenth.

Table 44
Placer Vineyards Specific Plan - Urban Services Plan
Projected Annual Surplus/(Shortfall): Roads (Constant 2006\$)

Year	Units		Nonresidential Sq. Ft.		Gross Annual Cost	Net Annual Cost [1]	Annual Revenues			Annual Surplus/(Shortfall)
	Annual	Cumulative	Annual	Cumulative			Residential	Nonresidential	Total	
						12% cost reduction	\$356 per unit	\$0.08 per bldg. sq. ft.		
2008/09	350	350	90,500	90,500	\$182,701	\$160,949	\$124,600	\$7,240	\$131,840	(\$29,109)
2009/10	350	700	90,500	181,000	\$365,402	\$321,899	\$249,200	\$14,480	\$263,680	(\$58,219)
2010/11	500	1,200	128,200	309,200	\$548,103	\$482,848	\$427,200	\$24,736	\$451,936	(\$30,912)
2011/12	500	1,700	128,200	437,400	\$730,804	\$643,797	\$605,200	\$34,992	\$640,192	(\$3,605)
2012/13	500	2,200	128,200	565,600	\$913,505	\$804,747	\$783,200	\$45,248	\$828,448	\$23,701
2013/14	500	2,700	128,200	693,800	\$1,096,206	\$965,696	\$961,200	\$55,504	\$1,016,704	\$51,008
2014/15	500	3,200	128,200	822,000	\$1,278,908	\$1,126,645	\$1,139,200	\$65,760	\$1,204,960	\$78,315
2015/16	500	3,700	128,200	950,200	\$1,461,609	\$1,287,595	\$1,317,200	\$76,016	\$1,393,216	\$105,621
2016/17	500	4,200	128,200	1,078,400	\$1,644,310	\$1,448,544	\$1,495,200	\$86,272	\$1,581,472	\$132,928
2017/18	500	4,700	128,200	1,206,600	\$1,827,011	\$1,609,493	\$1,673,200	\$96,528	\$1,769,728	\$160,235
2018/19	500	5,200	128,200	1,334,800	\$2,009,712	\$1,770,443	\$1,851,200	\$106,784	\$1,957,984	\$187,541
2019/20	500	5,700	128,200	1,463,000	\$2,192,413	\$1,931,392	\$2,029,200	\$117,040	\$2,146,240	\$214,848
2020/21	437	6,137	112,200	1,575,200	\$2,375,114	\$2,092,341	\$2,184,772	\$126,016	\$2,310,788	\$218,447
2021/22	437	6,574	112,200	1,687,400	\$2,557,815	\$2,253,291	\$2,340,344	\$134,992	\$2,475,336	\$222,045
2022/23	437	7,011	112,200	1,799,600	\$2,740,516	\$2,414,240	\$2,495,916	\$143,968	\$2,639,884	\$225,644
2023/24	437	7,448	112,200	1,911,800	\$2,923,217	\$2,575,189	\$2,651,488	\$152,944	\$2,804,432	\$229,243
2024/25	437	7,885	106,400	2,018,200	\$3,105,918	\$2,736,139	\$2,807,060	\$161,456	\$2,968,516	\$232,377
2025/26	417	8,302	106,400	2,124,600	\$3,288,619	\$2,897,088	\$2,955,512	\$169,968	\$3,125,480	\$228,392
2026/27	417	8,719	106,400	2,231,000	\$3,471,321	\$3,058,037	\$3,103,964	\$178,480	\$3,282,444	\$224,407
2027/28	417	9,136	106,400	2,337,400	\$3,654,022	\$3,218,987	\$3,252,416	\$186,992	\$3,439,408	\$220,421
2028/29	417	9,553	106,400	2,443,800	\$3,836,723	\$3,379,936	\$3,400,868	\$195,504	\$3,596,372	\$216,436
2029/30	417	9,970	106,400	2,550,200	\$4,019,424	\$3,540,885	\$3,549,320	\$204,016	\$3,753,336	\$212,451
2030/31	417	10,387	106,400	2,656,600	\$4,202,125	\$3,701,835	\$3,697,772	\$212,528	\$3,910,300	\$208,465
2031/32	417	10,804	106,400	2,763,000	\$4,384,826	\$3,862,784	\$3,846,224	\$221,040	\$4,067,264	\$204,480
2032/33	417	11,221	106,400	2,869,400	\$4,567,527	\$4,023,733	\$3,994,676	\$229,552	\$4,224,228	\$200,495
2033/34	417	11,638	106,400	2,975,800	\$4,750,228	\$4,184,683	\$4,143,128	\$238,064	\$4,381,192	\$196,509
2034/35	417	12,055	106,400	3,082,200	\$4,932,929	\$4,345,632	\$4,291,580	\$246,576	\$4,538,156	\$192,524
2035/36	417	12,472	106,324	3,188,524	\$5,115,630	\$4,506,581	\$4,440,032	\$255,082	\$4,695,114	\$188,533
2036/37	417	12,889	106,324	3,294,848	\$5,298,331	\$4,667,531	\$4,588,484	\$263,588	\$4,852,072	\$184,541
2037/38	417	13,306	106,324	3,401,172	\$5,481,032	\$4,828,480	\$4,736,936	\$272,094	\$5,009,030	\$180,550
2038/39	415	13,721	106,324	3,507,496	\$5,663,733	\$4,989,429	\$4,884,676	\$280,600	\$5,165,276	\$175,846
2039/40	0	13,721	45,584	3,553,080	\$5,846,435	\$5,150,379	\$4,884,676	\$284,246	\$5,168,922	\$18,544

"road_surplus"

[1] Percent cost reduction attributable to offsetting revenues.

V. ANNUAL CASH FLOW AND DEFICIT FUNDING MECHANISMS

Table 9 in **Chapter I** shows the consolidated annual cash flow for the delivery of public services to PVSP residents and employees based on the County's estimated development absorption schedule. At times, the cost of planned levels of services may exceed the available special taxes and assessment revenues from developed property because several of the urban services are required early in the development process to meet public safety and other required County standards. In addition, revenues may not match anticipated expenditures in certain years because the residential and commercial taxes/assessments are based on the total cost at buildout rather than at certain cash flow intervals. Another contributing factor to annual shortfalls is the subsidy for affordable housing units.

ANNUAL CASH FLOW

Tables 45 through **48** summarize the services cost and revenue assumptions derived from the various inputs into this Urban Services Plan. **Tables 45** and **46** show the annual gross service costs and offsetting revenues by type of service provided and in total. **Table 47** shows the estimated annual CFD special tax and CSA assessment revenue that will be used to fund the proposed urban services.

As shown in the consolidated annual cash flow summary (**Table 48**), costs are anticipated to exceed revenues in nearly all years before consideration of any potential deficit funding mechanisms. Estimated annual deficits range from approximately \$462,000 to \$3.2 million annually.

DEFICIT FUNDING MECHANISMS

The Urban Services Plan recognizes the potential for annual cash flow deficits. In addition to the County's existing options to cure deficits, the Urban Services Plan also includes two other provisions, described below.

CONTINGENCY FUND

A one-time fee paid at building permit, called the Urban Services Shortfall Fee, will provide a contingency fund to pay for urban service costs in years when total costs exceed the amount of special taxes and assessments collected from developed property (as shown in **Table 48**). Based upon the estimated absorption schedule, the estimated

Table 45
Placer Vineyards Specific Plan - Urban Services Plan
Summary of Gross Annual Costs

Year	Fire	Sheriff	Trails & Parks	Open Space	Landscape Corridors	Countywide Services	Library	Transit	Recreation Services	Roads	Total Gross Annual Costs
2008/09	\$1,167,403	\$297,837	\$57,187	\$823,713	\$45,268	\$606,374	\$198,737	\$0	\$89,026	\$182,701	\$3,468,247
2009/10	\$1,725,983	\$566,717	\$434,844	\$855,744	\$90,537	\$1,212,748	\$198,737	\$0	\$197,697	\$365,402	\$5,648,410
2010/11	\$1,850,344	\$827,322	\$516,540	\$887,775	\$135,805	\$2,078,622	\$198,737	\$404,617	\$324,877	\$548,103	\$7,772,742
2011/12	\$1,850,344	\$1,337,718	\$598,236	\$919,806	\$181,073	\$2,944,496	\$198,737	\$404,617	\$452,058	\$730,804	\$9,617,889
2012/13	\$1,912,097	\$1,723,854	\$679,932	\$951,838	\$226,341	\$3,810,370	\$198,737	\$404,617	\$800,741	\$913,505	\$11,622,033
2013/14	\$1,912,097	\$2,013,437	\$761,628	\$983,869	\$271,610	\$4,676,244	\$198,737	\$1,065,722	\$927,922	\$1,096,206	\$13,907,473
2014/15	\$1,912,097	\$2,589,369	\$843,324	\$1,015,900	\$316,878	\$5,542,118	\$397,475	\$1,065,722	\$1,055,102	\$1,278,908	\$16,016,893
2015/16	\$1,912,097	\$3,084,774	\$925,019	\$1,047,931	\$362,146	\$6,407,992	\$397,475	\$1,065,722	\$1,182,283	\$1,461,609	\$17,847,048
2016/17	\$1,912,097	\$3,809,936	\$1,309,106	\$1,079,963	\$407,415	\$7,273,866	\$397,475	\$1,065,722	\$1,329,107	\$1,644,310	\$20,228,996
2017/18	\$1,912,097	\$4,879,888	\$1,390,802	\$1,111,994	\$452,683	\$8,139,739	\$397,475	\$1,065,722	\$1,496,579	\$1,827,011	\$22,673,990
2018/19	\$4,302,693	\$5,347,607	\$1,472,498	\$1,144,025	\$497,951	\$9,005,613	\$397,475	\$2,134,635	\$1,623,759	\$2,009,712	\$27,935,967
2019/20	\$4,302,693	\$5,704,153	\$1,554,194	\$1,176,056	\$543,219	\$9,871,487	\$397,475	\$2,134,635	\$1,750,939	\$2,192,413	\$29,627,265
2020/21	\$4,302,693	\$6,004,790	\$1,625,596	\$1,208,088	\$588,488	\$10,628,314	\$397,475	\$2,134,635	\$1,902,386	\$2,375,114	\$31,167,578
2021/22	\$4,302,693	\$6,550,371	\$1,696,998	\$1,240,119	\$633,756	\$11,385,141	\$397,475	\$2,134,635	\$2,013,542	\$2,557,815	\$32,912,544
2022/23	\$6,453,495	\$7,417,709	\$1,901,974	\$1,272,150	\$679,024	\$12,141,967	\$397,475	\$2,937,560	\$2,262,207	\$2,740,516	\$38,204,077
2023/24	\$6,453,495	\$7,728,831	\$1,973,376	\$1,304,181	\$724,293	\$12,898,794	\$397,475	\$2,937,560	\$2,373,363	\$2,923,217	\$39,714,584
2024/25	\$6,453,495	\$8,082,119	\$2,044,778	\$1,304,181	\$769,561	\$13,653,618	\$397,475	\$2,937,560	\$2,484,518	\$3,105,918	\$41,233,223
2025/26	\$6,453,495	\$8,527,457	\$2,433,382	\$1,304,181	\$814,829	\$14,375,578	\$397,475	\$2,937,560	\$2,590,587	\$3,288,619	\$43,123,163
2026/27	\$6,453,495	\$8,764,914	\$2,501,517	\$1,304,181	\$860,097	\$15,097,537	\$397,475	\$2,937,560	\$2,817,272	\$3,471,321	\$44,605,368
2027/28	\$6,453,495	\$9,503,035	\$2,569,651	\$1,304,181	\$905,366	\$15,819,497	\$397,475	\$2,937,560	\$2,982,273	\$3,654,022	\$46,526,555
2028/29	\$6,453,495	\$9,977,950	\$2,637,786	\$1,304,181	\$950,634	\$16,541,457	\$397,475	\$2,937,560	\$3,088,341	\$3,836,723	\$48,125,601
2029/30	\$6,453,495	\$10,215,407	\$2,705,920	\$1,304,181	\$995,902	\$17,263,416	\$397,475	\$2,937,560	\$3,194,410	\$4,019,424	\$49,487,190
2030/31	\$6,583,269	\$10,215,407	\$2,774,054	\$1,304,181	\$1,041,171	\$17,985,376	\$993,687	\$2,937,560	\$3,546,031	\$4,202,125	\$51,582,861
2031/32	\$6,583,269	\$10,452,864	\$2,842,189	\$1,304,181	\$1,086,439	\$18,707,336	\$993,687	\$2,937,560	\$3,652,100	\$4,384,826	\$52,944,450
2032/33	\$6,583,269	\$10,806,152	\$3,000,705	\$1,304,181	\$1,131,707	\$19,429,295	\$993,687	\$2,937,560	\$3,758,168	\$4,567,527	\$54,512,252
2033/34	\$6,583,269	\$11,301,667	\$3,273,128	\$1,304,181	\$1,176,975	\$20,151,255	\$993,687	\$2,937,560	\$3,942,813	\$4,750,228	\$56,414,764
2034/35	\$6,583,269	\$11,539,124	\$3,341,263	\$1,304,181	\$1,222,244	\$20,873,215	\$993,687	\$2,937,560	\$4,048,882	\$4,932,929	\$57,776,353
2035/36	\$6,583,269	\$11,539,124	\$3,409,397	\$1,304,181	\$1,267,512	\$21,595,148	\$993,687	\$2,937,560	\$4,154,950	\$5,115,630	\$58,900,459
2036/37	\$6,583,269	\$11,539,124	\$3,477,531	\$1,304,181	\$1,312,780	\$22,317,082	\$993,687	\$2,937,560	\$4,261,019	\$5,298,331	\$60,024,564
2037/38	\$6,583,269	\$11,539,124	\$3,545,666	\$1,304,181	\$1,358,049	\$23,039,015	\$993,687	\$2,937,560	\$4,367,087	\$5,481,032	\$61,148,670
2038/39	\$6,583,269	\$11,539,124	\$3,613,473	\$1,304,181	\$1,403,317	\$23,757,662	\$993,687	\$2,937,560	\$4,472,647	\$5,663,733	\$62,268,654
2039/40	\$6,583,269	\$11,539,124	\$3,613,473	\$1,304,181	\$1,448,585	\$23,773,402	\$993,687	\$2,937,560	\$4,472,647	\$5,846,435	\$62,512,363

"gross_annual_costs"

Table 46
Placer Vineyards Specific Plan - Urban Services Plan
Summary of Annual Offsetting Revenues [1]

Year	Fire	Sheriff	Trails & Parks	Open Space	Landscape Corridors	Countywide Services	Library	Transit	Recreation Services	Roads	Total Annual Offsetting Revenues
2008/09	\$771,008	\$28,503	\$0	\$0	\$0	\$606,374	\$117,466	\$0	\$48,964	\$21,752	\$1,594,067
2009/10	\$1,139,921	\$54,235	\$0	\$0	\$0	\$1,212,748	\$117,466	\$0	\$97,929	\$43,504	\$2,665,803
2010/11	\$1,222,054	\$79,175	\$0	\$0	\$0	\$2,078,622	\$117,466	\$202,308	\$167,878	\$65,255	\$3,932,759
2011/12	\$1,222,054	\$128,021	\$0	\$0	\$0	\$2,944,496	\$117,466	\$202,308	\$237,827	\$87,007	\$4,939,180
2012/13	\$1,262,839	\$164,974	\$0	\$0	\$0	\$3,810,370	\$117,466	\$202,308	\$429,603	\$108,759	\$6,096,320
2013/14	\$1,262,839	\$192,688	\$0	\$0	\$0	\$4,676,244	\$117,466	\$532,861	\$499,553	\$130,511	\$7,412,161
2014/15	\$1,262,839	\$247,805	\$0	\$0	\$0	\$5,542,118	\$234,932	\$532,861	\$569,502	\$152,262	\$8,542,319
2015/16	\$1,262,839	\$295,216	\$0	\$0	\$0	\$6,407,992	\$234,932	\$532,861	\$639,451	\$174,014	\$9,547,304
2016/17	\$1,262,839	\$364,614	\$0	\$0	\$0	\$7,273,866	\$234,932	\$532,861	\$709,400	\$195,766	\$10,574,278
2017/18	\$1,262,839	\$467,009	\$0	\$0	\$0	\$8,139,739	\$234,932	\$532,861	\$801,510	\$217,518	\$11,656,408
2018/19	\$2,841,701	\$511,771	\$0	\$0	\$0	\$9,005,613	\$234,932	\$1,067,317	\$871,459	\$239,269	\$14,772,062
2019/20	\$2,841,701	\$545,892	\$0	\$0	\$0	\$9,871,487	\$234,932	\$1,067,317	\$941,408	\$261,021	\$15,763,759
2020/21	\$2,841,701	\$574,664	\$0	\$0	\$0	\$10,628,314	\$234,932	\$1,067,317	\$1,024,704	\$282,773	\$16,654,404
2021/22	\$2,841,701	\$626,876	\$0	\$0	\$0	\$11,385,141	\$234,932	\$1,067,317	\$1,085,839	\$304,525	\$17,546,331
2022/23	\$4,262,192	\$709,881	\$0	\$0	\$0	\$12,141,967	\$234,932	\$1,468,780	\$1,146,975	\$326,276	\$20,291,003
2023/24	\$4,262,192	\$739,656	\$0	\$0	\$0	\$12,898,794	\$234,932	\$1,468,780	\$1,208,110	\$348,028	\$21,160,492
2024/25	\$4,262,192	\$773,466	\$0	\$0	\$0	\$13,653,618	\$234,932	\$1,468,780	\$1,269,246	\$369,780	\$22,032,013
2025/26	\$4,262,192	\$816,085	\$0	\$0	\$0	\$14,375,578	\$234,932	\$1,468,780	\$1,327,584	\$391,532	\$22,876,681
2026/27	\$4,262,192	\$838,810	\$0	\$0	\$0	\$15,097,537	\$234,932	\$1,468,780	\$1,452,260	\$413,283	\$23,767,794
2027/28	\$4,262,192	\$909,449	\$0	\$0	\$0	\$15,819,497	\$234,932	\$1,468,780	\$1,510,598	\$435,035	\$24,640,482
2028/29	\$4,262,192	\$954,898	\$0	\$0	\$0	\$16,541,457	\$234,932	\$1,468,780	\$1,568,936	\$456,787	\$25,487,981
2029/30	\$4,262,192	\$977,623	\$0	\$0	\$0	\$17,263,416	\$234,932	\$1,468,780	\$1,627,273	\$478,539	\$26,312,755
2030/31	\$4,347,901	\$977,623	\$0	\$0	\$0	\$17,985,376	\$587,329	\$1,468,780	\$1,685,611	\$500,290	\$27,552,911
2031/32	\$4,347,901	\$1,000,348	\$0	\$0	\$0	\$18,707,336	\$587,329	\$1,468,780	\$1,743,949	\$522,042	\$28,377,685
2032/33	\$4,347,901	\$1,034,158	\$0	\$0	\$0	\$19,429,295	\$587,329	\$1,468,780	\$1,802,286	\$543,794	\$29,213,544
2033/34	\$4,347,901	\$1,081,579	\$0	\$0	\$0	\$20,151,255	\$587,329	\$1,468,780	\$1,860,624	\$565,546	\$30,063,014
2034/35	\$4,347,901	\$1,104,304	\$0	\$0	\$0	\$20,873,215	\$587,329	\$1,468,780	\$1,918,962	\$587,297	\$30,887,788
2035/36	\$4,347,901	\$1,104,304	\$0	\$0	\$0	\$21,595,148	\$587,329	\$1,468,780	\$1,977,299	\$609,049	\$31,689,811
2036/37	\$4,347,901	\$1,104,304	\$0	\$0	\$0	\$22,317,082	\$587,329	\$1,468,780	\$2,035,637	\$630,801	\$32,491,833
2037/38	\$4,347,901	\$1,104,304	\$0	\$0	\$0	\$23,039,015	\$587,329	\$1,468,780	\$2,093,975	\$652,553	\$33,293,856
2038/39	\$4,347,901	\$1,104,304	\$0	\$0	\$0	\$23,757,662	\$587,329	\$1,468,780	\$2,152,032	\$674,304	\$34,092,313
2039/40	\$4,347,901	\$1,104,304	\$0	\$0	\$0	\$23,773,402	\$587,329	\$1,468,780	\$2,152,032	\$696,056	\$34,129,805

"offsetting_revs"

[1] Annual offsetting revenues are calculated by subtracting the annual net cost for each service category from the annual gross cost for each service category, as found in the projected annual surplus/(shortfall) table for each service category. Gross costs minus the gross costs multiplied by the cost reduction factor produces the same result [Gross Costs - (Gross Costs x Cost Reduction Factor)].

**Table 47
Placer Vineyards Specific Plan - Urban Services Plan
Annual Special Tax/Assessment Revenue Summary**

Year	Cumulative Residential Units	Special Tax/Assessment per Unit [1]	Cumulative Commercial Sq. Ft.	Special Tax/Assessment per Bldg. Sq. Ft.	Total Special Tax Assessment Revenue
	<i>a</i>	<i>b = a x \$2,009 (Table 7)</i>	<i>c</i>	<i>d = c x \$0.36 (Table 8)</i>	<i>e = b + d</i>
2008/09	350	\$703,150	90,500	\$32,309	\$735,459
2009/10	700	\$1,406,300	181,000	\$64,617	\$1,470,917
2010/11	1,200	\$2,410,800	309,200	\$110,384	\$2,521,184
2011/12	1,700	\$3,415,300	437,400	\$156,152	\$3,571,452
2012/13	2,200	\$4,419,800	565,600	\$201,919	\$4,621,719
2013/14	2,700	\$5,424,300	693,800	\$247,687	\$5,671,987
2014/15	3,200	\$6,428,800	822,000	\$293,454	\$6,722,254
2015/16	3,700	\$7,433,300	950,200	\$339,221	\$7,772,521
2016/17	4,200	\$8,437,800	1,078,400	\$384,989	\$8,822,789
2017/18	4,700	\$9,442,300	1,206,600	\$430,756	\$9,873,056
2018/19	5,200	\$10,446,800	1,334,800	\$476,524	\$10,923,324
2019/20	5,700	\$11,451,300	1,463,000	\$522,291	\$11,973,591
2020/21	6,137	\$12,329,233	1,575,200	\$562,346	\$12,891,579
2021/22	6,574	\$13,207,166	1,687,400	\$602,402	\$13,809,568
2022/23	7,011	\$14,085,099	1,799,600	\$642,457	\$14,727,556
2023/24	7,448	\$14,963,032	1,911,800	\$682,513	\$15,645,545
2024/25	7,885	\$15,840,965	2,018,200	\$720,497	\$16,561,462
2025/26	8,302	\$16,678,718	2,124,600	\$758,482	\$17,437,200
2026/27	8,719	\$17,516,471	2,231,000	\$796,467	\$18,312,938
2027/28	9,136	\$18,354,224	2,337,400	\$834,452	\$19,188,676
2028/29	9,553	\$19,191,977	2,443,800	\$872,437	\$20,064,414
2029/30	9,970	\$20,029,730	2,550,200	\$910,421	\$20,940,151
2030/31	10,387	\$20,867,483	2,656,600	\$948,406	\$21,815,889
2031/32	10,804	\$21,705,236	2,763,000	\$986,391	\$22,691,627
2032/33	11,221	\$22,542,989	2,869,400	\$1,024,376	\$23,567,365
2033/34	11,638	\$23,380,742	2,975,800	\$1,062,361	\$24,443,103
2034/35	12,055	\$24,218,495	3,082,200	\$1,100,345	\$25,318,840
2035/36	12,472	\$25,056,248	3,188,524	\$1,138,303	\$26,194,551
2036/37	12,889	\$25,894,001	3,294,848	\$1,176,261	\$27,070,262
2037/38	13,306	\$26,731,754	3,401,172	\$1,214,218	\$27,945,972
2038/39	13,721	\$27,569,507	3,507,496	\$1,252,176	\$28,821,683
2039/40	13,721	\$27,569,507	3,553,080	\$1,268,450	\$28,837,957

"annual_fee_rev"

[1] An average fee per unit is used to calculate the fee revenue because the absorption schedule does not distinguish between different types of units.

Table 48
Placer Vineyards Specific Plan - Urban Services Plan
Urban Services Shortfall Fee Cash Flow

County Absorption

Year	Annual Units	Cumulative Units	Beginning Balance	Annual Surplus/(Shortfall)			Annual Services Tax/Assess. Revenue	Surplus/Shortfall (Before Urban Services Shortfall Fee)	Annual Urban Services Shortfall Fee Revenue [1]	Ending Balance	Shortfall Funding Required
				Gross Annual Costs	Offsetting Revenues	Total					
<i>Formula</i>	<i>a</i>	<i>b</i>	<i>c</i>	<i>d</i> <i>(Table 45)</i>	<i>e</i> <i>(Table 46)</i>	<i>f = d + e</i>	<i>g = b x \$2,009</i> <i>(Table 47)</i>	<i>h = f + g</i>	<i>i = \$4,100 per unit</i>	<i>j = c + h + i</i>	<i>k</i>
2008/09	350	350	\$0	(\$3,468,247)	\$1,594,067	(\$1,874,180)	\$735,459	(\$1,138,721)	\$1,435,000	\$296,279	\$0
2009/10	350	700	\$296,279	(\$5,648,410)	\$2,665,803	(\$2,982,608)	\$1,470,917	(\$1,511,691)	\$1,435,000	\$219,588	\$0
2010/11	500	1,200	\$219,588	(\$7,772,742)	\$3,932,759	(\$3,839,983)	\$2,521,184	(\$1,318,798)	\$2,050,000	\$950,790	\$0
2011/12	500	1,700	\$950,790	(\$9,617,889)	\$4,939,180	(\$4,678,710)	\$3,571,452	(\$1,107,258)	\$2,050,000	\$1,893,532	\$0
2012/13	500	2,200	\$1,893,532	(\$11,622,033)	\$6,096,320	(\$5,525,713)	\$4,621,719	(\$903,994)	\$2,050,000	\$3,039,538	\$0
2013/14	500	2,700	\$3,039,538	(\$13,907,473)	\$7,412,161	(\$6,495,312)	\$5,671,987	(\$823,325)	\$2,050,000	\$4,266,213	\$0
2014/15	500	3,200	\$4,266,213	(\$16,016,893)	\$8,542,319	(\$7,474,574)	\$6,722,254	(\$752,320)	\$2,050,000	\$5,563,893	\$0
2015/16	500	3,700	\$5,563,893	(\$17,847,048)	\$9,547,304	(\$8,299,744)	\$7,772,521	(\$527,222)	\$2,050,000	\$7,086,670	\$0
2016/17	500	4,200	\$7,086,670	(\$20,228,996)	\$10,574,278	(\$9,654,718)	\$8,822,789	(\$831,930)	\$2,050,000	\$8,304,741	\$0
2017/18	500	4,700	\$8,304,741	(\$22,673,990)	\$11,656,408	(\$11,017,582)	\$9,873,056	(\$1,144,526)	\$2,050,000	\$9,210,215	\$0
2018/19	500	5,200	\$9,210,215	(\$27,935,967)	\$14,772,062	(\$13,163,905)	\$10,923,324	(\$2,240,582)	\$2,050,000	\$9,019,633	\$0
2019/20	500	5,700	\$9,019,633	(\$29,627,265)	\$15,763,759	(\$13,863,506)	\$11,973,591	(\$1,889,915)	\$2,050,000	\$9,179,718	\$0
2020/21	437	6,137	\$9,179,718	(\$31,167,578)	\$16,654,404	(\$14,513,174)	\$12,891,579	(\$1,621,594)	\$1,791,700	\$9,349,824	\$0
2021/22	437	6,574	\$9,349,824	(\$32,912,544)	\$17,546,331	(\$15,366,213)	\$13,809,568	(\$1,556,645)	\$1,791,700	\$9,584,878	\$0
2022/23	437	7,011	\$9,584,878	(\$38,204,077)	\$20,291,003	(\$17,913,074)	\$14,727,556	(\$3,185,518)	\$1,791,700	\$8,191,061	\$0
2023/24	437	7,448	\$8,191,061	(\$39,714,584)	\$21,160,492	(\$18,554,092)	\$15,645,545	(\$2,908,547)	\$1,791,700	\$7,074,213	\$0
2024/25	437	7,885	\$7,074,213	(\$41,233,223)	\$22,032,013	(\$19,201,210)	\$16,561,462	(\$2,639,747)	\$1,791,700	\$6,226,166	\$0
2025/26	417	8,302	\$6,226,166	(\$43,123,163)	\$22,876,681	(\$20,246,481)	\$17,437,200	(\$2,809,281)	\$1,709,700	\$5,126,585	\$0
2026/27	417	8,719	\$5,126,585	(\$44,605,368)	\$23,767,794	(\$20,837,574)	\$18,312,938	(\$2,524,636)	\$1,709,700	\$4,311,649	\$0
2027/28	417	9,136	\$4,311,649	(\$46,526,555)	\$24,640,482	(\$21,886,072)	\$19,188,676	(\$2,697,396)	\$1,709,700	\$3,323,953	\$0
2028/29	417	9,553	\$3,323,953	(\$48,125,601)	\$25,487,981	(\$22,637,620)	\$20,064,414	(\$2,573,206)	\$1,709,700	\$2,460,447	\$0
2029/30	417	9,970	\$2,460,447	(\$49,487,190)	\$26,312,755	(\$23,174,435)	\$20,940,151	(\$2,234,283)	\$1,709,700	\$1,935,864	\$0
2030/31	417	10,387	\$1,935,864	(\$51,582,861)	\$27,552,911	(\$24,029,950)	\$21,815,889	(\$2,214,061)	\$1,709,700	\$1,431,503	\$0
2031/32	417	10,804	\$1,431,503	(\$52,944,450)	\$28,377,685	(\$24,566,766)	\$22,691,627	(\$1,875,139)	\$1,709,700	\$1,266,064	\$0
2032/33	417	11,221	\$1,266,064	(\$54,512,252)	\$29,213,544	(\$25,298,709)	\$23,567,365	(\$1,731,344)	\$1,709,700	\$1,244,420	\$0
2033/34	417	11,638	\$1,244,420	(\$56,414,764)	\$30,063,014	(\$26,351,750)	\$24,443,103	(\$1,908,648)	\$1,709,700	\$1,045,472	\$0
2034/35	417	12,055	\$1,045,472	(\$57,776,353)	\$30,887,788	(\$26,888,565)	\$25,318,840	(\$1,569,725)	\$1,709,700	\$1,185,447	\$0
2035/36	417	12,472	\$1,185,447	(\$58,900,459)	\$31,689,811	(\$27,210,648)	\$26,194,551	(\$1,016,097)	\$1,709,700	\$1,879,050	\$0
2036/37	417	12,889	\$1,879,050	(\$60,024,564)	\$32,491,833	(\$27,532,731)	\$27,070,262	(\$462,469)	\$1,709,700	\$3,126,281	\$0
2037/38	417	13,306	\$3,126,281	(\$61,148,670)	\$33,293,856	(\$27,854,814)	\$27,945,972	\$91,159	\$1,709,700	\$4,927,140	\$0
2038/39	415	13,721	\$4,927,140	(\$62,268,654)	\$34,092,313	(\$28,176,341)	\$28,817,665	\$641,324	\$1,701,500	\$7,269,964	\$0
2039/40	0	13,721	\$7,269,964	(\$62,512,363)	\$34,129,805	(\$28,382,558)	\$28,833,939	\$451,380	\$0	\$7,721,344	\$0

"dev_fee_cf_sc1"

[1] Fee per unit is derived by determining a fee estimate that covers the shortfalls in all years. As a result, there will be an ending positive balance. Current estimates show the need for an Urban Services Shortfall Fee of \$4,100/unit. Since cost estimates and other factors are still uncertain, the County recommended an Urban Services Shortfall Fee of \$7,400/unit.

Urban Services Shortfall Fee necessary to generate a positive cash flow in each year is \$4,100 per unit. The estimated fee, however, is increased to \$7,200 per unit at this time to account for the uncertainty of certain service costs and the timing of development (see **Appendix B** discussion below).

Affordable Housing Subsidy: Urban Services Shortfall Fee

An additional funding mechanism for public services is the Urban Services Shortfall Fee is a one-time fee, currently set at \$7,200 per unit, paid at building permit. The USSF serves two purposes. The first purpose is to provide a contingency for annual deficits, as discussed above. The second purpose is to provide funding for public services to affordable units until they convert to market rate after thirty years. The USSF funds the gap between the County's target annual tax/assessment of \$500 per affordable unit and the market rate tax/assessment which ranges from \$1,250 (HDR) to \$2,410 (LDR and MDR).

SENSITIVITY ANALYSIS

Appendix B contains a sensitivity analysis that tests the potential for annual deficits under varying absorption schedules. As shown in **Table B-1**, the County provided three different absorption schedules; a fourth absorption schedule was provided by the project proponent. **Tables B-2** and **B-3** provide a summary of the results for all four absorption schedules. Each of **Table B-4** through **Table B-7** shows the resulting cash flow based upon each of the different absorption schedules. Under the alternate absorption schedules used in the sensitivity analysis, the shortfall fee ranges from \$5,900 to \$7,200 per-unit fee, assuming that there are no changes made to the tax/assessment rates.

TAX ON UNDEVELOPED LAND

An undeveloped land tax on certain undeveloped properties can also be subject to a special tax levy. When special tax revenues do not provide adequate funds for public safety (sheriff and fire) services, the County can levy a special tax on properties with approved small lot tentative maps that have not yet received Final Development Entitlements, as defined in the D.A. These properties can be levied a special tax/assessment amount for the portion of the tax rate/assessment estimated for public safety services.