Crows Landing Industrial Business Park

Financing Plan

Revised DRAFT

November 30, 2016

Crows Landing
Industrial Business Park
Stanislaus County

TABLE OF CONTENTS

PAGE

TABLE OF CONTENTS

FIGURES **PAGE**

TABLES

Appendices

ACRONYMS AND ABBREVIATIONS

AIP	Airport Improvement Program
Air Facility	Crows Landing Air Facility
ATCT	air traffic control tower
CDLAC	California Debt Limit Allocation Committee
CFDs	Community Facilities Districts
CLIBP	Crows Landing Industrial Business Park
CMA	Congestion Mitigation and Air Quality Improvement Program
DMC	Delta Mendota Canal
EIFD	Enhanced Infrastructure Financing District
GA	general aviation
I-5	Interstate Highway 5
IDB	Industrial Development Bond
IP	Infrastructure Policy
ISRF	Infrastructure State Revolving Fund
NPIAS	National Plan of Integrated Airport Systems
Plan Area	Specific Plan Area
PRC	Public Resources Code
Revitalization Districts	Infrastructure and Revitalization Financing Districts
RTP	Regional Transportation Improvements Plan
RTPA	Regional Transportation Planning Agency
SCIP	Statewide Community Infrastructure Program
SCS	Sustainable Communities Strategy
SR	State Route
StanCOG	Stanislaus Council of Governments
STIP	State Transportation Improvement Program
WHWD	Western Hills Water District
WQCF	Water Quality Control Facility

1. INTRODUCTION

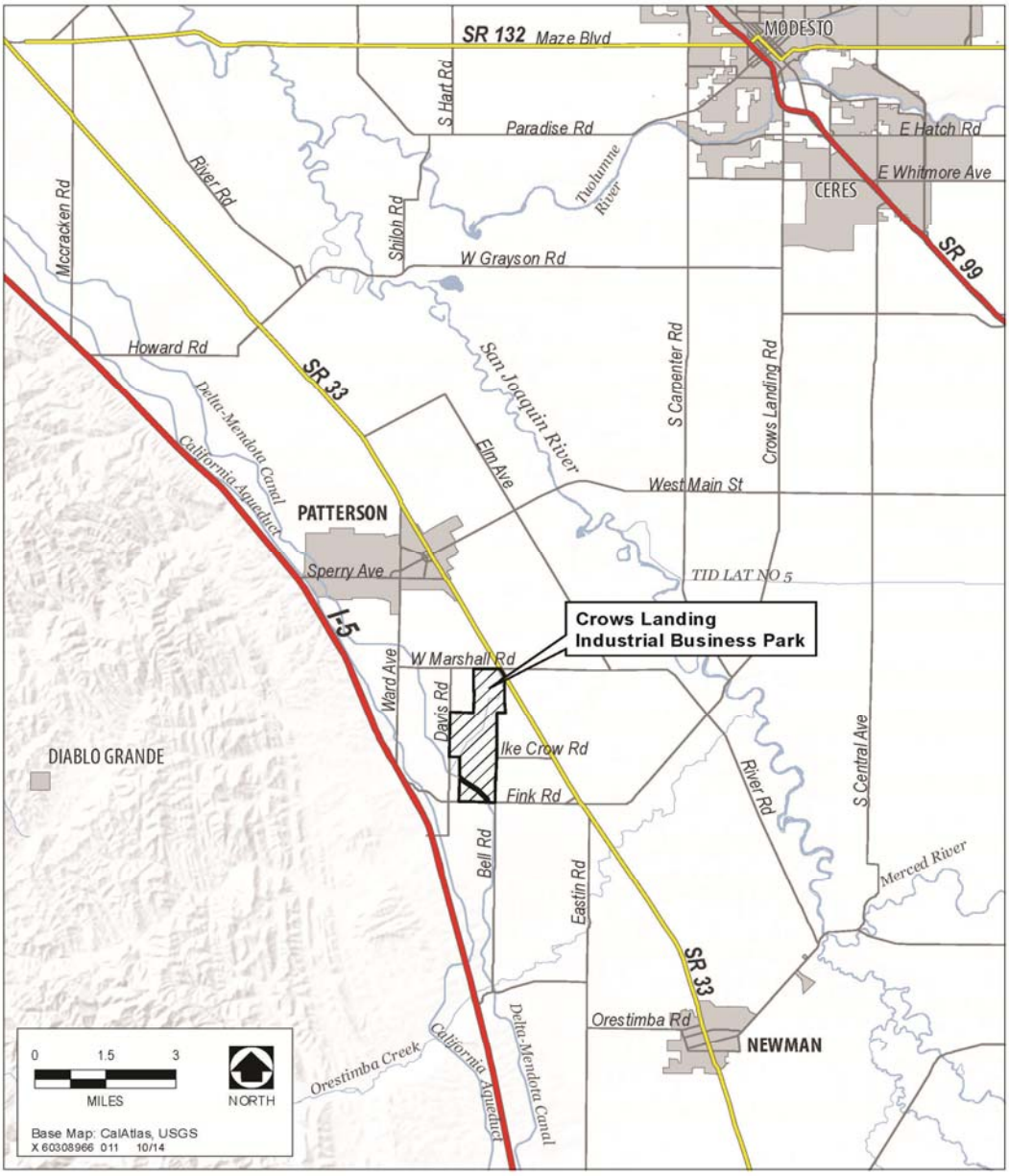
To support economic development in Stanislaus County, the Crows Landing Industrial Business Park (CLIBP) Specific Plan Area (Plan Area) project promotes redevelopment of the former Crows Landing Air Facility (Air Facility) site for the purpose of creating employment opportunities. The 1,528-acre Plan Area is located in an unincorporated portion of western Stanislaus County, approximately 1.5 miles east of Interstate Highway 5 (I-5) (see Figure 1). Currently, many jobs within the County do not provide wages that are sufficient to sustain a household. The CLIBP project will develop land uses that support local job creation and benefit from the project site's proximity to 1-5. The project also includes the creation of a new public use general aviation (GA) airport that would reuse former runway 12-30, the shorter of the two decommissioned runways that is orientated in the northwest-southeast direction (see Figure 2). The airport will serve as an amenity to the CLIBP and the local general aviation community. Approximately 14.3 million square feet of development and approximately 14,450 jobs are projected at CLIBP build-out.[1]

The purpose of the CLIBP project is to create an industrial business park that will bring more liveable-wage jobs to the County, as well as other nearby communities.[2] The CLIBP project will provide opportunities for additional, local sustainable-wage jobs in light industrial, warehouse, logistics, distribution, and business park industries, as well as public facilities and aviation-related businesses, improving the County's jobs-to-housing imbalance and reducing the need for many residents to commute for employment. The County will undertake Phase 1A infrastructure development to render the Plan Area "shovel-ready" for development, and make the site more attractive to potential developers and tenants. This primary or "backbone" infrastructure includes roadway improvements, development of a reliable water supply (potable and non-potable), connections for wastewater collection and treatment, and stormwater management. The cost estimate for the required infrastructure improvements is $248.6 million (2015 dollars), spread over three, ten-year phases of development. Ongoing operation and maintenance of the new infrastructure and facilities will also be required as part of County municipal services provision in the Plan Area. The estimated annual cost for operations and maintenance is approximately $1.1 million (2015 dollars) at CLIBP build-out for roadways, street lighting, stormwater pond, multimodal transportation corridor (landscaping), and the airport.

The County's initial investment to make the Plan Area shovel ready as part of Phase 1 will be made for Phase 1A, Fink Road Corridor, development in the southern portion of the Plan Area (see Figure 3). Initial development in the Fink Road Corridor takes advantage of the Plan Area's proximity to I-5 via the Fink Road/I-5 interchange. Development in the Fink Road Corridor is envisioned to support primarily logistics, warehouse, and distribution uses because of its proximity to I-5, but may accommodate other uses. The cost estimate is $29.6 million for the construction of Phase 1A backbone infrastructure improvements for Fink Road Corridor development. Remaining Phase 1 development includes the Bell Road Corridor, airport, and southern Public Facilities Area (Phase 1B).

[1] Refer to the detailed Land Use and Employment Summary table, provided in Appendix A of the CLIBP Specific Plan, for additional information on estimated land use categories, extent of development associated with each phase, and employment projection at CLIBP build-out.

[2] "Liveable wage," or "living wage,"is typically defined as the wage level needed to meet basic living expenses such as food, clothing, housing, transportation, health, and personal care).

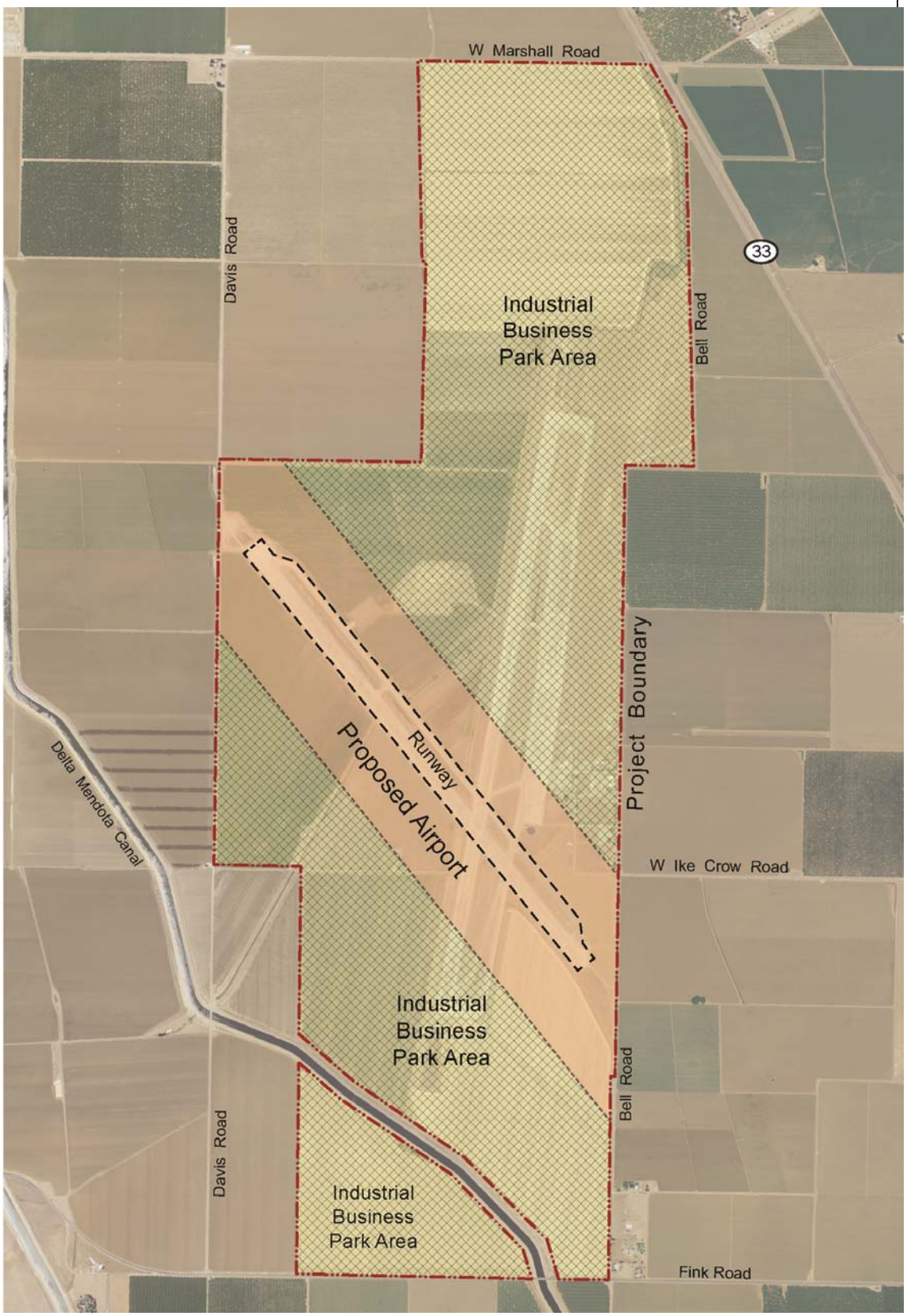


Source: Stanislaus County 2013

Former Crows Landing Air Facility Reuse and Development Area (Regional Location)

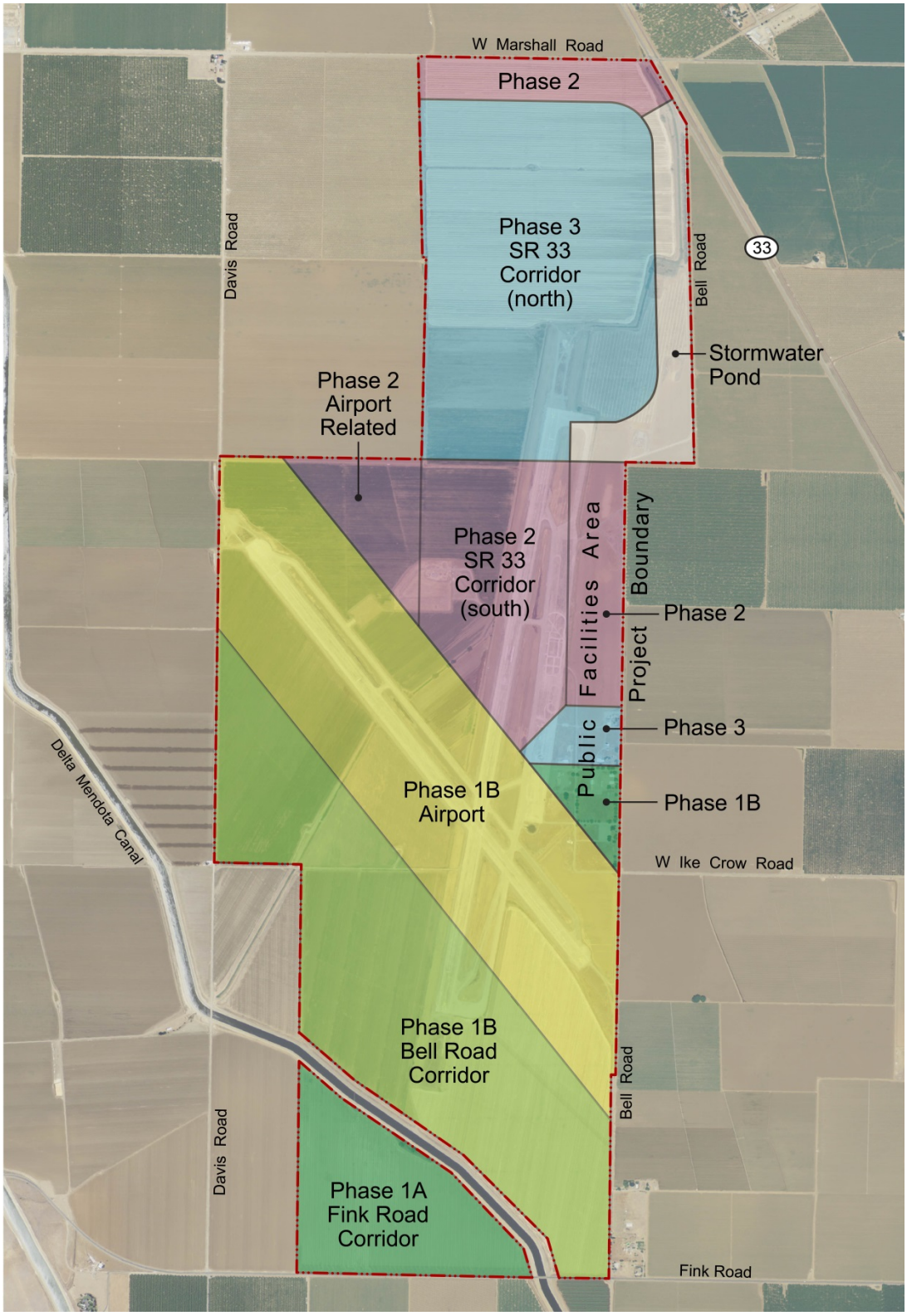
Source: Stanislaus County 2013

Figure 1: Planning Area Location



Source: Stanislaus County 2013

Figure 2: Airport and Industrial Business Park Areas



Source: AECOM 2016

Figure 3: Proposed Plan Phasing Areas

The CLIBP Financing Plan provides information on infrastructure and ongoing operation and maintenance costs or the Plan Area, along with potential financing mechanisms and funding sources. Because these available financing options may be insufficient to meet the project financing requirements, especially at the inception of development activity, developer equity will be required to close the funding gap. As in other comparable industrial business parks, one way that the County could achieve its goals for successful Plan Area development and new economic opportunities would be to pursue a public-private partnership, such as design-build-finance of specific infrastructure and/or public facilities, and/or a partnership with a Master Developer who would provide up-front funding and/or construct much of the needed infrastructure improvements for initial CLIBP development. The Master Developer would then be compensated under a reimbursement agreement with the County as specific projects are completed and pay fees for utility services (e.g., water, sewer, and drainage). Upon adoption of the CLIBP Specific Plan and certification of the EIR, including the necessary General Plan Amendment and rezone by the Board of Supervisors, a Request for Proposal (RFP) will be developed to solicit a Master Developer to partner with the County in financing, constructing, and operating the CLIBP. The County intends to retain ownership of the property. The final sections of the Financing Plan describe the recommended financing strategy, actions, and feasibility considerations.

2. PROJECT DESCRIPTION

2.1. Crows Landing Industrial Business Park (CLIBP) Overview

The 1,528-acre CLIBP Plan Area is bound by W. Marshall Road and State Route (SR) 33 to the north, Fink Road to the south, Bell Road to the east, and Davis Road to the west. Nearly all structures associated with the Plan Area's former military activities were demolished in 2013. The remaining facilities include two decommissioned runways, taxiways, an air traffic control tower (ATCT), and remnant roads. As of 2016, approximately 1,100 acres of the former Air Facility property have been leased for private agricultural use. Agricultural activities will be allowed to continue on-site until such time that the land is needed for imminent infrastructure or leasehold development, in accordance with the CLIBP Specific Plan.

The Specific Plan establishes a land-use policy and regulatory framework for development of the former Air Facility property, consistent with the County's General Plan. Pursuant to the CLIBP Specific Plan, the CLIBP Plan Area includes the following features:

- Approximately 1,274 developable acres will be for industrial business park and airport.
- The remaining 254 acres will be associated with necessary infrastructure, including roads and rights-of-way for stormwater management, water supply, and wastewater facilities.
- A 370-acre general aviation (GA) airport facility will be developed to reuse pavement and infrastructure associated with one of the former military runways, runway 12-30, to the greatest extent practicable.
- Approximately 68 acres located at the northeastern boundary of the GA airport, near the airport entrance, will be used for public facilities, such as law enforcement, emergency services, and local and district government offices.
- Land use categories, including aviation related, business park, light industrial, and logistics/distribution are envisioned to be distributed throughout the Plan Area, with the exception of the airport and the Public Facilities Area.

- A large portion of the Plan Area will likely be developed for logistics, warehouse, and distribution uses, based on the Plan Area's proximity to I-5 and other nearby business parks, where absorption of available industrial/business park space has outpaced new supply over the past five years, particularly for larger building sites.[3]
- Another large portion of the Plan Area will likely be developed for light industrial uses, such a furniture and consumer electronics manufacturing, and machine shops.
- Business park uses envisioned for the Plan Area includes uses such as call centers, research and development, and business support services that may be developed in association with proposed logistics/distribution and light industrial uses or as standalone facilities.
- Approximately 46 acres adjacent to the northwestern airport boundary will be preserved for aviation-related land uses, when feasible, though other industrial business park uses are permitted in this area.

A landscaped multimodal (bicycle/pedestrian) transportation corridor and green space will be developed along or near the CLIBP eastern boundary, north of W. Ike Crow Road, for employee use.

2.2. CLIBP Proposed Land Uses

The entire CLIBP Plan Area will be zoned S-P(2). The proposed S-P(2) zone provides the CLIBP flexibility to adjust for new technologies, market conditions, and changes to employment needs. As shown in Figure 3, Plan Area development would occur in three phases as follows:

- Phase 1: 2017 to 2026 (including Phases 1A and 1B)
- Phase 2: 2027 to 2036
- Phase 3: 2037 to 2046

The Specific Plan is intended to support the mix of land uses summarized in Table 1 and described in the sections below, which identify the likely land use categories and extent of development associated with each phase over the 30-year build-out period (also refer to Figure 3), including initial Phase 1 development in the Fink Road Corridor during Phase 1A and in the Bell Road Corridor, airport, and southern Public Facilities Area during Phase 1B. Appendix B of the Specific Plan provides a more detailed list of land uses permitted within each of the land use categories.

[3] CLIBP Market Update Memorandum (September 26, 2016) (for informational purposes only)

Table 1: Anticipated Development and Phasing by Land Use Category and Phase (acres)						
Land Use	**Description**	**Phase 1**		**Phase 2**	**Phase 3**	**Total All Phases**
		1A	**1B**			
Logistics/ Distribution	Packaging, warehouse, and distribution, etc.	52	138	57	102	349
Light Industrial	Light industrial manufacturing, machine shops, etc.	41	110	71	128	350
Business Park	Research and development, business support services, etc.	10	28	14	26	78
Public Facilities	Municipal and County offices, professional offices, emergency services, etc.	0	15	35	18	68
General Aviation	Airport runways, aprons, hangars, etc.	0	370	0	0	370
Aviation Related	Parcel distribution, aviation classroom training, etc.	0	0	46	0	46
Multimodal Transportation Corridor/Green Space	Bicycle and pedestrian path, greenway, monument to military use.	0	0	13	0	13
All Uses by Phase		103	661	236	274	1,274
Infrastructure	Internal roadways, water and wastewater systems, stormwater drainage, etc.					254
Plan Area Total						**1,528**

The CLIBP encompasses 1,274 acres of developable land, and is anticipated to include general aviation (29%), aviation-related uses (4%), logistics/distribution (27%), light industrial (28%), business park (6%), public facilities (5%), and multimodal (bike/pedestrian) corridor/green space (1%). Proposed phasing is described below.

Phase 1:

Logistics/Distribution uses will likely develop adjacent to Fink Road (Fink Road Corridor) in Phase 1A, extending into the Bell Road Corridor, which includes the area between the Delta Mendota Canal (DMC) and the airport during Phase 1B, because of the areas' proximity to the Fink Road/I-5 interchange.

Light industrial uses would likely develop in the southern portion of the Plan Area (Fink Road and Bell Road Corridors) to coincide with or benefit from the initial infrastructure and logistics, warehouse, and distribution uses that would occur in that portion of the Plan Area.

Some business park development is envisioned in the Fink Road and Bell Road Corridors. The logistics, warehouse, distribution, and light industrial development that would include initial roadway improvements and other infrastructure (described in Chapter 4, "Infrastructure," of the Specific Plan), as a starting point for future phases of business park development.

Public facilities are initially envisioned in the southern portion of the designated Public Facilities Area during Phase 1B, as this area is the former Air Facility's administration area and contains remnant roadways and

infrastructure that might be refurbished or reactivated to support the industrial business park during initial development.

The general aviation airport, Crows Landing Airport, will be developed in the area associated with the former military runway, runway 12-30, in an effort to reuse pavement and infrastructure to the greatest extent practicable. The airport's location is compatible with the mix of land uses proposed following the application of appropriate guidance and design and development standards set forth in Appendix B of the CLIBP Specific Plan, the County's ALUCP, and applicable FAA regulations and guidance. Existing and proposed roads will serve as barriers between adjacent land uses and the airport, which will be enclosed by a security fence. Potential airport users include business travelers, recreational aviators, flight schools, delivery services, and emergency services. A helipad will be constructed in the southeastern portion of the airport.

Phase 2:

Logistics/distribution uses are likely to extend northward into the southern portion of the SR 33 Corridor during Phase 2 and benefit from initial airport development, initial logistics, warehouse, and distribution development in the Fink Road and Bell Road Corridors, and initial development in the Public Facilities Area.

Light industrial uses are envisioned in the southern portion of the SR 33 Corridor. Roadway infrastructure associated with westward extension of W. Ike Crow Road, the CLIBP gateway entrances on Bell Road (at W. Ike Crow Road) and on W. Marshall Road during Phase 1 and 2, and W. Marshall Road improvements would support development in this area.

Business park development will likely continue north of the airport in the southern portion of the SR 33 Corridor and along W. Marshall Road, as some synergies will occur in association with the ongoing development and services available in the Public Facilities Area. Improved CLIBP access from SR 33 and W. Marshall Road will facilitate additional business park development in this area.

Aviation-related uses are envisioned within the triangular land use area adjacent to the northern airport boundary, just east of Davis Road. Although light industrial, logistics/distribution, and business park uses are allowed throughout the Plan Area, this area will be preserved during initial development, as feasible, for prospective tenants who require close access to the airport to support their operations, such as airport-related cargo (parcel) distribution and emergency services.

Public facilities development will continue to include the northern portion of the Public Facilities Area.

A north-south multimodal (bicycle/pedestrian) transportation corridor with a one- to two- acre green space will be developed north of W. Ike Crow Road. The bicycle/pedestrian trail will be located east of the Public Facilities Area and west of a new stormwater pond. The corridor will be landscaped and connect to the bicycle/pedestrian path adjacent to Bell Road south of W. Ike Crow Road. The multimodal transportation corridor and stormwater pond provides a physical and visual barrier between the CLIBP and adjacent agricultural land.

Phase 3:

Some logistics/distribution uses are anticipated to extend into the northern portion of the SR 33 Corridor during Phase 3. Additional improvements to W. Marshall Road and other infrastructure improvements identified for the northern portion of the Plan Area during Phase 3 would support ongoing development.

Light industrial uses will likely expand to the northern portion of the SR 33 Corridor as Phase 3 infrastructure improvements occur and development progresses north toward W. Marshall Road.

Business park development is envisioned in the northern portion of the SR 33 Corridor as infrastructure improvements occur and development progresses north toward W. Marshall Road.

3. INFRASTRUCTURE AND PUBLIC FACILITY REQUIREMENTS

This section describes the preliminary planned infrastructure and public facilities required to support development in the CLIBP Plan Area and the associated costs. The cost estimates include infrastructure construction costs, engineering and agency fees, and a contingency. The infrastructure systems and public facilities described in the Specific Plan and summarized in this section are conceptual in nature and may be modified during CLIBP build-out based on changes in technology or the location and intensity of future development.

3.1. Backbone Infrastructure Definition

"Backbone Infrastructure" is defined as major public improvements designed to serve the entire Plan Area or substantial portions of the Plan Area, and is the minimum required to support phased Plan Area development based on proposed land uses and development densities/intensities. Backbone infrastructure and public facilities located within the Plan Area, and off-site roadway improvements, which are construction and/or financing requirements for CLIBP development, include the following:

Backbone Infrastructure	Public Facility Areas
Roadways that serve the overall CLIBP Plan Area	General aviation facilities (e.g., runway)
Potable and non-potable water supply and distribution system	Local and district government offices
Off-site intersection mitigation (e.g., traffic signalization) and roadway improvements necessitated by the CLIBP[4]	Public safety and emergency service facilities (e.g., law enforcement, fire suppression)
Wastewater collection system and treatment	**Multimodal Transportation/Green Space**
Stormwater management	Landscaped multimodal (bicycle/pedestrian) trail

3.2. Backbone Infrastructure/Public Facilities Costs

This section briefly summarizes preliminary planned improvement costs. Table 2 summarizes both on-site and off-site infrastructure and public facilities improvement categories (e.g., roadways, water, wastewater, stormwater, airport) and related costs at full build-out of the CLIBP, and from this the County's estimated initial investment requirement for Phase 1A development. Estimated costs in Table 2 include engineering and agency fees, and a contingency for each improvement category. Cost highlights include a total required investment of approximately $249.9 million (2015 dollars) over the next 30 years, including approximately $29.6 million in initial infrastructure investment for development in the Fink Road Corridor, consisting of:

- $182.9 million for on-site improvements, including:
  - $50.6 million for backbone roads, including earthwork and grading, street lights, striping and signage, and improvements to the DMC bridge crossing;
  - $46.5 million for backbone wastewater improvements;
  - $53.0 million in potable and non-potable water improvements;

[4] Costs for off-site roadway improvements needed due to CLIBP development plus regional growth are included in the Financing Plan, and will be paid by the CLIBP. However, a traffic impact fee will be calculated to determine other future projects' fair share contribution to reimburse the CLIBP for those required improvements.

- $22.1 million for airport improvements;
- $8.8 million in backbone stormwater management improvements; and
- $1.9 million for a multimodal (bicycle/pedestrian) transportation corridor.

- $67.1 million in off-site improvements, including:
  - $44.3 million for roadway improvements, including earthwork and grading, street lights, traffic signals, and right-of-way acquisition costs;
  - $21.4 million for Fink Road/I-5 interchange improvements; and
  - $1.4 million for a wastewater force main along Ward Avenue

Table 2: CLIBP Preliminary Infrastructure Costs at Build-out (2015 Dollars)

Improvement	Estimated Build-out Cost (Rounded)		Total	Phase 1A
	Off-site	On-site		
Backbone Infrastructure				
Roadways				
Roads	$26,982,000	$44,156,000	$71,138,000	$3,756,000
Earthwork and Grading	$374,000	$1,126,000	$1,500,000	$31,000
Traffic Signalization and Lighting	$11,899,000	$0	$11,899,000	$0
Street Lighting	$787,000	$1,978,000	$2,765,000	$319,000
Striping and Signage	$2,066,000	$1,710,000	$3,776,000	$178,000
Fink/I-5 Interchange	$21,375,000	$0	$21,375,000	$0
DMC Bridge Crossing	$0	$1,639,000	$1,639,000	$0
Right-of-Way Acquisition	$2,215,000	$0	$2,215,000	$0
Subtotal	*$65,698,000*	*$50,609,000*	*$116,307,000*	*$4,284,000*
Potable Water		$34,821,000	$34,821,000	$10,771,000
Non-Potable Water	$0	$18,210,000	$18,210,000	$2,213,000
Wastewater	$1,361,000	$46,515,000	$47,876,000	$12,032,000
Stormwater Management	$0	$8,790,000	$8,790,000	$321,000
Multimodal Corridor/Green Space	$0	$1,853,000	$1,853,000	$0
Total	*$67,059,000*	*$160,798,000*	*$227,857,000*	*$29,621,000*
Airport	$0	$22,058,000	$22,058,000	$0
Total Improvements			$249,915,000	$29,621,000

Costs rounded to nearest $ thousand and may not match totals due to rounding

The County's initial investment will be for development in Phase 1A, Fink Road Corridor. The initial investment in the Fink Road Corridor will catalyze later development within the CLIBP Plan Area. The sections below describe the improvements associated with the major types of infrastructure and public facilities.

3.3. Transportation

The proposed Plan Area backbone roadway network includes connections to the key roadways surrounding the Plan Area. Some off-site roads will also need to be rebuilt/rehabilitated and/or widened and intersections signalized (or reconfigured to include a roundabout) to support CLIBP-related traffic. The Transportation Infrastructure Plan – Crows Landing Industrial Business Park, herein referred to as the Transportation Plan (see Specific Plan, Appendix E), and Chapter 4 of the Specific Plan, "Infrastructure," identifies roads to be constructed or improved and intersections that will require signalization according to the Specific Plan's infrastructure and development phasing strategy. The Transportation Plan estimated the associated phase for each needed roadway improvement; however, the timing of improvements will be based on monitoring of roadway conditions during Plan Area build-out. The County provided cost estimates associated with the identified transportation improvements, including roadway improvement requirements and costs for initial backbone infrastructure for Fink Road Corridor development during Phase 1A.

On-site Roadways

Plan Area backbone roads will provide primary internal circulation and connections to the surrounding off-site street network. The majority of on-site streets will be designed as three-lane cross sections (two travel lanes and a center-aligned left-turn lane) with parking on each side. An exception to the three-lane cross section design is near the W. Marshall Road (north) entrance, which will have four travel lanes (see Figure 3-7 in Chapter 3, "Built Environment and Design" of the Specific Plan).

Transportation improvements for Plan Area development include construction of backbone roads within the:

- Fink Road Corridor (Phase 1A);
- Bell Road Corridor and southern Public Facilities Area (Phase 1B);
- SR 33 Corridor (south) with a road extending to the W. Marshall Road entrance, the Airport-Related Area, and northern Public Facilities Area (Phase 2); and
- SR 33 Corridor (north) and central Public Facilities Area (Phase 3).

Off-site Roadways

Off-site intersection and transportation improvements will be required to support Plan Area development, or a combination of Plan Area development- and regional growth-related traffic. Off-site roadways that will require rebuilding/rehabilitation and/or widening, include:

- W. Ike Crow Road – Bell Road to SR 33 (Phase 1A);
- Bell Road – Fink Road to W. Ike Crow Road (Phase 1A and 1B);
- Davis Road – Fink Road to CLIBP west entrance (Phase 1B);
- W. Marshall Road – CLIBP to SR 33 (Phase 2);
- W. Marshall Road – Ward Avenue to CLIBP (Phase 2 or 3);
- SR 33 - W. Marshall Road to Sperry Avenue (Phase 3);
- SR 33 - Stuhr Road to North of City of Newman (end of Phase 3); and
- I-5 - Fink Road to Sperry Avenue (end of Phase 3).

Additionally, the County will improve Fink Road between I-5 and Bell Road with an added overlay and striping during Phase 1A to ensure a clean functional south entrance to the CLIBP.

The Transportation Plan also identified off-site intersections that will require signalization, or reconfiguration to include a roundabout in lieu of a traffic signal (if applicable), including the CLIBP entrances on W. Marshall Road and Fink Road. Four of these locations are the highest priority and will be needed during late Phase 1 or early Phase 2 development:

- Fink Road at CLIBP entrance (Phase 1B);
- Fink Road at Bell Road (Phase 1B);
- Sperry Avenue at SR 33 (Phase 1B or 2); and
- W. Ike Crow Road at SR 33 (Phase 1B or 2).

An additional eight intersections identified in the Transportation Plan and in Chapter 4, "Infrastructure," of the Specific Plan will be signalized by the end of Phase 3 (CLIBP build-out).

Fink Road/I-5 Interchange

In addition to on-site and off-site roadway requirements, improvements are needed for the Fink Road/I-5 interchange. This interchange is less likely to be used than other travel routes by CLIBP employees because I-5 does not provide direct access to the communities in which employees are likely to reside (e.g., Patterson, Newman, Gustine, SR 99 Corridor cities). However, this interchange will be an important link for trucks traveling to and from the CLIBP. The Fink Road/I-5 Interchange improvements, including widening of Fink Road beneath I-5 to create a westbound left turn lane at the southbound ramp and signalizing of northbound ramps, will be required by Phase 1B development.

Excluding the sections of SR 33, I-5, and the eight intersections that require improvements at the end of Phase 3 (identified in the Transportation Plan and Chapter 4, "Infrastructure," of the Specific Plan), the total CLIBP cost estimate for roadways, including the DMC bridge crossing ($1.7 million) and the Fink Road/I-5 interchange improvements ($21.4 million) is $94.2 million. Related costs include an estimated $1.5 million for earthwork and grading, $2.2 million for right-of-way acquisition, $3.8 million for striping and signage, $2.8 million for street lighting, and $11.9 million for traffic signals and lighting. For Phase 1A, Fink Road Corridor, development, the infrastructure development cost estimate for roadway improvements and related costs is $4.3 million.

3.4. Water Supply and Distribution

As identified in the Crows Landing Industrial Business Park Water Infrastructure and Facilities Study (see Specific Plan, Appendix F) the backbone water supply and distribution system will include construction of infrastructure to provide potable and non-potable water services to the Plan Area. Potable water infrastructure includes new water wells, booster pump stations, wellhead treatment systems, water storage tanks, distribution piping, and valves. Non-potable water infrastructure will include water wells, booster pump station, water well pumps, distribution piping, valves, water storage tank, and fire hydrants. Phasing of the water supply system will coincide with on-site roadway construction. The estimated total CLIBP cost for the on-site water supply and distribution system for potable water is approximately $34.8 million and approximately $18.2 million for non-potable water. The cost specifically for water supply to the Phase 1A, Fink Road Corridor, for initial CLIBP development is approximately $10.8 million for potable water and $2.2 million for non-potable water.

3.5. Wastewater Collection and Treatment

As identified in the Crows Landing Industrial Business Park Sanitary Sewer Infrastructure and Facilities Study (see Specific Plan, Appendix G), the required backbone sanitary sewer infrastructure includes gravity trunk mains, a 2.7-MGD sanitary sewer lift station, a 0.32-MGD sanitary sewer lift station, and a force main within W. Marshall Road to convey effluent to the existing Western Hills Water District (WHWD) trunk main in Ward Avenue. The City of Patterson Water Quality Control Facility (WQCF), which is located about 5 miles north of the Plan Area, conveys, treats, and disposes of wastewater for the WHWD. The gravity trunk mains and the lift stations to be constructed in Phase 1A are sized to accommodate ultimate expansion within the Plan Area, and the force main constructed in Phase 1A is sized to accommodate effluent from Phases 1, 2, and 3. Phasing of the wastewater collection system will coincide with on-site roadway construction and phasing of development to supply adequate services.

The County may allow on-site septic systems to temporarily handle wastewater in the Fink Road Corridor during Phase 1A, until the permanent sewer system and ultimate connection to the City of Patterson WQCF has been completed for Phase 1A development. The specific on-site septic system facilities will be determined and installed prior to issuance of any building permits and will meet Stanislaus County's Guidelines for Septic System Design. Permanent on-site facilities are anticipated to serve development during part or all of Phase 1A. The Financing Plan does not include the cost for an on-site packaged wastewater treatment plant. The estimated total CLIBP cost for the required permanent sanitary wastewater collection system is $47.9 million, including approximately $12.0 million for improvements to provide service to Phase 1A, Fink Road Corridor.

3.6. Stormwater Management

Based on the Drainage Study for the Crows Landing Industrial Business Park (see Specific Plan, Appendix H), new backbone stormwater management infrastructure will be required for subsequent on-site development. Stormwater infrastructure requirements include, raising a segment of Davis Road, increasing capacity of Little Salado Creek Channel and construction of a stormwater pond, which will include groundwater recharge facilities. Phasing of stormwater management infrastructure will coincide with other infrastructure development, including repaving of the airport runway, to provide adequate drainage. The total estimated CLIBP cost for stormwater management is estimated at $8.8 million, including approximately $0.3 million to raise an approximately 750-foot segment of Davis Road for Phase 1A, Fink Road Corridor, development.

3.7. Airport Improvements

Approximately 370 acres of the former Air Facility property will be rehabilitated for use as a general aviation airport, Crows Landing Airport. Airport infrastructure improvements required to operate the airport are identified in the Airport Layout Plan (ALP) Narrative Report – Crows Landing Airport (see Specific Plan, Appendix C). The airport infrastructure improvements will be provided by the County over time and as market demand occurs, and will include among other things, the remaking of the northwest-southeast runway (former military runway 12-30) up to 6,300 feet-long by 100-feet-wide, runway lighting and navigational aids, a perimeter fence, and jet fueling facilities. Phase 1 improvements will be constructed to enable the County to obtain an airport operating certificate from the California Department of Transportation's Division of Aeronautics. Additional improvements will be made during Phase 2 and Phase 3 depending on user demand. The ALP includes a full-build-out or "ultimate" airport development scenario; however, the need for these facilities is not anticipated within the CLIBP 30-year build-out period (end of Phase 3) and is not included as part of the CLIBP infrastructure financing cost estimate. The cost for needed airport improvements during

CLIBP buildout is estimated at $22.1 million through Phase 2 and 3 development. Airport development will begin during Phase 1B.

3.8. Multimodal (Bicycle/Pedestrian) Transportation Corridor/Green Space

An approximately 13-acre multimodal trail north of W. Ike Crow Road is envisioned to be a landscaped bicycle/pedestrian facility with a one- to two- acre green space area for visitor and employee use. The green space will include the former air traffic control tower (ATCT) structure. Although the tower will no longer be used for aviation purposes, the structure would serve as a focal point and monument to commemorate the site's five decades of military use. The estimated cost for the multimodal transportation corridor/green space is $1.9 million and will be constructed during Phase 2.

3.9. Infrastructure Costs by Land Use and Phase

The Financing Plan aligns the existing infrastructure cost estimates by land use and phase in order to determine the preliminary development cost per acre for the County's initial investment in the CLIBP (Phase 1A), estimated cost for Phase 1B, and projected cost for Phases 2 and 3 infrastructure requirements.

The Financing Plan addresses six development land uses presented in the Specific Plan:

1. General Aviation
2. Aviation-Related
3. Logistics/ Distribution
4. Light Industrial
5. Business Park
6. Public Facilities

The Financing Plan also incorporates on-site and off-site infrastructure costs required to support the Specific Plan's proposed land use development. The cost categories are described in Section 3 and are summarized in Table 3. Refer to Appendix A of this Financing Plan for a detailed list of costs by cost category for each phase of development.

Table 3: Off-site and On-site Infrastructure Cost Categories		
Cost Category	**Off-site**	**On-site**
Airport Improvements		√
Roadways	√	√
DMC Bridge Crossing		√
Fink Road/I-5 Interchange	√	
Potable Water		√
Non-Potable Water		√
Wastewater/Sewer	√	√
Stormwater Management		√
Earthwork and Grading	√	√
Street Lighting	√	√
Traffic Signals and Lighting	√	
Striping and Signage	√	√
Right-of-Way Acquisition		√
Mutlimodal Transportation Corridor/Green Space		√
Engineering and Agency Fees	√	√
20% Sewer and Water Contingency	√	√
All Other Contingency	√	√

The preliminary apportionment of costs to land use by phase relies on key assumptions. First, the cost for airport improvements are dedicated to the general aviation (GA) land use category. Second, other infrastructure (e.g., roadways) costs are distributed across the other Plan Area land use categories in proportional relationship to the remaining developable area (excluding the 13-acre multimodal transportation corridor) and according to the likely land use categories and extent of development associated with each phase over the 30-year build-out period (Table 1).

As noted in Section 2.1, 1,274 developable acres will be developed for airport and industrial business park uses. For purposes of calculating infrastructure costs associated with development of aviation-related, logistics/distribution, light industrial, business park, and public facilities use, per acre improvements cost associated with the 370-acre airport, Crows Landing Airport, have been calculated separately. Due to the uniqueness of the airport, differences in possible funding sources, and limited potential for generating income compared to other parts of the CLIBP, the airport and associated improvement costs were not included in the total per acre cost for purposes of determining fair share contribution.

Initial airport improvements will be constructed to enable the County to obtain an airport operating certificate from the California Department of Transportation's Division of Aeronautics during Phase 1. Additional improvements will be constructed during Phase 2 and Phase 3 (based on user demand) as described in Section 3.7 and Chapter 5, "Implementation," of the Specific Plan. Table 4 summarizes infrastructure costs for the Crows Landing Airport improvements by phase. The cost per acre during Phase 1 is approximately $18,000 per acre, and $42,000 per acre for Phase 2 and/or 3. Any additional Phase 3 costs will be TBD and based on user demand. The estimated total per acre cost for the 370-acre airport during CLIBP 30-year build-out is approximately $60,000.

Table 4: Infrastructure Cost for Crows Landing Airport Improvements, by Phase (2015 Dollars)				
General Aviation	**Phase 1 [1]**	**Phase 2 [2]**	**Phase 3**	**Total**
Acres	370			
Cost	$6,569,403	$15,488,111	TBD	**$22,057,514**
Cost Per Acre	$17,755	$41,860	TBD	**$59,615**

Notes:
[1] Airport improvements are expected during late Phase 1 (Phase 1B).
[2] Airport improvements identified for development years 11-30 in the Airport Layout Plan Narrative Report – Crows Landing Airport (2016). All costs are identified in Phase 2 to provide a conservative development cost estimate and will be constructed based on demand.

Of the 1,274-developable acres, 891 acres will be developed for aviation-related, logistics/distribution, light industrial, business park, and public facilities use. Table 5 provides an estimate of on- and off-site infrastructure costs for these land use categories by phase. Table 6 provides the estimated on-site and off-site infrastructure cost per acre, by phase.

Table 5: CLIBP Industrial Business Park Area [1] On- and Off-Site Infrastructure Cost by Land Use, by Phase (2015 Dollars)						
	Aviation-Related	**Logistics/ Distribution**	**Light Industrial**	**Business Park**	**Public Facilities**	**Total**
Phase 1A						
Acres	0	52	41	10	0	103 *(11.6%)*
On-site Costs	$0	$13,427,930	$10,587,406	$2,582,294	$0	$26,597,630
Off-site Costs	$0	$1,526,460	$1,203,555	$293,550	$0	$3,023,565
Total	$0	$14,954,390	$11,790,961	$2,875,844	$0	$29,621,195 *(13.0%)*
Phase 1B						
Acres	0	138	110	28	15	291 *(32.7%)*
On-site Costs	$0	$21,126,289	$16,839,796	$4,286,493	$2,296,336	$44,548,914
Off-site Costs	$0	$16,505,331	$13,156,423	$3,348,908	$1,794,058	$34,804,720
Total Cost	$0	$37,631,620	$29,996,219	$7,635,401	$4,090,393	$79,353,634 *(34.8%)*
Phase 1						
Acres	0	190	151	38	15	394 *(44.2%)*
On-site Costs	$0	$34,309,247	$27,266,823	$6,861,849	$2,708,625	$71,146,544
Off-site Costs	$0	$18,242,066	$14,497,642	$3,648,413	$1,440,163	$37,828,285
Total	$0	$52,551,313	$41,764,465	$10,510,263	$4,148,788	$108,974,829 *(47.8%)*
Phase 2						
Acres	46	57	71	14	35	223 *(25.0%)*
On-site Costs	$8,289,231	$10,271,438	$12,794,248	$2,522,809	$6,307,024	$40,184,750
Off-site Costs	$1,651,082	$2,045,906	$2,548,409	$502,503	$1,256,258	$8,004,159
Total	$9,659,775	$11,969,721	$14,909,653	$2,939,931	$7,349,829	$48,188,909 *(21.2%)*
Phase 3						
Acres	0	102	128	26	18	274 *(30.8%)*
On-site Costs	$0	$18,414,378	$23,108,239	$4,693,861	$3,249,596	$49,466,074
Off-site Costs	$0	$7,901,866	$9,916,067	$2,014,201	$1,394,447	$21,226,580
Cost	$0	$26,316,243	$33,024,306	$6,708,062	$4,644,043	$70,692,654 *(31.0%)*
Total						
Acres	46	349	350	78	68	891
Cost	$9,659,775	$90,837,278	$89,698,423	$20,158,256	$16,142,660	$227,856,392

Table 6: Industrial Business Park Area [1] On-site and Off-site Per Acre Cost, by Phase (2015 Dollars)						
	Phase 1A	**Phase 1B**	**Total Phase 1**	**Phase 2**	**Phase 3**	**Build-Out**
Acres	103	291	*394*	223	274	891
On-site Per Acre	$258,229	$153,089	*$180,575*	$180,201	$180,533	$180,468
Off-Site Per Acre	$29,355	$119,604	*$96,011*	$35,893	$77,469	$75,263
Total Cost Per Acre	**$287,584**	**$272,693**	***$276,586***	**$216,094**	**$258,002**	**$255,731**
Notes: [1] Excludes 13 acres for multimodal transportation corridor						

4. INFRASTRUCTURE FINANCING AND SPECIAL DISTRICTS

Timely construction of public improvements for development of the CLIBP Plan Area will require drawing upon a number of funding sources and financing mechanisms. This section describes key financing mechanisms for funding the improvements. Creating a new industrial business park with major investments required in advance of real estate development and related financing capacity will require substantial public and private investment. As a result, the financing approach for the CLIBP area will require up-front investment of millions of dollars in public funding and financing, private equity, and/or commercial lending. Ongoing operation and maintenance of the new facilities and infrastructure will also be required. A variety of public financing mechanisms and funding sources can partially reimburse for these up-front County investments. Over time as the project matures, substantial financial capacity will evolve that will support the required infrastructure and public services. While this Financing Plan does not specifically determine which resources will be used to finance these improvements, it does recommend a range of potential financing mechanisms and funding opportunities that may be available to the County, including the Enhanced Infrastructure Financing District (EIFD) tax increment financing (TIF) tool.

4.1. Required Upfront Capital Investment

In order to provide an order of magnitude estimate of the total and per acre costs for the capital infrastructure investments required for the CLIBP, AECOM calculated the total required capital investment by phase for the proposed improvements detailed in the CLIBP Specific Plan, including on- and off- site infrastructure. The per acre investment represents the anticipated cost per acre for the CLIBP through each phase, as well as full build-out. The exact nature, structure, and implementation of this investment, whether public or private, will depend on the specific financing mechanism(s) and funding sources selected by the County in partnership with developers (discussed further below in Sections 5 and 6).

Table 7 contains the estimated total infrastructure costs per acre for each phase and provides the average per acre cost for the airport and industrial business park area. The cost for airport improvements is estimated at approximately $60,000 per acre for development, and the infrastructure cost for both on-site and off-site improvements for the industrial business park area is approximately $256,000 per acre.

N

LIBP Infrastructure Cost and Per Acre Cost, by Phase (2015 Dollars)

	Airport Phase 2	Industrial Business Park Area [1]					
		Phase 1A	Phase 1B	Phase 1 Total	Phase 2	Phase 3	Build-Out
370		103	291	*394*	223	274	**891**
3	$15,488,111	$29,621,195	$79,353,634	*$108,974,829*	$48,188,909	$70,692,654	**$227,856,392**
	$41,860	$287,584	$272,693	*$276,586*	$216,094	$258,002	**$255,731**

for multimodal transportation corridor in Phase 2

Table 8 presents the average square foot cost for the industrial business park area, by phase based on the likely extent of development associated with each phase over the 30-year build-out period and floor area ratios consistent with other business parks in the region (see Appendix A, "Crows Landing Land Use and Employment Summary" of the Specific Plan).

Table 8. Industrial Business Park Area [1] Per Building Square Foot (SF) Infrastructure Cost

	Acres	Total Building Area (SF)	Building Area Per Acre (SF)	Cost Per Acre	Cost Per SF
Phase 1A	103	1,570,000	15,243	$287,584	$18.87
Phase 1B	291	4,371,000	15,021	$272,693	$18.15
Phase 1	*394*	*5,941,000*	15,079	*$276,586*	$18.34
Phase 2	223	3,657,000	16,399	$216,094	$13.18
Phase 3	274	4,656,000	16,993	$258,002	$15.18
CLIBP Build-Out	891	14,254,000	15,998	$255,731	$15.99

[1] Excludes 13 acres for multimodal transportation corridor

4.2. Special Districts

Infrastructure for the CLIBP, including roadways, stormwater management facilities, water supply and distribution, and wastewater collection systems will require a governing agency such as a special district. Special districts are a type of local government that delivers specific public services within defined boundaries. California law enables the creation of numerous types of special districts, and many subcategories of such districts, ranging from airport to cemetery to water conservation districts.[5] Special districts can be formed as independent or dependent districts. Dependent districts, such as a County Service Area (CSA), are governed by existing governments such as a county board of supervisors. Although a CSA is governed by a county, a Local Advisory Group could be formed to advise the board of supervisors on district issues. CSAs can provide any service the County can provide. An independent district is governed by a board that is elected by property owners located within the district's boundary. Community Service Districts (CSDs) are almost always independent districts.

Special districts can also be single or multi-purpose, delivering more than one service, with CSDs often being multi-purpose districts. CSDs can deliver up to 32 services.[6] Special districts can issue bonds or receive loans from the state or federal government to fund capital projects such as construction of new infrastructure to expand existing services. Typical bonds used include general obligation bonds and benefit assessment bonds. Service districts can also be enterprise or non-enterprise districts. Enterprise districts run much like business enterprises and provide specific benefits to their customers and are primarily funded by the fees that customers pay for services to generate funds for daily operation and maintenance and long-term investments..

For all types of special districts, there are three major types of revenue sources: taxes, service charges or user fees, and benefit assessments. Nearly all special districts can levy a special tax with a 2/3-voter approval, and many can charge a benefit assessment to pay for operating and maintaining public facilities and programs that directly benefit the associated properties. Special districts that run enterprise activities or deliver specific services such as electricity, water, and sewer can pay for their activities with service charges. Unlike special

[5] http://sgf.senate.ca.gov/sites/sgf.senate.ca.gov/files/SpecialDistrictFactSheet2009.pdf
[6] Senate Local Government Committee, October 2010, What's So Special About Special Districts? (Fourth Edition). Available at: http://www.calafco.org/docs/Special_Districts/Whats_So_Special.pdf

districts that use service charges to fund additional public services, special assessment districts establish a local tax to generate revenue for enhancing public facilities or programs within the district. Unlike special districts that use financing mechanisms to provide public services, special assessment districts are just financing districts and do not deliver services. See section 5.2 (below) for more information on special assessment districts.

Because of the type, amount, and intensity of development proposed for the CLIBP—compared to other areas of the County—it is anticipated that the O&M costs will be funded using revenue sources outside the County's traditional revenue stream. By establishing a special district that encompasses the developable land identified within the CLIBP, the County can employ a localized revenue stream designed to fund the anticipated increase in ongoing O&M costs associated with the increase in demand for public utilities such as water and sewer systems. Creating a special district would establish a local governing agency responsible for managing the CLIBP infrastructure.

4.3. Ongoing Operation and Maintenance Costs

Ongoing operation and maintenance of the new facilities and infrastructure will also be required as part of providing County's municipal services. Table 9 provides estimates per phase and acre for ongoing operation and maintenance (O&M) costs for both on-site and off-site roads, streetlights, stormwater management facilities, the multimodal transportation corridor and green space (landscaping), and airport. Table 10 provides the cumulative total. The estimated annual cost for operations and maintenance for these infrastructure improvements is approximately $848 per developable acre at CLIBP build-out. Special districts can generate additional revenue that can be used to fund localized O&M costs.

Service charges, or "user fees," typically generate funds for daily operation and maintenance and long-term investments for drinking water and wastewater systems. Pricing of water service should accurately reflect true costs of providing high-quality water and wastewater service to users to maintain infrastructure and plan for upcoming repairs, rehabilitation, and replacement of services.

Table 9: CLIBP Annual Operation & Maintenance Cost [1](2015 Dollars)										
Infrastructure Type	**Phase 1A**		**Phase 1B**		**Phase 1 Total**		**Phase 2**		**Phase 3**	
	On-site	**Off-Site**	**On-Site**	**Off-Site**	**On-Site**	**Off-Site**	**On-Site**	**Off-Site**	**On-Site**	**Off-Site**
Roadways [1][2]	$7,680	$31,374	$60,360	$31,670	*$68,040*	*$63,044*	$64,704	$7,883	$116,551	$54,196
Streetlights	$2,640	$10,800	$20,160	$9,600	*$22,800*	*$20,400*	$21,600	$5,040	$38,880	$7,680
Stormwater Pond	$2,640	$0	$10,000	$0	*$10,000*	*$0*	$5,000	$0	$5,000	$0
Multimodal Corridor	$0	$0	$0	$0	*$0*	*$0*	$30,096	$0	$0	$0
Airport	$0	$0	$138,313	$0	*$138,313*	*$0*	$326,066	$0	$0	$0
Total	$10,320	$42,174	$228,833	$41,270	*$239,153*	*$83,444*	$447,466	$12,923	$160,431	$61,876
Total + 10% Admin. Fee	**$11,352**	**$46,391**	**$251,716**	**$45,397**	**$263,068**	**$91,789**	**$492,212**	**$14,216**	**$176,474**	**$68,063**
Total Per Phase	$57,743		$297,114		*$354,857*		$506,428		$244,537	
Acres	103		661		*764*		236		274	
Cost Per Developable Acre	$110	$450	$381	$69	*$344*	*$120*	$2,086	$60	$644	$248
Cost Per Developable Acre (Total)	$561		$449		*$464*		$2,146		$892	

Notes:
[1] Excludes water and wastewater O&M costs
[2] Includes sidewalks and swales
[3] Off-site roadways include Bell, Davis, W. Ike Crow, and W. Marshall Roads; SR 33 (Sperry Ave. to W. Marshall Road)

Table 10: CLIBP Annual Operations & Maintenance (O&M) Cost (Cumulative) [1] (2015 Dollars)			
	On-Site Infrastructure	**Off-Site Infratructure [2]**	**Total**
Phase 1A	$11,352	$46,391	$57,743
Phase 1B	$263,068	$91,789	$354,857
Phase 1	*$263,068*	*$91,789*	*$354,857*
Phase 2	$755,280	$106,004	$861,285
Phase 3	$931,755	$174,068	$1,105,822
Cost Per Developable Acre	$731	$137	$868

Notes:
[1] Excluding water and wastewater O&M costs
[2] Off-site roadways include Bell, Davis, W. Ike Crow, and W. Marshall Roads; SR 33 (Sperry Ave. to W. Marshall Road)

Water and Wastewater Service Charges

A special district would be capable of assessing and collecting the appropriate service charges for both water and sewer utilities. Service charges are assessed based on the type of user as well as proportional usage. Revenue generated by service charges are structured in a way to appropriately cover the O&M costs associated with the delivering the service. Such costs typically include, administrative functions, labor (salary & benefits), utility operation and maintenance, and capital improvement (repair & renovations). Other operational revenues may be generated by various user fees such as connection/reconnection fees, late payment fees, and other miscellaneous fees. It is anticipated that 100% of the operational O&M costs for the water system and the sewer system would be recovered through the associated service charges and user fees.

Service charges for water and wastewater connections are more commonly referred to as water and/or sewer rates (rates). Rates are administered by the associated governing agency and are typically assessed on a tiered basis given the type of user and the volume of inflow and/or outflow. In order to establish rates compliant with Proposition 218 (1996)7 the County would need to conduct a rate study to ensure the service charges applied within the CLIBP do not exceed the cost required to provide the service, and that all charges represent a proportional share of cost recovery. In other terms, rates cannot exceed the O&M costs and rates must be distributed according to the proportional usage of each user. Typically new taxes or other property-related charges require voter approval however, Article 13D of Proposition 218 removes the voter-approval requirement for rates associated with water, sewer, and garbage services.

As an example, the City of Patterson, California is located approximately six miles to the northwest of the CLIBP site and may serve as a helpful case study for assessing water and sewer rates. Though the City has a significant residential population, the industrial corridors have a similar land use/building type as is proposed in the CLIBP. The City's water rates are based off a rate study completed in 2010 and the sewer rates are based on a rate study completed in 2015. Table 11 details the water and sewer rates. Note these rates are presented for illustrative purposes only and the County should conduct a rate study specific for CLIBP to assess new rates.

[7] California Article 13D, Section 6, 1996 (Proposition 218) sets forth the requirements and cicurmstances that must be met for a government or governing agency to assess a fee or tax on real property including service charges.

Table 11: City of Patterson Water and Sewer Current Rates (2015)				
Water Quantity Rates			**Sewer Rates**	
Tier	**Volume**	**Cost/ccf** Effective 01/01/15	**Industrial Flow**	**Effective** 12/2/15
Tier 1	0 to 3 ccf	$1.24	Flow – per gallon	$0.00495979
Tier 2	3.1 to 20 ccf	$1.60	BOD – per lb	$0.62308428
Tier 3	20.1 to 50 ccf	$1.96	SS – per lb	$0.62308428
Tier 4	Over 50 ccf	$2.76		
Source: City of Patterson Ordinance No. 713 and Resolution No. 2015-67				

4.4. CLIBP Specific Plan Financing Policies

Chapter 4 of the CLIBP Specific Plan, "Infrastructure," includes policies related to the infrastructure improvements and to the provision of services. Major utilities and infrastructure is needed to support the development envisioned for the CLIBP Plan Area. The County will construct the essential backbone infrastructure improvements and establish methods for distributing costs associated with serving the Plan Area. While the County wants to ensure there is adequate financing for the construction of backbone infrastructure and ongoing municipal services, the County does not want to place an undue financial burden on future CLIBP users. Off-site transportation improvement costs paid for by the CLIBP, for CLIBP-induced and regional growth-induced traffic, will be allocated to future area projects that will also benefit from the improvements for their fair share contribution to reimburse the CLIBP. Two Specific Plan policies address the distribution of these costs.

- **Infrastructure Policy (IP) 3**: Establish equitable methods for distributing costs associated with Plan Area development. The costs of new regional infrastructure shall be allocated to the users that benefit from the improvements.
- **Transportation Policy (TP) 13:** Equitable methods shall be established for distributing costs associated with constructing off-site transportation improvements required as a result of regional growth- and CLIBP-related land uses.

4.5. Existing Countywide and Regional Financing Programs

Development of the CLIBP may participate in the following infrastructure improvement financing policies and programs.

- **Stanislaus Council of Governments (StanCOG).** At the state-designated Regional Transportation Planning Agency (RTPA) for Stanislaus County, StanCOG serves as the conduit for non-local funding of regional transportation improvements listed in the Regional Transportation Improvements Plan (RTP). Funding is provided through various regional, state, and federal sources.
- **Stanislaus County AB1600 Fees**. The Countywide Development Impact Fees fund general government, sheriff, emergency services, street improvements, and other County facilities. The County currently receives impact fees dedicated to Regional Transportation Impact Fee and Public Facilities Fee improvements.

5. POTENTIAL FINANCING MECHANISMS AND FUNDING SOURCES

Stanislaus County established a development entitlement vehicle for the CLIBP project through the County's specific plan process and accompanying design guidelines and infrastructure plans. Concurrent with the specific plan process, the County is exploring public financing options that it may pursue to help fund backbone infrastructure for the Plan Area. Over the course of CLIBP development, it is likely that a range of public financing mechanisms will be used to pay for infrastructure and public facilities. These mechanisms will augment and, in some cases, reimburse the capital financing that is likely to be necessary in early stages of development. The financing for infrastructure improvements and public facilities, as well as for ongoing operations required by the CLIBP, have multiple sources in addition to the existing Countywide and Regional programs discussed in Section 4.5. The County took initial steps in identifying an infrastructure financing mechanism that informs the CLIBP Financing Plan by evaluating the feasibility of forming an Enhanced Infrastructure Financing District.

5.1. Enhanced Infrastructure Financing District

Senate Bill (SB) 628 of 2014 (Beall) authorizes the creation of Enhanced Infrastructure Financing Districts (EIFDs), which give local government agencies (primarily cities, counties, and special districts) another avenue to finance the construction or rehabilitation of public infrastructure, as well as some private projects. The EIFD is a governmental agency established by a city, county, or special district that carries out a plan within a defined area (e.g., specific plan area) to construct, improve, and rehabilitate public infrastructure; construct housing, libraries and parks; remediate brownfields; and for military base reuse projects. Non-contiguous areas are permitted within the EIFD.

Similar to former state enabling legislation (now discontinued) that allowed cities and counties to establish redevelopment agencies and project areas, EIFDs are financed through property tax increment generated from the growth in property value that largely accrues from property improvements and that is collected from a legally defined financing district. Local government agencies must voluntarily agree to contribute tax increment funds to the EIFD, and those funds cannot be collected from K-12 districts, community college districts, and county offices of education. EIFDs can also be formed without the finding that the area is blighted or urbanized. Private facilities financed by an EIFD may include, but are not limited to:

- Acquisition, construction, and repair of industrial structures for private use;
- Transit priority projects defined under Public Resources Code (PRC) Section 21155; and
- Projects that implement the regional Sustainable Communities Strategy (SCS).

No voter approval is required to form an EIFD, but a 55 percent affirmative vote is required for the EIFD's issuance of bonds. According to an EIFD feasibility analysis conducted for the County, conditions are favorable towards an EIFD formation for the CLIBP project:

- As the landowner, the County may legally form an EIFD because it owns all the legal parcels that would be included in the EIFD formation.
- The Air Facility property is County-owned with a beginning assessed value of zero, meaning new assessed value increases would create tax increment revenues that can be pledged to an EIFD.
- Land and future project development owned in fee-simple title by an end-user would create a land value that would generate enough tax increment to support an EIFD formation.
- Under a ground-lease scenario, leases of 35 years or greater would likely result in the County's

Assessors' office determining the value of long-term leases "as if" the project were owned in fee-simple title, collecting property taxes on the possessory interest in the property.

- If formed, an EIFD is not likely to include any additional taxing entities besides the County.

Table 12 summarizes the finding of the analysis, showing the annual estimated EIFD tax increment and cumulative EIFD tax increment for a 45 year-period of time from EIFD formation. Refer to Appendix B for additional information about the feasibility analysis, including the absorption and valuation assumptions used in the analysis and next steps.

Table 12: Crows Landing Industrial Business Park EIFD Analysis, Projected County Property Tax Increment Available for EIFD

	Annual EIFD Tax Increment (Rounded)				Cumulative EIFD Tax Increment (Rounded)			
	Free Simple Scenario		Possessory Interest Scenario		Free Simple Scenario		Possessory Interest Scenario	
Year	Slow Growth	Fast Growth	Slow Growth	Fast Growth	Slow Growth	Fast Growth	Slow Growth	Fast Growth
2017	$0	$0	$0	$0	$0	$0	$0	$0
2018	$65,000	$86,000	$55,000	$73,000	$65,000	$86,000	$55,000	$73,000
2019	$131,000	$175,000	$112,000	$149,000	$196,000	$261,000	$167,000	$222,000
2020	$202,000	$270,000	$172,000	$229,000	$398,000	$531,000	$339,000	$451,000
2021	$276,000	$369,000	$235,000	$314,000	$674,000	$900,000	$574,000	$765,000
2022	$355,000	$475,000	$302,000	$403,000	$1,029,000	$1,375,000	$876,000	$1,168,000
2023	$439,000	$586,000	$373,000	$498,000	$1,468,000	$1,961,000	$1,249,000	$1,666,000
2024	$527,000	$704,000	$448,000	$598,000	$1,995,000	$2,665,000	$1,697,000	$2,264,000
2025	$620,000	$829,000	$527,000	$704,000	$2,615,000	$3,494,000	$2,224,000	$2,968,000
2026	$718,000	$960,000	$610,000	$815,000	$3,333,000	$4,454,000	$2,834,000	$3,783,000
2027	$822,000	$1,098,000	$698,000	$933,000	$4,155,000	$5,552,000	$3,532,000	$4,716,000
2028	$931,000	$1,244,000	$790,000	$1,056,000	$5,086,000	$6,796,000	$4,322,000	$5,772,000
2029	$1,046,000	$1,397,000	$888,000	$1,187,000	$6,132,000	$8,193,000	$5,210,000	$6,959,000
2030	$1,167,000	$1,559,000	$991,000	$1,324,000	$7,299,000	$9,752,000	$6,201,000	$8,283,000
2031	$1,294,000	$1,729,000	$1,099,000	$1,468,000	$8,593,000	$11,481,000	$7,300,000	$9,751,000
2032	$1,428,000	$1,908,000	$1,212,000	$1,620,000	$10,021,000	$13,389,000	$8,512,000	$11,371,000
2033	$1,569,000	$2,095,000	$1,331,000	$1,780,000	$11,590,000	$15,484,000	$9,843,000	$13,151,000
2034	$1,716,000	$2,293,000	$1,457,000	$1,948,000	$13,306,000	$17,777,000	$11,300,000	$15,099,000
2035	$1,872,000	$2,500,000	$1,589,000	$2,124,000	$15,178,000	$20,277,000	$12,889,000	$17,223,000
2036	$2,035,000	$2,718,000	$1,727,000	$2,309,000	$17,213,000	$22,995,000	$14,616,000	$19,532,000
2037	$2,206,000	$2,946,000	$1,872,000	$2,504,000	$19,419,000	$25,941,000	$16,488,000	$22,036,000
2038	$2,386,000	$3,186,000	$2,025,000	$2,708,000	$21,805,000	$29,127,000	$18,513,000	$24,744,000
2039	$2,575,000	$3,438,000	$2,185,000	$2,922,000	$24,380,000	$32,565,000	$20,698,000	$27,666,000
2040	$2,773,000	$3,702,000	$2,352,000	$3,146,000	$27,153,000	$36,267,000	$23,050,000	$30,812,000
2041	$2,980,000	$3,978,000	$2,528,000	$3,382,000	$30,133,000	$40,245,000	$25,578,000	$34,194,000
2042	$3,197,000	$4,268,000	$2,712,000	$3,628,000	$33,330,000	$44,513,000	$28,290,000	$37,822,000
2043	$3,425,000	$4,572,000	$2,905,000	$3,886,000	$36,755,000	$49,085,000	$31,195,000	$41,708,000
2044	$3,664,000	$4,890,000	$3,107,000	$4,157,000	$40,419,000	$53,975,000	$34,302,000	$45,865,000
2045	$3,914,000	$5,223,000	$3,318,000	$4,440,000	$44,333,000	$59,198,000	$37,620,000	$50,305,000
2046	$4,176,000	$5,571,000	$3,540,000	$4,736,000	$48,509,000	$64,769,000	$41,160,000	$55,041,000
2047	$4,449,000	$5,936,000	$3,772,000	$5,047,000	$52,958,000	$70,705,000	$44,932,000	$60,088,000
2048	$4,736,000	$6,318,000	$4,014,000	$5,371,000	$57,694,000	$77,023,000	$48,946,000	$65,459,000
2049	$5,036,000	$6,717,000	$4,268,000	$5,711,000	$62,730,000	$83,740,000	$53,214,000	$71,170,000
2050	$5,349,000	$7,135,000	$4,533,000	$6,066,000	$68,079,000	$90,875,000	$57,747,000	$77,236,000
2051	$5,677,000	$7,571,000	$4,810,000	$6,437,000	$73,756,000	$98,446,000	$62,557,000	$83,673,000
2052	$6,019,000	$8,028,000	$5,100,000	$6,825,000	$79,775,000	$106,474,000	$67,657,000	$90,498,000
2053	$6,377,000	$8,504,000	$5,403,000	$7,230,000	$86,152,000	$114,978,000	$73,060,000	$97,728,000
2054	$6,752,000	$9,003,000	$5,720,000	$7,654,000	$92,904,000	$123,981,000	$78,780,000	$105,382,000
2055	$7,142,000	$9,523,000	$6,050,000	$8,096,000	$100,046,000	$133,504,000	$84,830,000	$113,478,000
2056	$7,551,000	$10,066,000	$6,396,000	$8,558,000	$107,597,000	$143,570,000	$91,226,000	$122,036,000
2057	$7,977,000	$10,634,000	$6,756,000	$9,041,000	$115,574,000	$154,204,000	$97,982,000	$131,077,000
2058	$8,422,000	$11,226,000	$7,133,000	$9,544,000	$123,996,000	$165,430,000	$105,115,000	$140,621,000
2059	$8,887,000	$11,844,000	$7,526,000	$10,070,000	$132,883,000	$177,274,000	$112,641,000	$150,691,000
2060	$9,372,000	$12,489,000	$7,936,000	$10,619,000	$142,255,000	$189,763,000	$120,577,000	$161,310,000
2061	$9,653,000	$12,864,000	$8,174,000	$10,938,000	$151,908,000	$202,627,000	$128,751,000	$172,248,000

Source: Economic & Planning Systems, Inc. (EPS) 2016, Table 2

It is important to note that the EIFD Feasibility Analysis only estimates the tax increment that would be generated by the EIFD through 2061, and does not provide a specific analysis of the potential bonding capacity of the EIFD. Since in the early years of the District the tax increment generated is relatively low, it is likely that the County would need to bond against future estimated tax increment revenues, or execute a developer agreement with CLIBP property owners to reimburse some or all of the upfront infrastructure investments that they might contribute as part of the initial capital financing.

Using the fast growth, fee simple scenario from Table 12, Table 13 compares the potential EIFD tax increment to infrastructure cost for each phase of development and the funding to be covered by developer equity and/or other public source(s).

5.2. Other Plan Area Funding Sources

Site area funding sources are generated within the development area and typically require property-owner support. Although the County's General Fund often pays for some or all of the seed money to generate funds from these sources, they do not necessarily require commitments from the General Fund or from other local revenue sources. The following funding sources should be considered in combination with the EIFD and upfront developer equity contributions to offset both capital and operations and maintenance costs.

Table 13: Industrial Business Park Area Financing Sources

Phases	Acres	Infrastructure Cost [1]	Infrastructure Cost Per Acre	Financing Sources			
				EIFD		Developer Equity & Other Public Sources	
				Total	Per Acre	Total	Per Acre
Phase 1	*394*	*$108,974,829*	*$276,586*	*$4,454,000*	*$11,305*	*$104,520,829*	*$265,281*
1A	103	$29,621,195	$287,584	$900,000	$8,738	$28,721,195	$278,847
1B [2]	276	$79,353,634	$272,693	$3,554,000	$12,213	$75,799,634	$260,480
Phase 2 [3]	223	$48,188,909	$216,094	$18,541,000	$83,143	$29,647,909	$132,950
Phase 3	274	$70,692,654	$258,002	$41,774,000	$152,460	$28,918,654	$105,543
Total	891	$227,856,392	$255,731	$64,769,000	$72,692	$163,087,392	$183,039

Notes:
[1] Excluding airport improvements
[2] Excluding acres for airport
[3] Excluding acres for multimodal transportation corridor

Special Assessment District

A Special Assessment District is a financing mechanism under The California Streets and Highways Code, Divisions 10 and 12, that enables cities, counties, and special districts organized for the purpose of aiding in the development or improvement to, or within, the district. Special assessment districts (also known as benefit assessment districts or maintenance assessment districts) can pay for both capital facilities and operation and maintenance of public facilities within the district. The formation of a special assessment district requires a majority vote from property owners within its boundaries, with individual votes weighted on the proportionate share of each property's assessed value relative to the total annual assessment. Special assessment districts are appropriate when the funded facilities directly benefit the development, including streets, sidewalks, curbs and gutters, lighting, drainage or flood control facilities. Anything that provides general public benefit (e.g. parks, libraries, childcare) cannot be financed using a Special Assessment District.

Once approved, a Special Tax Lien is placed against each property in the District. Property owners then pay a special tax each year.

Lighting and Landscape District

Adopted in 1972, the Lighting and Landscape District Act (Streets and Highways Section 22500) allows local government agencies (including cities and counties) to form a landscape and lighting district to finance landscaping and lighting in public areas and to finance parks, open space, and community centers. As a form of a benefit assessment, properties within the District pay for improvements financed through increased property values. Improvements include, but are not limited to, the installation and maintenance of:

- Landscaping
- Statues and fountains
- General lighting
- Traffic lights
- Recreational and playground courts and equipment
- Public restrooms

Additionally, this tool allows acquisition of land for parks and open spaces. Notes or bonds can be used to finance larger improvements under the Act. In order to approve the district, a majority vote of affected property owners through an assessment balloting procedure is required. Once approved, assessments will be placed on property tax bills each year to pay for the improvements and services. Assessments that pay for ongoing services will continue as long as services are provided.

Mello-Roos Community Facilities District

The Mello-Roos Community Act allows a county, city, special district, school district, or joint powers authority to establish Mello-Roos Community Facilities Districts (CFDs) to help finance public improvements and certain services. A CFD may fund those public services permitted by the Community Services Act (1982), including sheriff services; trails, parks, and open space; and fire protection/suppression/ambulance/paramedic services. Created by the local government agency, the CFD includes all properties that will benefit from the improvements and services. A CFD is similar to a special assessment district; however, a CFD requires a two-thirds majority vote of residents within the CFD boundary, or if fewer than 12 residents, the current landowners. In many cases, that may be a single owner or developer. Once approved, a Special Tax Lien is placed against each property in the CFD. Property owners then pay a special tax each year.

Many practitioners feel that the Mello-Roos proceedings provide more flexibility in allocating costs than special assessment districts because Mello-Roos levies are not required to be apportioned based on direct benefit. Thus, levies may be used to fund improvements of general benefits, such as fire and police facilities, as well as improvements that benefit specific properties. The provisions under Mello-Roos also allow for levies to be set and infrastructure costs to be allocated in a manner that alleviates the cost burden for specific classes of development.

Infrastructure and Revitalization Financing Districts

AB 229 of 20214 (Perez) authorizes the creation of Infrastructure and Revitalization Financing Districts (Revitalization Districts) by the legislative body of a city or county to finance projects of "communitywide significance" pursuant to an infrastructure financing plan adopted by the district. A Revitalization District

may be formed for up to 40 years by passage of a resolution of intent. The resolution of intent must specify the boundaries of the Revitalization District, the types of projects the Revitalization District will finance, and state that incremental property tax revenues may be used to finance the Revitalization District's projects, provided that use of incremental tax revenues allocated to any other taxing agency must be approved by said agency.

The issuance of bonds by a Revitalization District requires 2/3 voter approval. The legislative body of a city or county may also dedicate a portion of its funds from the Redevelopment Property Tax Trust Fund to the Revitalization District.

5.3. County, State, and Federal Sources

Sales Tax

Jurisdictions may elect to submit a sales tax override measure to the electorate for approval. Sales tax override measures require a two-thirds voter approval and generate a sales tax increment above the current maximum collected by the agency. The local agency can issue bonds to fund infrastructure that would be secured by the future sales tax revenues.

Gas Tax

Gas tax is directed specifically to transportation funding which can be used for transportation maintenance, improvements, and management. This includes funding streetscape improvements. The majority of funds go towards maintenance and operation of the County's existing transportation infrastructure. Gas tax capital improvement funds are earmarked through the County's Capital Improvement Plan.

General Obligation

Proposition 46 allows counties to issue general obligation bonds. General obligation bonds, which are repaid with revenues from increased property taxes, may be used to finance land acquisition and construction of capital improvements. A general obligation bond requires a two-thirds voter approval

Revenue Bonds

Counties can use bonds to finance facilities for revenue-producing enterprises, such as water and sewer improvements. The bonds are repaid solely from the revenues generated by the financed facility. Revenue bond issuance may require voter authorization.

State Proposition 1B

Proposition 1B, Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006 authorizes the state to sell approximately $20 billion of general obligation bonds to fund transportation projects to relieve congestion, improve the movement of goods, improve air quality, and enhance the safety and security of the transportation system. The bond money is available for expenditure by various state agencies and for grants to local agencies and transit operators upon appropriation by the legislature. There is approximately $1.6 billion left in current programs available for disbursement.

State Transportation Improvement Program (STIP)

The State Transportation Improvement Program is the statewide plan to fund transportation improvements. The STIP identifies a number of Federal and state transportation programs that will be used on transportation capital improvement projects. These include Federal distributions such as the Congestion

Mitigation and Air Quality Improvement Program (CMAQ), Transportation Enhancement Activities, and the Regional Surface Transportation Program. Seventy-five percent of the funding goes to the local regions through a competitive process for local projects. Twenty-five percent of the statewide funding goes to Caltrans for projects of inter-regional significance. STIP funds are available in even numbered years.

Statewide Community Infrastructure Program

The Statewide Community Infrastructure Program (SCIP) is a development impact fee-financing program that uses proceeds from the sale of bonds enabled under so-called "1913/15" Act. There are two SCIP programs, the "Reimbursement Program" and the "Pre Funding Program," that are funded by tax-exempt bonds. SCIP can be used for:

- Commercial, industrial, retail, and multi- and single-family residential projects; and
- Roads, water, sewers, storm drainage, and parks.

SCIPs are also a good economic tool for larger commercial and industrial projects where developers pay substantial fees to obtain permits. The Pre Funding program provides up front financing for improving inadequate infrastructure that may be impeding development and hampering timely project approvals. There is not cost for a local agency to join SCIP.

5.4. IBank - California Infrastructure and Economic Development Bank

Infrastructure State Revolving Fund Loan Program

The Infrastructure State Revolving Fund (ISRF) Loan Program provides low-cost financing to public agencies and public benefit tax-exempt non-profit corporations for a wide variety of infrastructure and economic development projects. Funding amounts range from $50,000 to $25,000,000, with loan terms up to 30 years. The interest rate is set at the time the financing is approved. Eligible project categories including:

- Streets and county highways
- Public transit
- Sewage collection and treatment
- Water treatment and distribution
- Drainage, water supply and flood control
- Solid waste collection and disposal
- Educational facilities (e.g., libraries, child care and employment training facilities)
- Parks and recreational and pool facilities
- Public safety facilities (e.g., police and fire stations, jails)
- Power and communications facilities
- Environmental mitigation measures
- Defense conversion
- Economic expansion (e.g. industrial, utility, and commercial facilities and social welfare facilities)

For more information about the program, including project category details, please see: http://www.ibank.ca.gov/infrastructure_loans.htm.

Industrial Development Revenue Bond Program

Industrial Development Bonds (IDBs) are tax-exempt securities issued up to $10 million by a governmental entity to provide money of the acquisition, construction, rehabilitation, and equipping of manufacturing and processing facilities for private companies. IDBs can be issues by the California Infrastructure and Development Bank (IBANK) through Infrastructure State Revolving Fund Loan Program, local Industrial Development Authorities, or by Joint Powers Authorities. Benefits of IDB financing include lower interest rates, long-term financing, often up to 30 years (cannot exceed 120% of the average of the average economic life of the assets financed). The project financed by the bonds must meet certain public benefit criteria established by the California Debt Limit Allocation Committee (CDLAC), which include, among other things, the creation or retention of jobs.

5.5. Grant Sources

Several sources of grant funding may be available at the regional, state, or federal level. However, the availability of funding is limited.

U.S. Economic Development Administration Public Works Program

Under this FFO, EDA solicits applications from applicants in rural and urban areas to provide investments that support construction, non-construction, technical assistance, and revolving loan fund projects under EDA's Public Works and EAA programs. Grants and cooperative agreements made under these programs are designed to leverage existing regional assets and support the implementation of economic development strategies that advance new ideas and creative approaches to advance economic prosperity in distressed communities. EDA provides strategic investments on a competitive- merit-basis to support economic development, foster job creation, and attract private investment in economically distressed areas of the United States.

Clean Water State Revolving Fund Program, Expanded Use

Proposition 1 Funding (Grants and Loans)

Proposition 1 funds numerous grant and loan programs that provide water infrastructure funding. Two of these programs could potentially provide partial funding assistance for CLIPB's (??) proposed drainage and stormwater management infrastructure improvements:

- The Storm Water Grant Program (SWGP), provides funding for multi-benefit storm water management projects to improve regional water self-reliance, security, and adapt to the effects on water supply arising from climate change.
- The Groundwater Sustainability Program (GSP), funds groundwater clean-up and treatment for potable water based on a project's potential to remediate groundwater contamination, enhance local water supply reliability, and recharge vulnerable, high-use groundwater basins. The GSP may have limited applicability to CLIBP, however.

Links to these programs appear below:

- http://www.waterboards.ca.gov/water_issues/programs/grants_loans/proposition1.shtml.

- http://www.waterboards.ca.gov/publications_forms/publications/factsheets/docs/groundwater_quality_funding.pdf.

State and Federal Funding Sources for Airport Improvements

Airport Improvement Program

The Airport Improvement Program (AIP) provides grants to public agencies — and, in some cases, to private owners and entities — for the planning and development of public-use airports that are included in the National Plan of Integrated Airport Systems (NPIAS).

In general, sponsors can use AIP funds on most airfield capital improvements or repairs. AIP grants cannot be used on exclusive-use areas in terminals, revenue producing areas of terminals, hangars and non-aviation development. Any professional services that are necessary for eligible projects, such as planning, surveying and design, are also eligible; however, operating expenses of AIP projects are not eligible. Aviation demand at the airport must justify the projects, which must also meet federal environmental and procurement requirements.

California Department of Transportation, Division of Aeronautics

The Division of Aeronautics offers a 5% match program for federal grant recipients under the AIP for airports included in the state airports Capital Improvements Program.

6. FINANCING STRATEGY AND ACTIONS

Due to the disparity between the upfront capital funding requirements and the initial financing capacity of the Enhanced Infrastructure Financing District and other potential funding mechanisms, substantial initial developer equity contributions will be required for the CLIBP. In total, it is estimated that approximately $29.6 million in upfront developer investment would be needed for initial CLIBP infrastructure development for Phase 1A absent any other sources of subsidy or funding other than the EIFD. These developer contributions would come from private equity or commercial lending and could be combined flexibly with other sources to provide a blend of capital financing to support infrastructure costs. As in other similar development in California, a developer agreement would need to be structured to allow for these upfront contributions to be reimbursed over time as the CLIBP achieves full build-out and begins to generate substantial annual revenues through EIFD tax increment or other sources. Assuming that the creation of an EIFD would be feasible per the EPS Study described above, AECOM recommends the following key actions to implement a financing strategy:

6.1. Create an Institutional Framework for CLIBP Infrastructure Financing

1. **Continue refining CLIBP infrastructure and public facility improvement program, including**:

   - analyzing all infrastructure improvements identified for the CLIBP to assure completeness and accuracy and to assist assignment of funding responsibility and linkages to financing mechanism;
   - continue to evaluate specific infrastructure items in relation to likely development patterns and establish a detailed schedule for completing the improvements, including operations and maintenance schedules to reduce life-cycle costs; and,
   - begin engineering design.

2. **Establish an Enhanced Infrastructure Financing District (EIFD):**

   As noted in Section 5.1, passage of recent legislation allows the creation of an EIFD to provide financing for qualifying CLIBP infrastructure improvement work. If the County Board of Supervisors (Board) chooses to pursue formation of an EIFD, the County will establish the EIFD as outlined under "Next Steps" of the EIFD Feasibility Analysis (Appendix B). At the same time, the County needs to determine how to fund the investment using the variety of funding streams available to EIFDs, such as state and federal funds, assessment revenues, fee revenues, and public debt. The County will also need to establish a link between the payer and beneficiary.

3. **Establish special district(s) for infrastructure improvements n and operation and maintenance costs:**

   Special districts can be single or multi-function. The Stanislaus Local Agency Formation Commission (LAFCo) provides for the orderly formation of local agencies, preserves agricultural resources, and discourages urban sprawl. To accomplish these goals, LAFCo reviews proposals for formation of new agencies, as well as proposed changes to existing agencies, and has the power to either approve or deny the proposal based on its review. The formation of a new district or annexation of an area into an existing district requires LAFCo approval.

   Either a County Service Area (CSA) or a Community Services District (CSD) could provide all of the public utility services. A CSD, which are mostly independent districts, that provides all services may be difficult due to the cost of the equipment required for completing maintenance work. The County may be better able to provide services with equipment it already owns and operates, which would make a CSA (as a dependent agency of the County) a better option for maintaining roads, street lighting, stormwater management facilities, and landscaping. A CSA can establish tax rates, service charges, and benefit assessments, as well as connection charges, for the Plan Area and must be based on the direct, proportionate special benefit derived from the service or maintenance cost. The County would run the CSA. It is further recommended that the County consider additional special districts for the CLIBP, including a special district to manage the water and wastewater systems necessary to support the development and a special district for the airport.

4. **Consider and pursue other complimentary funding mechanisms and sources for the industrial business park, including the airport, such as:**

   - Mello-Roos CFD: The special tax does not have to be based on benefit and instead can be spread across developable land. However, the tax should be apportioned on a reasonable basis by other measures such as square footage of new construction or density of development. Because the tax can be based on measures other than benefit, it is recommended that the County analyze the potential for establishing a CFD for permissible services.

   - Other funding sources: The initial years of development will likely have annual shortfalls in funding for public services, even with the collection of special taxes and assessments because certain levels of service will be required prior to generating revenue from new development. Revenues from sources such as gas tax, grants, and other local, state, and federal financing and funding programs should be considered and pursued. The County should also provide minimum acceptable service levels to reduce costs.

6.2. Encourage Private Developer Equity Investment

1. Provide flexibility:

Incorporate a provision that provides flexibility and options in the infrastructure Financing Plan that respond to economic conditions as they evolve.

2. Ensure oversizing of infrastructure:

Obligate developers to fund (oversize) infrastructure, improvements not otherwise funded with available public sources during the early phases of development when capacity of public financing sources will be limited.

3. Provide for credits and reimbursements:

Advanced private funding of infrastructure and public facilities should be secured through the adopted financing mechanisms.

7. FEASIBILITY CONSIDERATIONS & RECOMMENDATIONS

Demonstrating reasonable industry standards of risk and reward is essential for attracting private and public support and for successfully implementing the Specific Plan. The preliminary infrastructure costs provided in the previous section contribute towards calculating the financial feasibility of the Specific Plan. However, the overall financial feasibility, and the alignment of appropriate funding sources, depends on a more detailed development program showing revenue and benefit relative to current market conditions. As part of future work, an aggregate cost burden analysis will indicate the total cost of infrastructure and public facilities relative to the total development value created. Similarly, a nexus study will help determine maximum and recommended development fees under AB1600 and similar policy requirements.

APPENDIX A
CLIBP Infrastructure Improvement Cost Estimates

Appendix A. CLIBP Infrastructure Improvement Cost Estimates, Phase 1A					
Description	**Quantity**	**Unit**	**Unit Price**	**Phase 1A Onsite**	**Phase 1A Offsite**
EARTHWORK AND GRADING					
Earthwork and Grading (Backbone Roadway 2 - Fink Rd to DMC)	4.41	acre	$5,000	$22,039	$0
ROADWAYS					
Bell Road (Fink Rd to W. Ike Crow Rd) - Initial .25' Overlay - Plate 3-A11 (60' ROW) - Offsite	5,280	l.f.	$80	$0	$422,400
Backbone Roadway 1 between Fink Rd and DMC	1,600	l.f.	$512	$819,200	$0
W. Ike Crow Rd Overlay (Bell Rd to SR 33) Plate 3-A11 to 3-A12 - Offsite	6,340	l.f.	$80	$0	$507,200
Fink Road (I-5 to Bell Rd) - 25' Overlay (32' wide) - Offsite	11,090	l.f.	$80	$0	$887,200
STORMWATER MANAGEMENT					
Davis Rd Raise	1	l.s.	$225,250	$225,250	$0
WASTWATER					
18" Pipe	10,506	l.f.	$130		
12" Pipe	2,992	l.f.	$100		
8" Pipe	2,146	l.f.	$80		
12" Force Main	12,400	l.f.	$120		
Type A Case I Manhole	56	each	$9,000		
2.80 MGD Lift Station	1	l.s.	$1,750,000		
0.32 MGD Lift Station	1	l.s.	$200,000		
Tunneled Crossing (Delta Mendota Canal South of Airport)	300	l.f.	$250		
Subtotal				$5,855,000	$0
Sewer Connection Cost				$3,600,000	$0
POTABLE WATER					
12" PVC	4,240	l.f.	$65		
12" Gate Valve	4	each	$1,000		
Potable Water Well and Booster Pump Station	1	each	$2,500,000		
Potable Water Storage Tanks (1.4 MG)	1	each	$2,550,000		
Wellhead Treatment System	1	l.s.	$2,150,000		
Subtotal				$7,479,600	$0
NON-POTABLE WATER					
12" PVC	3,500	l.f.	$65		
12" Gate Valve	4	each	$1,000		
Fire Hydrant, Bury, and Gate Valve	11	each	$5,000		
Non-Potable Water Storage Tanks (0.75 MG)	1	each	$1,250,000		
Subtotal				$1,536,500	$0
STREET LIGHTING					
200 Watt Electrolier - Fink Rd (I-5 to Bell Rd)	45	each	$4,000	$0	$180,000
201 Watt Electrolier - Backbone Roadway 2 (Fink Rd to DMC)	11	each	$4,000	$44,000	$0
STRIPING AND SIGNAGE					
Signage (Fink Rd Entrance)	1	l.s.	$125,000		$125,000
			Subtotal	$19,581,589	$2,121,800
			Contingency (25%, excludes sewer and water)	$316,489	$604,713
			Contingency (20% for sewer and water)	$3,569,864	$0
			Construction Subtotal	**$23,467,942**	**$2,726,513**
ENGINEERING AND AGENCY FEES					
Civil Engineering and Construction Staking	8%	est.		$88,839	$169,744
Agency Plan Checking	1%	est.		$11,105	$21,218
Agency Inspection - Construction Management	5%	est.		$55,524	$106,090
Engineering Costs (20% for sewer and water)				$2,974,220	$0
			Fee Subtotal	**$3,129,688**	**$297,052**
Total Phase 1A (On-Site & Off-Site) Costs				**$26,597,630**	**$3,023,565**
TOTAL PHASE 1A COSTS					**$29,621,195**

Appendix A. CLIBP Infrastructure Improvement Cost Estimates, Phase 1B					
Description	**Quantity**	**Unit**	**Unit Price**	**Phase 1B Onsite**	**Phase 1B Offsite**
EARTHWORK AND GRADING					
Earthwork and Grading (Backbone Roadways)	39.05	acre	$5,000	$195,248	
Bridge Ramp (DMC)	1	each	$50,000	$50,000	
Earthwork and Grading (Bell & Davis Rds)	26.92	acre	$5,000		$134,578
AIRPORT IMPROVEMENTS					
Remove old runway lighting and level runway RSA, OFZ and OFA				$712,000	
Perform Airport Pavement Management Plan and clean and fill runway/taxiway/apron pavement cracks / other pavement repairs				$589,600	
Prepare Airfield Marking Plan, remove old airfield marking and paint new taxiway and runway markings for visual runway				$214,000	
Repair airport access roads and utilities				$425,000	
Construct airport entrance and parking spaces				$468,080	
Install airport entrance sign				$60,000	
Install apron security lighting near airport entrance				$210,000	
Install 25,000 LF 8 foot fence with 3-strand barbed wire along airport boundary and manual gate at airport entrance				$890,000	
Install 4 taxiway hold signs				$30,000	
Install segmented circle and 3 wind cones (non-lit)				$72,500	
Install 10 tiedowns and site preparation for 5 hangars				$122,500	
Install 780 s.f. modular unit for operations office with restrooms and utility connections				$256,750	
Install 12,000 gallon skid-mounted general aviation fuel tank (100LL), jet-A refueler truck, truck pad and wash rack				$160,000	
Construct Connector Taxiways A2, A3, A4, A5.				$400,000	
ROADWAYS					
Bell Rd (82' ROW to include 2 travle lanes & center-aligned left turn lane, 24' swale, 12' shoulder/landscape, and 10' bike/ped path)	5,280	l.f.	$430		$2,270,400
Backbone Roadways 1,2,4 (3 lanes, 120 ft ROW includes two 24' swales, 6' sidewalks, 3 travel lanes and parking)	12,575	l.f.	$512	$6,438,400	
Davis Rd (Fink Rd to CLIBP W. Entrance) Plate 3-A11 for non-fronting and 72' ROW with 24' swale for project fronting. - Offsite	7,805	l.f.	$307		$2,397,696
STORMWATER MANAGEMENT					
Triple 4x8 Box Culverts	2,085	l.f.	$800	$1,668,000	
Headwalls	2	each	$25,000	$50,000	
On-Site Channel Earthwork	40,000	c.y.	$10	$400,000	
Detention Basin/Stormwater Pond Earthwork	368,807	c.y.	$5	$1,844,035	
Detention Basin/Stormwater Pond Inlet/Outlet Works	1	each	$50,000	$50,000	
Infiltration Trenches	16,791	c.y.	$25	$419,775	
WASTEWATER					
15" Pipe	518	l.f.	$110		
12" Pipe	3028	l.f.	$100		
10" Pipe	5,367	l.f.	$90		
8" Pipe	17,228	l.f.	$80		
Type "A" Case I Manhole	28	each	$9,000		
Subtotal				$2,475,000	$0
Sewer Connection Cost				$9,900,000	$0
POTABLE WATER					
12" PVC	34460	l.f.	$65		
12" Gate Valve	34	each	$1,000		
Subtotal				$2,273,900	$0
NON-POTABLE WATER					
18" PVC	5,300	l.f.	$100		
12" PVC	29,500	l.f.	$65		
18" Gate Valve	5	each	$5,000		
12" Gate Valve	29	each	$1,000		
New Nonpotable Well & Booster Pump Station	1	each	$2,500,000		
Non-Potable Water Well Pump	2	each	$500,000		
Fire Hydrant, Bury, and Gate Valve	89	each	$5,000		
Subtotal				$6,446,500	$0

Appendix A. CLIBP Infrastructure Improvement Cost Estimates, Phase 1B					
Description	**Quantity**	**Unit**	**Unit Price**	**Phase 1B Onsite**	**Phase 1B Offsite**
STREET LIGHTING					
200 Watt Electrolier - Backbone Roadways 1, 2, 4	84	each	$4,000	$336,000	
200 Watt Electrolier - Bell and Davis Rds	40	each	$4,000		$160,000
TRAFFIC SIGNALS AND LIGHTING					
Traffic Signal - Sperry Ave at SR 33	1	each	$1,300,000		$1,300,000
Traffic Signal - W. Ike Crow Rd at SR 33	1	each	$1,300,000		$1,300,000
Traffic Signal - Fink Rd at Bell Rd	1	each	$450,000		$450,000
Traffic Signal - Fink Rd at Project Entrance	1	each	$450,000		$450,000
STRIPING AND SIGNAGE					
Striping	1	l.s.	$200,000	$200,000	
Signage	1	l.s.	$200,000	$200,000	
Striping (Davis Rd)	1	l.s.	$125,000		$125,000
MISCELLANEOUS					
Delta Mendota Bridge Crossing	1	each	$1,150,000	$1,150,000	
I-5 / Fink Road Interchange Improvements	1	l.s.	$15,000,000		$15,000,000
			Subtotal	$38,707,288	$24,424,365
	Contingency (25%, excludes sewer and water)			$5,019,388	$6,960,944
	Contingency (20% for sewer and water)			$2,686,896	$0
			Construction Subtotal	**$46,413,572**	**$31,385,309**
ENGINEERING AND AGENCY FEES					
Civil Engineering and Construction Staking	8%	est.		$1,408,951	$1,953,949
Agency Plan Checking	1%	est.		$176,119	$244,244
Agency Inspection - Construction Management	5%	est.		$880,594	$1,221,218
Engineering Costs (20% for sewer and water, noted above)				$2,239,080	$0
			Fee Subtotal	**$4,704,744**	**$3,419,411**
Total Phase 1B (On-Site & Off-Site) Costs				**$51,118,316**	**$34,804,720**
TOTAL PHASE 1B COSTS					**$85,923,036**

Appendix A. CLIBP Infrastructure Improvement Cost Estimates, Phase 2					
Description	**Quantity**	**Unit**	**Unit Price**	**Phase 2 Onsite**	**Phase 2 Offsite**
EARTHWORK AND GRADING					
Earthwork and Grading (Backbone Roadways Only)	39.18	acre	$5,000	$195,900	
Earthwork and Grading (W. Marshall Rd - CLIBP to SR 33)	6.54	acre	$5,000		$32,714
AIRPORT IMPROVEMENTS					
Construct additional apron area to accommodate aircraft tiedowns, hangars and FBO sites				$4,110,000	
Construct internal perimeter access road and install manual gate at Bell Road to access helipad				$505,000	
Paint helipad markings on southwest side of runway				$25,000	
Remark Runway 11-29 to reflect non-precision (GPS based) instrument approach				$60,000	
Install Medium Intensity Runway Edge Lights (MIRL)				$398,300	
Install Runway End Identifier Lights (REILS) at each runway end				$42,550	
Install Precision Approach Path Indicator (PAPI) at each runway end				$334,500	
Install rotating beacon				$40,000	
Light existing wind cones (3 wind cones)				$43,500	
Construct additional apron area northeast of airfield				$4,860,000	
Replace modular unit with permanent terminal building including pilot lounge, restrooms and airport office space(s)				$450,000	
ROADWAYS					
Backbone Roadways (3 lanes, 120 ft)	13,480	l.f.	$630	$8,492,400	
Marshall Rd (CLIBP frontage) 4 lanes (94' ROW)	3,032	l.f.	$494		$1,496,292
STORM DRAINAGE					
Detention Basin/Stormwater Pond Earthwork	113,925	c.y.	$5	$569,625	
Infiltration Trenches	5,187	c.y.	$25	$129,675	
WASTEWATER					
12" Pipe	1318	l.f.	$100		
10" Pipe	971	l.f.	$90		
8" Pipe	7,661	l.f.	$80		
12" Force Main	7,870	l.f.	$120		$945,000
Type "A" Case I Manhole	20	each	$9,000		
Subtotal				$1,013,000	$945,000
Sewer Connection Cost				$6,500,000	$0
POTABLE WATER					
12" PVC (Potable Water)	32,700	l.f.	$65		
12" Gate Valve (Potable Water)	32	each	$1,000		
Potable Water Well and Booster Pump Station	1	each	$2,500,000		
Potable Water Storage Tanks (1.4 MG)	1	each	$1,650,000		
Wellhead Treatment System	1	l.s.	$2,150,000		
Subtotal				$8,457,500	$0
NON-POTABLE WATER					
12" PVC	33,000	l.f.	$65		
12" Gate Valve	33	each	$1,000		
Fire Hydrant, Bury, and Gate Valve	83	each	$5,000		
Subtotal				$2,593,000	$0
STREET LIGHTING					
200 Watt Electrolier	90	each	$4,000	$360,000	
200 Watt Electrolier (W. Marshall Rd - CLIBP to SR 33)	21	each	$4,000		$84,000
TRAFFIC SIGNALS AND LIGHTING					
Traffic Signal - Marshall Rd at SR 33	1	each	$1,300,000		$1,300,000
Traffic Signal - Fink Rd at SR 33	1	each	$1,300,000		$1,300,000
STRIPING AND SIGNAGE					
Striping	1	l.s.	$200,000	$200,000	
Signage	1	l.s.	$200,000	$200,000	
Striping	1	l.s.	$300,000		$300,000
Signage	1	l.s.	$100,000		$100,000
GREENWAY TRANSPORTATION CORRIDOR					
Multimodal Transportation Corridor/Green Space	2	mile	$650,000	$1,300,000	

Appendix A. CLIBP Infrastructure Improvement Cost Estimates, Phase 2					
Description	**Quantity**	**Unit**	**Unit Price**	**Phase 2 Onsite**	**Phase 2 Offsite**
RIGHT-OF-WAY ACQUISITION					
Marshall Rd (CLIBP to SR 33)	1.40	acre	$35,000		$49,000
			Subtotal	$40,879,950	$5,607,006
	Contingency (25%, excludes sewer and water)			$6,360,188	$1,328,672
	Contingency (20% for sewer and water)			$2,895,320	$226,800
			Construction Subtotal	**$50,135,458**	**$7,162,478**
ENGINEERING AND AGENCY FEES					
Civil Engineering and Construction Staking	8%	est.		$1,785,316	$372,961
Agency Plan Checking	1%	est.		$223,165	$46,620
Agency Inspection - Construction Management	5%	est.		$1,115,823	$233,100
Engineering Costs (20% for sewer and water)				$2,413,100	$189,000
			Fee Subtotal	**$5,537,403**	**$841,681**
Total Phase 2 (On-Site & Off-Site) Costs				**$55,672,861**	**$8,004,159**
TOTAL PHASE 2 COSTS					**$63,677,020**

Appendix A. CLIBP Infrastructure Improvement Cost Estimates, Phase 3					
Description	**Quantity**	**Unit**	**Unit Price**	**Phase 3 Onsite**	**Phase 3 Offsite**
EARTHWORK AND GRADING					
Earthwork and Grading (Backbone Roadways Only)	65.41	acre	$5,000	$327,050	
Earthwork and Grading (W. Marshall Rd – CLIBP to Ward Ave.)	19.1	acre	$5,000		$95,500
AIRPORT IMPROVEMENTS					
Acquire 202 acres for future airport expansion and remove obstructions					
Construct 1,000-foot extension of Runway 11 to north & blast pad, realign REILS, & remark runway for precision instrument approach					
Construct and mark new parallel taxiway and remark old taxiway pavement as closed					
Construct internal perimeter access road around Runway 11 extension, abandon segment of Davis Road and remove segment of perimeter fence					
Install 10,500 ft. of perimeter security fencing to enclose future airport property and additional security gate					
Install MALSR approach lighting at both ends of Runway 11-29					
Mark blast pad for Runway 29					
Construct additional apron area west of runway					
ROADWAYS					
North Entrance Backbone Roadways (4 lanes,120 ft)	2,895	l.f.	$630	$1,823,850	
Backbone Roadways (3 lanes, 120 ft)	21,290	l.f.	$630	$13,412,700	
Marshall Rd (Ward Ave to CLIBP) Plate 3-A12	8,568	l.f.	$97		$831,096
SR 33 (Marshall Rd to Sperry Ave) Plate 3-A15	12,270	l.f.	$825		$10,122,750
STORM WATER MANAGEMENT					
Detention Basin/Stormwater Pond Earthwork	132,268	c.y.	$5	$661,340	
Infiltration Trenches	6,022	c.y.	$25	$150,550	
WASTEWATER					
10" Pipe	3,037	l.f.	$90		
8" Pipe	13,326	l.f.	$80		
Type "A" Case I Manhole	33	each	$9,000		
Subtotal				$1,638,000	
Sewer Connection Cost				$10,700,000	
POTABLE WATER					
12" PVC	20,000	l.f	$65		
12" Gate Valve	20	each	$1,000		
Water Well and Booster Pump Station	1	each	$2,500,000		
Wellhead Treatment System	1	LS	$2,150,000		
Subtotal				$5,970,000	
NON-POTABLE WATER					
12" PVC	20,000	l.f.	$65		
12" Gate Valve	20	each	$1,000		
Fire Hydrant, Bury, and Gate Valve (Non-Potable Water)	50	each	$5,000		
Water Well Pump	1	each	$500,000		
Subtotal				$2,070,000	
STREET LIGHTING					
200 Watt Electrolier	162	each	$4,000	$648,000	
200 Watt Electrolier (W. Marshall Rd – CLIBP to Ward Ave.)	32	each	$4,000		$128,000
TRAFFIC SIGNALS AND LIGHTING					
Traffic Signal - Marshall Rd at Ward Ave	1	each	$450,000		$450,000
Traffic Signal - Marshall Rd at Project Entrance	1	each	$450,000		$450,000
Traffic Signal - Carpenter Rd at W. Main St	1	each	$450,000		$450,000
Traffic Signal - Crows Landing Rd at W. Main St	1	each	$450,000		$450,000
Traffic Signal - Crows Landing Rd at Marshall Rd	1	each	$450,000		$450,000
STRIPING AND SIGNAGE					
Striping	1	l.s.	$200,000	$200,000	
Signage	1	l.s.	$200,000	$200,000	

Appendix A. CLIBP Infrastructure Improvement Cost Estimates, Phase 3					
Description	**Quantity**	**Unit**	**Unit Price**	**Phase 3 Onsite**	**Phase 3 Offsite**
Striping	1	l.s.	$400,000		$400,000
Signage - Offsite	1	l.s.	$400,000		$400,000
RIGHT-OF-WAY ACQUISITION					
Marshall Rd (Ward Ave to CLIBP Entrance)	2.2	acre	$35,000		$77,000
SR 33 (Marshall Rd to Sperry Ave)	16.9	acre	$35,000		$591,500
			Subtotal	$37,801,490	$14,895,846
	Contingency (25%, excludes sewer and water)			$4,965,695	$4,245,316
	Contingency (20% for sewer and water)			$2,323,600	$0
			Construction Subtotal	**$45,090,785**	**$19,141,162**
ENGINEERING AND AGENCY FEES					
Civil Engineering and Construction Staking	8%	est.		$1,393,879	$1,191,668
Agency Plan Checking	1%	est.		$174,235	$148,958
Agency Inspection - Construction Management	5%	est.		$871,175	$744,792
Engineering Costs (20% for sewer and water)				$1,936,000	$0
			Fee Subtotal	**$4,375,289**	**$2,085,418**
Total Phase 3 (On-Site & Off-Site) Costs				**$49,466,073**	**$21,226,581**
Total Phase 3 Costs					**$70,692,654**
TOTAL CLIBP (On-Site & Off-Site) COSTS				**$182,854,881**	**$67,059,025**
TOTAL CLIBP COSTS					**$249,913,906**

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APPENDIX B
Crows Landing Industrial Business Park Enhanced Infrastructure Financing District Feasibility Analysis

MEMORANDUM

To: Keith Boggs, Stanislaus County

From: Jamie Gomes and Russ Powell

Subject: Crows Landing Industrial Business Park Enhanced Infrastructure Financing District Feasibility Analysis; EPS #152117

Date: August 25, 2016

The Economics of Land Use

Infrastructure Financing Districts (IFDs) and Enhanced Infrastructure Financing Districts (EIFDs) are forms of Tax Increment Financing (TIF) that are available to local public entities in California. Local agencies may establish an IFD or an EIFD for a given project or geographic area to capture incremental increases in property tax revenue from future development. In the absence of the IFD or the EIFD, this revenue would accrue to the county's General Fund (or other property-taxing entity revenue fund). EIFD funds can be used for project-related infrastructure, including roads and utilities, as well as parks and housing. Unlike prior TIF/Redevelopment law in California, IFDs and EIFDs do not provide access to property tax revenue beyond the local jurisdiction's share.

Largely because IFDs can be difficult to enact, Senate Bill 628 created a similar but more flexible tool, the EIFD. The EIFD bill expands the scope of eligible projects considerably and lowers the voter/landowner threshold to pass a bond from two-thirds to 55 percent. In addition, EIFDs can be formed and gain access to unlevered (debt-free) revenue without a vote.

Stanislaus County (County) is in the process of considering several levels of entitlements for the Crows Landing Industrial Business Park Project (Project), which is located on the former Crows Landing Flight Facility/NASA Ames Research Center. Along with the entitlements, the County is exploring public financing options that it may implement to help fund backbone infrastructure and other public facilities for the Project. Specifically, along with the Crows Landing Industrial Business Park Specific Plan, the County is having a Public Facilities Financing Plan (Financing Plan) prepared to identify the mix of funding mechanisms and financing strategy for required backbone infrastructure.

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To further inform the Financing Plan and infrastructure financing strategy, the County has engaged Economic & Planning Systems, Inc. (EPS) to evaluate the feasibility of forming an EIFD for the Project. EPS understands the results of this EIFD feasibility analysis will be incorporated into the aforementioned Project Financing Plan, which is being prepared by AECOM. The purpose of this memorandum is to summarize the results of the EIFD feasibility analysis.

Summary of Findings

Based on the analysis, which is discussed in more detail below, EPS has these conclusions:

1. **A zero beginning assessed value base in the Project is favorable for EIFD formation.** Because Project property is County-owned, the beginning assessed value base is zero. Thus, any new assessed value increases following EIFD formation would create tax increment revenues that may be pledged to an EIFD.

2. **The County may legally form an EIFD because it owns all legal parcels that would be included in the EIFD at formation.** The County legally may form an EIFD pursuant to the EIFD legislation. Under the EIFD legislation, the County is considered the landowner or owner of land and, as such, may participate in the EIFD formation process if it owns all of the land included within the EIFD boundaries.

3. **An EIFD is feasible under a scenario where the land and future Project development were owned in fee-simple title by the end-user.** New assessed values created by vertical development on land sold by the County to an end-user would create enough tax increment to support an EIFD formation. The combination of existing assessed value conditions, the County's share of property tax revenues, and future development values (land and vertical development together) under this scenario make an EIFD favorable for infrastructure financing.

4. **An EIFD appears feasible under a ground-lease scenario if the term of the ground leases were at least 35 years or greater.** In ground-lease situations, the County Assessor would collect property taxes on the possessory interest in the property. When ground leases have terms of at least 35 years or greater, the County Assessor's office likely would determine the value of such long-term leases "as if" the project were owned in fee-simple title.

5. **An EIFD likely would be infeasible under a ground-lease scenario where the ground leases were for terms of less than 35 years.** In a short-term ground-lease scenario, the County Assessor may value the property using the net present value of the remaining lease term payments. Under such an approach, the remaining value of the future lease revenues continues to decline as the lease term matures. Having the potential for declining future assessed values (as possessory interest) would make an EIFD infeasible.

6. **If formed, an EIFD is not likely to include any additional taxing entities besides the County.** A review of the Assembly Bill 8 factors for the tax rate area within which the Project is located did not indicate any other taxing entities would benefit or provide value by participating in the EIFD. Participation in the EIFD by the County only, excluding any other taxing entities, also would simplify governance of the EIFD.

EIFD Analysis

EPS understands that the County may wish to retain ownership of Project land throughout development of the Project and permit private development to occur through ground-lease transactions. While this is a commonly used disposition approach, it may present unique challenges as it relates to an EIFD formation.

EPS spoke with staff in the County Assessor's office to garner a better understanding of how the Assessor's Office may determine assessed values for the Project under the following potential property disposition approaches:

1. Disposition of Project land as fee-simple sales to private-sector developers.
2. Disposition of Project land through short-term ground leases (less than 35 years) to private-sector developers.
3. Disposition of Project land through long-term ground leases (greater than 35 years) to private-sector developers.

In the cases of ground-leasing, the private developer would be subject to a taxable possessory interest in public, non-taxable property. The taxable possessory interest is levied, collected, and used by the County in the same manner as general property taxes. However, the length of the ground lease directly may influence the manner in which the County Assessor would value the possessory interest. In a ground-lease scenario, assessed values will be established based on the values of any right retained by the private possessor, for the term of the ground lease, and not those values retained by the public entity, in this case, the County. Therefore, depending on the terms of the ground-lease transaction, assessed values established for a possessory interest could be considerably less than those established for a fee-simple property ownership.

Because the specific Project disposition strategy has not been formalized at this time, this EIFD feasibility analysis estimated property tax increment revenues available to the EIFD under the following two disposition scenarios:

1. Fee-simple sale to private developer (Fee-Simple Scenario).
2. Long-term ground lease (greater than 35 years) to a private developer (Possessory Interest Scenario).

Fee-Simple Scenario

To inform assessed value assumptions for the Fee-Simple Scenario, EPS used CoStar and Loopnet to derive comparable industrial values for the Interstate 5 corridor for the County and San Joaquin County. EPS also reviewed County Assessor records for distribution centers located in Patterson to inform assumptions regarding valuation for new development in the Project.

Although the Specific Plan enables development of industrial, office, and commercial land uses, this analysis estimated future assessed value based on a slow and fast absorption period for only the industrial uses in the Project. A market analysis prepared by AECOM assumed a 30- to 40-year buildout of the Project. The absorption assumptions from this market analysis informed the slow (40 years) and fast (30 years) absorption scenarios in this analysis. EPS only evaluated

light industrial, warehousing, and distribution land uses for the purposes of establishing assessed values. The analysis did not evaluate potential office or aviation uses that may be developed in the Project.

Possessory Interest Scenario

For the Possessory Interest Scenario, this analysis is based on the assumption the ground lease would be longer than 35 years. Under such conditions, the County Assessor's staff indicated the assessed values used for possessory interest likely would be evaluated "as if" the property was transacted under a fee-simple scenario. However, because it is uncertain whether the value under a ground-lease scenario would exactly equal a fee-simple transaction, this analysis assumed a 15-percent value discount for the Possessory Interest Scenario. This way, the EIFD feasibility analysis included a conservative scenario to inform the feasibility determination.

A short-term ground-lease scenario was not included in the Possessory Interest Scenario because it is possible that under such conditions the County Assessor may value the property using the net present value of the remaining lease term payments. Under such an approach, the remaining value of the future lease revenues continues to decline as the lease term matures. Having the potential for declining future assessed values (as possessory interest) would make an EIFD infeasible. Therefore, that situation was not examined in this analysis.

Analysis Framework

EPS developed a model to test potential tax increment revenues streams that could be achieved for an EIFD under varying value assumptions and absorption timeframe. The framework of the analysis is discussed below.

Property Tax Increment to EIFD

An EIFD works similarly to how redevelopment agencies functioned in the past. The County may elect to identify an area, in this case, the Project area, where the County would choose to use property tax revenues (and other available revenues of the County) to fund backbone infrastructure and other eligible public improvements and facilities. The intent would be to divert property tax revenues away from other uses to encourage economic development, to stimulate new Project development and to improve overall assessed values in the EIFD.

This feasibility analysis is based on the assumption that the County would apportion 75 percent of the property tax revenues towards funding for backbone infrastructure and other eligible facilities in the Project. The remaining 25 percent could be available to fund County-provided services in the Project. Property tax increment not used in the EIFD could be used to fund maintenance of Project-specific infrastructure and facilities such as street and safety light maintenance, landscape maintenance, or certain airport operating costs. The decision regarding use of the 25 percent of tax increment not pledged to EIFD infrastructure will be at the County's discretion.

As part of this work effort, EPS has not prepared a fiscal impact analysis to determine the fiscal impacts to the County from the Project area as property tax revenues are diverted from other public uses. Such a fiscal impact analysis would need to be conducted before the formation of an

EIFD. The fiscal impact analysis is required before formation of an EIFD to provide the County with an understanding of the impacts to public services that may occur by apportioning all or a part of the property tax revenues in an EIFD.

General Assumptions

The EIFD feasibility analysis relied on a series of assumptions, some of which are described in more detail below.

Property Ownership

All land to be included in the EIFD is owned by the County and may be sold to private-party developers or may be leased to private developers through one or more ground leases.

Beginning Assessed Value

Because all land to be included in the EIFD is tax-exempt, the beginning assessed value is zero. This condition is very advantageous from an EIFD formation perspective because the property tax increment from all new assessed value created following EIFD formation would be available to be pledged to the EIFD.

Absorption Assumptions

A market analysis prepared by AECOM assumed a 30- to 40-year buildout of the Project. EPS used the Specific Plan to identify the acreage for light industrial/warehousing and distribution uses (699 acres) and allocated the annual acreage absorption equally over a 30-year and a 40-year period. To determine the annual absorption of new development, EPS assumed a 0.4 floor-to-area ratio (FAR) to project annual square footage of new development.

Valuation Assumptions and Sources

EPS used CoStar, Loopnet, and the records of the County Assessor to establish estimated developed values on a per-square-foot basis. Specifically, EPS looked at distribution centers located in Patterson to establish assumed values per square foot. For the Fee-Simple Scenario, this analysis is based on an assumed developed value for industrial property of $100 per building square foot. For the Possessory Interest Scenario, this analysis is based on the assumption possessory interest valuation during a long-term ground lease would be $85. The analysis estimated EIFD revenues using both valuation methodologies to establish a low and high assessed value scenario. EPS believes the valuation assumptions are conservative for the analysis. To reiterate, the analysis only considered the industrial land uses permitted in the Specific Plan and did not include any office, commercial, or aviation land uses in the new assessed value estimates.

Assumptions Regarding Timing of Construction and Valuation

The feasibility analysis is based on the assumption construction may begin in 2018; however, this assumption may be aggressive because the entitlement process is still incomplete. EPS assumed that for construction in a given calendar year, the associated assessed value subsequently would be picked up in the following fiscal year.

Participating Public Agencies

This feasibility analysis is based on the assumption that only the County would participate in contributing property tax increment to the EIFD without participation from any other taxing entities. Based on the AB 8 factors for the Project's tax rate area, the County receives 28.37 percent of the property tax dollar. This feasibility analysis is based on the assumption that the County would contribute 75 percent of the property tax increment to the EIFD, with the County retaining 25 percent to fund public services in the EIFD (as discussed above). It is within the County's discretion to dedicate 100 percent of the property tax increment to the EIFD, but doing so would leave zero property tax revenue available to fund County-provided services to the Project. While other taxing entities are assumed not likely to participate in an EIFD, final determination regarding participating entities would be made during the EIFD formation process.

Other Considerations

Because the primary purpose of this analysis was to determine whether an EIFD would be feasible, the analysis did not include evaluation of other County revenues that may be pledged to the EIFD. For example, there may be other property tax revenues, such a vehicle license fee in lieu of property tax revenues, which could be dedicated to the EIFD. If the County were to move forward with an EIFD formation process, all potential revenues would be evaluated.

Discussion of Analysis and Tables

The following tables show the feasibility analysis and assumptions:

Table 1 shows tax increment, assessed value, and development assumptions for the analysis.

Table 2 summarizes the findings of the analysis, showing annual estimated EIFD tax increment and cumulative EIFD for a 45-year period of time from EIFD formation. A fast and slow growth projection is shown for the Fee-Simple Scenario and Possessory Interest Scenario. Initial annual tax increment amounts are modest. There is a positive cash flow for each scenario through buildout. Note that this analysis does not show annual EIFD costs, such as costs of administration and any other incidental costs. Cumulative EIFD tax increments for 45 years range from $132.8 million to $194.9 million.

Table 3 shows the assumptions, projected annual tax increment, and cumulative tax increment for a 45-year time period for the Fee-Simple Scenario using the fast growth projections. The model is based on the assumption growth will begin in 2018, but because associated new development will not be assigned assessed value until the following fiscal year, tax increment is not created until 2019. Growth assumptions for all scenarios will be discussed in the following tables. **Table 3** calculates the 1-percent property tax calculated for each fiscal year. From this, EPS calculates the County's share (28.37 percent) of the 1-percent property tax. Finally, the analysis is based on the assumption 75 percent is allocated to the EIFD. **Table 3** shows annual tax increment projections and cumulative tax increment projections.

Table 4 models the Fee-Simple Scenario for slow growth projections, using the same assumptions as shown in **Table 3**.

Table 5 models the Possessory Interest Scenario with the fast growth projections and the same assumptions as shown in **Table 3**.

Table 6 models the Possessory Interest Scenario for slow growth projections, using the same assumptions as shown in **Table 3**.

Table 7 shows the projected assessed value for new development in each fiscal year and the increase in growth on a per-square-foot basis, using the buildout projections for each scenario shown in **Table 8**.

Table 8 shows absorption assumptions for new development under a slow growth and fast growth scenario.

Table A-1 shows comparable industrial developments in Patterson and the associated assessed value on a per-square-foot basis and per-acre basis. These assumptions are being used to inform the calculation of assessed value for new development.

Conclusion and Next Steps

Conclusion

As described herein, conditions are very favorable towards an EIFD formation for the Project. An EIFD would complement other sources of financing that are anticipated to be used in combination to help fund backbone infrastructure and other public facilities needed for Project development. This analysis shows that positive cash flows would result under each development scenario examined above. The cumulative property tax increment would enable the County to reimburse itself or another party for improvements funded during the initial phases of development or to pay for infrastructure improvements over time on a pay-as-you-go basis. The formation of an EIFD would be a useful tool to include in the Infrastructure Financing Plan for public improvements and also may work well in combination with a land-secured financing district such as a Mello-Roos Community Facilities District.

Next Steps

If the Board of Supervisors (Board) chooses to pursue formation of an EIFD after review of the findings of this analysis, a "next steps" for such a formation process is presented below. Kronick Moskovitz, Tiedemann & Girard (KMTG) has prepared a timetable for an EIFD formation, which is attached to this analysis in **Appendix A**.

Following is a brief discussion of each step in the process.

Step 1: County Staff/Consultants

Before bringing the Resolution of Intent (ROI) to form an EIFD to the Board, the County would hire a Financing Team (Team) consisting of bond counsel, underwriter, financial advisor (as needed), engineer, and economist to assist in the preparation of documents for the ROI. The Team, working with County staff, will have prepared an EIFD boundary map, identified facilities to be financed, and prepared notices for filling of the two public membership positions for the Public Finance Authority (PFA). These two members of the public will serve on the Board of the PFA with three members of the Board.

Step 2: First Board Meeting—Adopt ROI

The ROI will describe the proposed EIFD and set a time and place for the public hearing.

Step 3: Public Notification

The County Clerk mails the ROI to PFA and "landowners," which, in this case, is the County.

Step 4: PFA directs the County to Prepare the Infrastructure Plan

Step 5: Designated Official or Consultant Prepare the Infrastructure Plan

The Team assists County staff with the preparation of the Infrastructure Plan (Plan), which defines the proposed boundaries for the EIFD, describes public facilities required to development, findings that public facilities are of communitywide significance, a financing section, and goals the EIFD proposed to achieve. The financing section contains detailed analysis for maximum portion of tax increment revenue to be committed to the EIFD, a projection of tax revenues, a plan for financing public facilities, a limit of the total number of dollars that may be allocated to the EIFD, duration of EIFD, a fiscal impact analysis of costs to the County to provide facilities and services within the EIFD, and a plan for financing any potential costs.

EPS recommends that the fiscal impact analysis be prepared early in the development of the Plan to inform County officials of any potential fiscal concerns regarding formation of the EIFD.

Step 6: Deliver Plan to Landowners

Step 7: PFA Publishes Notice of Public Hearing

Step 8: PFA Adopts Resolution Approving the Plan

Step 9: Public Hearing

The PFA will welcome public discussion regarding the Plan. Once all testimony is considered, the PFA may consider the Resolution Proposing Adoption of the Plan.

Step 10: PFA Adopted Ordinance Adopting the Plan and Forming the EIFD

Step 11: County Staff Published the Ordinance

Step 12: County Files CEQA Notice of Exemption in regards to EIFD Formation

Step 13: Ordinance becomes Effective

If the PFA wishes to issue debt under the EIFD, the PFA will conduct such proceedings at some time after formation of the EIFD. The EIFD could be used to fund facilities through a "pay-as-you-go" basis and not authorize the issuance of bonds.

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Table 1
Crows Landing Industrial Business Park EIFD Analysis
Tax Increment, Assessed Value, and Development Assumptions

Item	County
Tax Increment	
Year of EIFD Formation	2017
Tax Increment to County	28.37%
Assumed Percentage Of County Tax Increment to EIFD	75.00%
New Development Annual Sales Price Increase	3.00%
Assessed Value per Building Square Foot	
Commercial - Fee Simple Scenario	$ 100
Industrial - Fee Simple Scenario	$ 100
Commercial - Possessory Interest Scenario	$ 85
Industrial - Possessory Interest Scenario	$ 85
Development Phasing	
Beginning Year	2018
Number of Years Until Buildout (Slow Growth)	40
Number of Years Until Buildout (Fast Growth)	30
Floor Area Ratio	
Commercial	0.25
Industrial	0.40
	assump all

Source: Stanislaus County Auditor-Controller, Stanislaus County Assessor, AECOM, and EPS

Prepared by EPS 8/23/2016

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Table 2
Crows Landing Industrial Business Park EIFD Analysis
Projected County Property Tax Increment Available for EIFD

	Annual EIFD Tax Increment (Rounded)				Cumulative EIFD Tax Increment (Rounded)			
	Fee Simple Scenario		Possessory Interest Scenario		Fee Simple Scenario		Possessory Interest Scenario	
Year	Slow Growth	Fast Growth	Slow Growth	Fast Growth	Slow Growth	Fast Growth	Slow Growth	Fast Growth
2017	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
2018	$ 65,000	$ 86,000	$ 55,000	$ 73,000	$ 65,000	$ 86,000	$ 55,000	$ 73,000
2019	$ 131,000	$ 175,000	$ 112,000	$ 149,000	$ 196,000	$ 261,000	$ 167,000	$ 222,000
2020	$ 202,000	$ 270,000	$ 172,000	$ 229,000	$ 398,000	$ 531,000	$ 339,000	$ 451,000
2021	$ 276,000	$ 369,000	$ 235,000	$ 314,000	$ 674,000	$ 900,000	$ 574,000	$ 765,000
2022	$ 355,000	$ 475,000	$ 302,000	$ 403,000	$ 1,029,000	$ 1,375,000	$ 876,000	$ 1,168,000
2023	$ 439,000	$ 586,000	$ 373,000	$ 498,000	$ 1,468,000	$ 1,961,000	$ 1,249,000	$ 1,666,000
2024	$ 527,000	$ 704,000	$ 448,000	$ 598,000	$ 1,995,000	$ 2,665,000	$ 1,697,000	$ 2,264,000
2025	$ 620,000	$ 829,000	$ 527,000	$ 704,000	$ 2,615,000	$ 3,494,000	$ 2,224,000	$ 2,968,000
2026	$ 718,000	$ 960,000	$ 610,000	$ 815,000	$ 3,333,000	$ 4,454,000	$ 2,834,000	$ 3,783,000
2027	$ 822,000	$ 1,098,000	$ 698,000	$ 933,000	$ 4,155,000	$ 5,552,000	$ 3,532,000	$ 4,716,000
2028	$ 931,000	$ 1,244,000	$ 790,000	$ 1,056,000	$ 5,086,000	$ 6,796,000	$ 4,322,000	$ 5,772,000
2029	$ 1,046,000	$ 1,397,000	$ 888,000	$ 1,187,000	$ 6,132,000	$ 8,193,000	$ 5,210,000	$ 6,959,000
2030	$ 1,167,000	$ 1,559,000	$ 991,000	$ 1,324,000	$ 7,299,000	$ 9,752,000	$ 6,201,000	$ 8,283,000
2031	$ 1,294,000	$ 1,729,000	$ 1,099,000	$ 1,468,000	$ 8,593,000	$ 11,481,000	$ 7,300,000	$ 9,751,000
2032	$ 1,428,000	$ 1,908,000	$ 1,212,000	$ 1,620,000	$ 10,021,000	$ 13,389,000	$ 8,512,000	$ 11,371,000
2033	$ 1,569,000	$ 2,095,000	$ 1,331,000	$ 1,780,000	$ 11,590,000	$ 15,484,000	$ 9,843,000	$ 13,151,000
2034	$ 1,716,000	$ 2,293,000	$ 1,457,000	$ 1,948,000	$ 13,306,000	$ 17,777,000	$ 11,300,000	$ 15,099,000
2035	$ 1,872,000	$ 2,500,000	$ 1,589,000	$ 2,124,000	$ 15,178,000	$ 20,277,000	$ 12,889,000	$ 17,223,000
2036	$ 2,035,000	$ 2,718,000	$ 1,727,000	$ 2,309,000	$ 17,213,000	$ 22,995,000	$ 14,616,000	$ 19,532,000
2037	$ 2,206,000	$ 2,946,000	$ 1,872,000	$ 2,504,000	$ 19,419,000	$ 25,941,000	$ 16,488,000	$ 22,036,000
2038	$ 2,386,000	$ 3,186,000	$ 2,025,000	$ 2,708,000	$ 21,805,000	$ 29,127,000	$ 18,513,000	$ 24,744,000
2039	$ 2,575,000	$ 3,438,000	$ 2,185,000	$ 2,922,000	$ 24,380,000	$ 32,565,000	$ 20,698,000	$ 27,666,000
2040	$ 2,773,000	$ 3,702,000	$ 2,352,000	$ 3,146,000	$ 27,153,000	$ 36,267,000	$ 23,050,000	$ 30,812,000
2041	$ 2,980,000	$ 3,978,000	$ 2,528,000	$ 3,382,000	$ 30,133,000	$ 40,245,000	$ 25,578,000	$ 34,194,000
2042	$ 3,197,000	$ 4,268,000	$ 2,712,000	$ 3,628,000	$ 33,330,000	$ 44,513,000	$ 28,290,000	$ 37,822,000
2043	$ 3,425,000	$ 4,572,000	$ 2,905,000	$ 3,886,000	$ 36,755,000	$ 49,085,000	$ 31,195,000	$ 41,708,000
2044	$ 3,664,000	$ 4,890,000	$ 3,107,000	$ 4,157,000	$ 40,419,000	$ 53,975,000	$ 34,302,000	$ 45,865,000
2045	$ 3,914,000	$ 5,223,000	$ 3,318,000	$ 4,440,000	$ 44,333,000	$ 59,198,000	$ 37,620,000	$ 50,305,000
2046	$ 4,176,000	$ 5,571,000	$ 3,540,000	$ 4,736,000	$ 48,509,000	$ 64,769,000	$ 41,160,000	$ 55,041,000
2047	$ 4,449,000	$ 5,936,000	$ 3,772,000	$ 5,047,000	$ 52,958,000	$ 70,705,000	$ 44,932,000	$ 60,088,000
2048	$ 4,736,000	$ 6,318,000	$ 4,014,000	$ 5,371,000	$ 57,694,000	$ 77,023,000	$ 48,946,000	$ 65,459,000
2049	$ 5,036,000	$ 6,717,000	$ 4,268,000	$ 5,711,000	$ 62,730,000	$ 83,740,000	$ 53,214,000	$ 71,170,000
2050	$ 5,349,000	$ 7,135,000	$ 4,533,000	$ 6,066,000	$ 68,079,000	$ 90,875,000	$ 57,747,000	$ 77,236,000
2051	$ 5,677,000	$ 7,571,000	$ 4,810,000	$ 6,437,000	$ 73,756,000	$ 98,446,000	$ 62,557,000	$ 83,673,000
2052	$ 6,019,000	$ 8,028,000	$ 5,100,000	$ 6,825,000	$ 79,775,000	$ 106,474,000	$ 67,657,000	$ 90,498,000
2053	$ 6,377,000	$ 8,504,000	$ 5,403,000	$ 7,230,000	$ 86,152,000	$ 114,978,000	$ 73,060,000	$ 97,728,000
2054	$ 6,752,000	$ 9,003,000	$ 5,720,000	$ 7,654,000	$ 92,904,000	$ 123,981,000	$ 78,780,000	$ 105,382,000
2055	$ 7,142,000	$ 9,523,000	$ 6,050,000	$ 8,096,000	$ 100,046,000	$ 133,504,000	$ 84,830,000	$ 113,478,000
2056	$ 7,551,000	$ 10,066,000	$ 6,396,000	$ 8,558,000	$ 107,597,000	$ 143,570,000	$ 91,226,000	$ 122,036,000
2057	$ 7,977,000	$ 10,634,000	$ 6,756,000	$ 9,041,000	$ 115,574,000	$ 154,204,000	$ 97,982,000	$ 131,077,000
2058	$ 8,422,000	$ 11,226,000	$ 7,133,000	$ 9,544,000	$ 123,996,000	$ 165,430,000	$ 105,115,000	$ 140,621,000
2059	$ 8,887,000	$ 11,844,000	$ 7,526,000	$ 10,070,000	$ 132,883,000	$ 177,274,000	$ 112,641,000	$ 150,691,000
2060	$ 9,372,000	$ 12,489,000	$ 7,936,000	$ 10,619,000	$ 142,255,000	$ 189,763,000	$ 120,577,000	$ 161,310,000
2061	$ 9,653,000	$ 12,864,000	$ 8,174,000	$ 10,938,000	$ 151,908,000	$ 202,627,000	$ 128,751,000	$ 172,248,000

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Table 3
Crows Landing Industrial Business Park EIFD Analysis
Projected Tax Increment to EIFD - Fee Simple Scenario - Fast Growth

Fee Simple Scenario - Fast Growth

Fiscal Year Ending	Beginning Assessed Value	Existing AV Growth	New AV Added [1]	Ending AV	Cumulative Growth in AV	Gross Tax Increment	County	Total EIFD	Cumulative EIFD Total
Formula	*a*	*b=a*3%*	*c*	*d=a+b+c*	*d*	*e=d*1.0%*	*f=e*28.37%*	*g=f*75%*	
2017	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
2018	$ 0	$ 0	$ 40,600,000	$ 40,600,000	$ 40,600,000	$ 406,000	$ 115,183	$ 86,388	$ 86,388
2019	$ 40,600,000	$ 1,218,000	$ 40,600,000	$ 82,418,000	$ 82,418,000	$ 824,180	$ 233,822	$ 175,367	$ 261,754
2020	$ 82,418,000	$ 2,472,540	$ 41,800,000	$ 126,690,540	$ 126,690,540	$ 1,266,905	$ 359,425	$ 269,569	$ 531,323
2021	$ 126,690,540	$ 3,800,716	$ 43,100,000	$ 173,591,256	$ 173,591,256	$ 1,735,913	$ 492,484	$ 369,363	$ 900,686
2022	$ 173,591,256	$ 5,207,738	$ 44,400,000	$ 223,198,994	$ 223,198,994	$ 2,231,990	$ 633,222	$ 474,917	$ 1,375,602
2023	$ 223,198,994	$ 6,695,970	$ 45,700,000	$ 275,594,964	$ 275,594,964	$ 2,755,950	$ 781,871	$ 586,403	$ 1,962,006
2024	$ 275,594,964	$ 8,267,849	$ 47,100,000	$ 330,962,813	$ 330,962,813	$ 3,309,628	$ 938,951	$ 704,214	$ 2,666,219
2025	$ 330,962,813	$ 9,928,884	$ 48,500,000	$ 389,391,697	$ 389,391,697	$ 3,893,917	$ 1,104,716	$ 828,537	$ 3,494,756
2026	$ 389,391,697	$ 11,681,751	$ 50,000,000	$ 451,073,448	$ 451,073,448	$ 4,510,734	$ 1,279,709	$ 959,782	$ 4,454,538
2027	$ 451,073,448	$ 13,532,203	$ 51,500,000	$ 516,105,651	$ 516,105,651	$ 5,161,057	$ 1,464,207	$ 1,098,155	$ 5,552,693
2028	$ 516,105,651	$ 15,483,170	$ 53,000,000	$ 584,588,821	$ 584,588,821	$ 5,845,888	$ 1,658,496	$ 1,243,872	$ 6,796,565
2029	$ 584,588,821	$ 17,537,665	$ 54,600,000	$ 656,726,486	$ 656,726,486	$ 6,567,265	$ 1,863,153	$ 1,397,365	$ 8,193,930
2030	$ 656,726,486	$ 19,701,795	$ 56,200,000	$ 732,628,280	$ 732,628,280	$ 7,326,283	$ 2,078,488	$ 1,558,866	$ 9,752,796
2031	$ 732,628,280	$ 21,978,848	$ 57,900,000	$ 812,507,128	$ 812,507,128	$ 8,125,071	$ 2,305,107	$ 1,728,830	$ 11,481,627
2032	$ 812,507,128	$ 24,375,214	$ 59,600,000	$ 896,482,342	$ 896,482,342	$ 8,964,823	$ 2,543,347	$ 1,907,510	$ 13,389,137
2033	$ 896,482,342	$ 26,894,470	$ 61,400,000	$ 984,776,813	$ 984,776,813	$ 9,847,768	$ 2,793,841	$ 2,095,381	$ 15,484,518
2034	$ 984,776,813	$ 29,543,304	$ 63,200,000	$ 1,077,520,117	$ 1,077,520,117	$ 10,775,201	$ 3,056,957	$ 2,292,718	$ 17,777,236
2035	$ 1,077,520,117	$ 32,325,604	$ 65,100,000	$ 1,174,945,720	$ 1,174,945,720	$ 11,749,457	$ 3,333,356	$ 2,500,017	$ 20,277,253
2036	$ 1,174,945,720	$ 35,248,372	$ 67,100,000	$ 1,277,294,092	$ 1,277,294,092	$ 12,772,941	$ 3,623,722	$ 2,717,791	$ 22,995,044
2037	$ 1,277,294,092	$ 38,318,823	$ 69,100,000	$ 1,384,712,915	$ 1,384,712,915	$ 13,847,129	$ 3,928,472	$ 2,946,354	$ 25,941,398
2038	$ 1,384,712,915	$ 41,541,387	$ 71,200,000	$ 1,497,454,302	$ 1,497,454,302	$ 14,974,543	$ 4,248,323	$ 3,186,242	$ 29,127,640
2039	$ 1,497,454,302	$ 44,923,629	$ 73,300,000	$ 1,615,677,931	$ 1,615,677,931	$ 16,156,779	$ 4,583,727	$ 3,437,795	$ 32,565,435
2040	$ 1,615,677,931	$ 48,470,338	$ 75,500,000	$ 1,739,648,269	$ 1,739,648,269	$ 17,396,483	$ 4,935,434	$ 3,701,576	$ 36,267,011
2041	$ 1,739,648,269	$ 52,189,448	$ 77,800,000	$ 1,869,637,717	$ 1,869,637,717	$ 18,696,377	$ 5,304,218	$ 3,978,164	$ 40,245,175
2042	$ 1,869,637,717	$ 56,089,132	$ 80,100,000	$ 2,005,826,849	$ 2,005,826,849	$ 20,058,268	$ 5,690,591	$ 4,267,943	$ 44,513,118
2043	$ 2,005,826,849	$ 60,174,805	$ 82,500,000	$ 2,148,501,654	$ 2,148,501,654	$ 21,485,017	$ 6,095,364	$ 4,571,523	$ 49,084,641
2044	$ 2,148,501,654	$ 64,455,050	$ 85,000,000	$ 2,297,956,704	$ 2,297,956,704	$ 22,979,567	$ 6,519,372	$ 4,889,529	$ 53,974,170
2045	$ 2,297,956,704	$ 68,938,701	$ 87,600,000	$ 2,454,495,405	$ 2,454,495,405	$ 24,544,954	$ 6,963,477	$ 5,222,608	$ 59,196,778
2046	$ 2,454,495,405	$ 73,634,862	$ 90,200,000	$ 2,618,330,267	$ 2,618,330,267	$ 26,183,303	$ 7,428,282	$ 5,571,211	$ 64,767,989
2047	$ 2,618,330,267	$ 78,549,908	$ 92,900,000	$ 2,789,780,175	$ 2,789,780,175	$ 27,897,802	$ 7,914,690	$ 5,936,018	$ 70,704,006
2048	$ 2,789,780,175	$ 83,693,405	$ 95,700,000	$ 2,969,173,581	$ 2,969,173,581	$ 29,691,736	$ 8,423,635	$ 6,317,726	$ 77,021,732
2049	$ 2,969,173,581	$ 89,075,207	$ 98,600,000	$ 3,156,848,788	$ 3,156,848,788	$ 31,568,488	$ 8,956,075	$ 6,717,056	$ 83,738,788
2050	$ 3,156,848,788	$ 94,705,464	$ 101,600,000	$ 3,353,154,252	$ 3,353,154,252	$ 33,531,543	$ 9,512,999	$ 7,134,749	$ 90,873,538
2051	$ 3,353,154,252	$ 100,594,628	$ 104,600,000	$ 3,558,348,879	$ 3,558,348,879	$ 35,583,489	$ 10,095,143	$ 7,571,357	$ 98,444,895
2052	$ 3,558,348,879	$ 106,750,466	$ 107,700,000	$ 3,772,799,346	$ 3,772,799,346	$ 37,727,993	$ 10,703,545	$ 8,027,659	$ 106,472,553
2053	$ 3,772,799,346	$ 113,183,980	$ 110,900,000	$ 3,996,883,326	$ 3,996,883,326	$ 39,968,833	$ 11,339,278	$ 8,504,458	$ 114,977,012
2054	$ 3,996,883,326	$ 119,906,500	$ 114,200,000	$ 4,230,989,826	$ 4,230,989,826	$ 42,309,898	$ 12,003,445	$ 9,002,584	$ 123,979,596
2055	$ 4,230,989,826	$ 126,929,695	$ 117,600,000	$ 4,475,519,520	$ 4,475,519,520	$ 44,755,195	$ 12,697,183	$ 9,522,887	$ 133,502,483
2056	$ 4,475,519,520	$ 134,265,586	$ 121,100,000	$ 4,730,885,106	$ 4,730,885,106	$ 47,308,851	$ 13,421,663	$ 10,066,247	$ 143,568,730
2057	$ 4,730,885,106	$ 141,926,553	$ 124,700,000	$ 4,997,511,659	$ 4,997,511,659	$ 49,975,117	$ 14,178,091	$ 10,633,568	$ 154,202,298
2058	$ 4,997,511,659	$ 149,925,350	$ 128,400,000	$ 5,275,837,009	$ 5,275,837,009	$ 52,758,370	$ 14,967,708	$ 11,225,781	$ 165,428,079
2059	$ 5,275,837,009	$ 158,275,110	$ 132,300,000	$ 5,566,412,119	$ 5,566,412,119	$ 55,664,121	$ 15,792,078	$ 11,844,059	$ 177,272,138
2060	$ 5,566,412,119	$ 166,992,364	$ 136,300,000	$ 5,869,704,483	$ 5,869,704,483	$ 58,697,045	$ 16,652,528	$ 12,489,396	$ 189,761,533
2061	$ 5,869,704,483	$ 176,091,134	$ 0	$ 6,045,795,617	$ 6,045,795,617	$ 60,457,956	$ 17,152,104	$ 12,864,078	$ 202,625,611

"eifd_ft"

Source: Stanislaus County and EPS.

[1] Fast growth projection for land value included from **Table 7**.

Prepared by EPS 8/23/2018

P:\Active Projects\182000\182117 Crows Landing EIFD Feasibility Analysis\Models\182117 model

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Table 4
Crows Landing Industrial Business Park EIFD Analysis
Projected Tax Increment to EIFD - Fee Simple Scenario - Slow Growth

Fee Simple Scenario - Slow Growth

Fiscal Year Ending	Beginning Assessed Value	Existing AV Growth	New AV Added to Roll [1]	Ending AV	Cumulative Growth in AV	Gross Tax Increment	County	Total EIFD	Cumulative EIFD Total
Formula	*a*	*b=a*3%*	*c*	*d=a+b+c*	*d*	*e=d*1.0%*	*f=e*28.37%*	*g=f*75%*	
2017	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
2018	$ 0	$ 0	$ 30,400,000	$ 30,400,000	$ 30,400,000	$ 304,000	$ 86,246	$ 64,684	$ 64,684
2019	$ 30,400,000	$ 912,000	$ 30,400,000	$ 61,712,000	$ 61,712,000	$ 617,120	$ 175,079	$ 131,309	$ 195,993
2020	$ 61,712,000	$ 1,851,360	$ 31,300,000	$ 94,863,360	$ 94,863,360	$ 948,634	$ 269,130	$ 201,848	$ 397,841
2021	$ 94,863,360	$ 2,845,901	$ 32,200,000	$ 129,909,261	$ 129,909,261	$ 1,299,093	$ 368,556	$ 276,417	$ 674,258
2022	$ 129,909,261	$ 3,897,278	$ 33,200,000	$ 167,006,539	$ 167,006,539	$ 1,670,065	$ 473,803	$ 355,352	$ 1,029,610
2023	$ 167,006,539	$ 5,010,196	$ 34,200,000	$ 206,216,735	$ 206,216,735	$ 2,062,167	$ 585,043	$ 438,782	$ 1,468,393
2024	$ 206,216,735	$ 6,186,502	$ 35,200,000	$ 247,603,237	$ 247,603,237	$ 2,476,032	$ 702,458	$ 526,843	$ 1,995,236
2025	$ 247,603,237	$ 7,428,097	$ 36,300,000	$ 291,331,334	$ 291,331,334	$ 2,913,313	$ 826,516	$ 619,887	$ 2,615,123
2026	$ 291,331,334	$ 8,739,940	$ 37,400,000	$ 337,471,274	$ 337,471,274	$ 3,374,713	$ 957,416	$ 718,062	$ 3,333,185
2027	$ 337,471,274	$ 10,124,138	$ 38,500,000	$ 386,095,412	$ 386,095,412	$ 3,860,954	$ 1,095,364	$ 821,523	$ 4,154,708
2028	$ 386,095,412	$ 11,582,862	$ 39,700,000	$ 437,378,275	$ 437,378,275	$ 4,373,783	$ 1,240,855	$ 930,641	$ 5,085,350
2029	$ 437,378,275	$ 13,121,348	$ 40,900,000	$ 491,399,623	$ 491,399,623	$ 4,913,996	$ 1,394,115	$ 1,045,587	$ 6,130,936
2030	$ 491,399,623	$ 14,741,989	$ 42,100,000	$ 548,241,611	$ 548,241,611	$ 5,482,416	$ 1,555,378	$ 1,166,533	$ 7,297,470
2031	$ 548,241,611	$ 16,447,248	$ 43,400,000	$ 608,088,860	$ 608,088,860	$ 6,080,889	$ 1,725,166	$ 1,293,875	$ 8,591,344
2032	$ 608,088,860	$ 18,242,666	$ 44,700,000	$ 671,031,526	$ 671,031,526	$ 6,710,315	$ 1,903,737	$ 1,427,802	$ 10,019,147
2033	$ 671,031,526	$ 20,130,946	$ 46,000,000	$ 737,162,471	$ 737,162,471	$ 7,371,625	$ 2,091,352	$ 1,568,514	$ 11,587,661
2034	$ 737,162,471	$ 22,114,874	$ 47,400,000	$ 806,677,345	$ 806,677,345	$ 8,066,773	$ 2,288,568	$ 1,716,426	$ 13,304,087
2035	$ 806,677,345	$ 24,200,320	$ 48,800,000	$ 879,677,666	$ 879,677,666	$ 8,796,777	$ 2,495,672	$ 1,871,754	$ 15,175,841
2036	$ 879,677,666	$ 26,390,330	$ 50,300,000	$ 956,367,996	$ 956,367,996	$ 9,563,680	$ 2,713,245	$ 2,034,934	$ 17,210,774
2037	$ 956,367,996	$ 28,691,040	$ 51,800,000	$ 1,036,859,036	$ 1,036,859,036	$ 10,368,590	$ 2,941,600	$ 2,206,200	$ 19,416,974
2038	$ 1,036,859,036	$ 31,105,771	$ 53,400,000	$ 1,121,364,807	$ 1,121,364,807	$ 11,213,648	$ 3,181,346	$ 2,386,009	$ 21,802,983
2039	$ 1,121,364,807	$ 33,640,944	$ 55,000,000	$ 1,210,005,751	$ 1,210,005,751	$ 12,100,058	$ 3,432,823	$ 2,574,617	$ 24,377,600
2040	$ 1,210,005,751	$ 36,300,173	$ 56,700,000	$ 1,303,005,924	$ 1,303,005,924	$ 13,030,059	$ 3,696,667	$ 2,772,500	$ 27,150,101
2041	$ 1,303,005,924	$ 39,090,178	$ 58,400,000	$ 1,400,496,101	$ 1,400,496,101	$ 14,004,961	$ 3,973,249	$ 2,979,937	$ 30,130,038
2042	$ 1,400,496,101	$ 42,014,883	$ 60,200,000	$ 1,502,710,984	$ 1,502,710,984	$ 15,027,110	$ 4,263,236	$ 3,197,427	$ 33,327,465
2043	$ 1,502,710,984	$ 45,081,330	$ 62,000,000	$ 1,609,792,314	$ 1,609,792,314	$ 16,097,923	$ 4,567,029	$ 3,425,272	$ 36,752,737
2044	$ 1,609,792,314	$ 48,293,769	$ 63,900,000	$ 1,721,986,083	$ 1,721,986,083	$ 17,219,861	$ 4,885,326	$ 3,663,995	$ 40,416,731
2045	$ 1,721,986,083	$ 51,659,582	$ 65,800,000	$ 1,839,445,666	$ 1,839,445,666	$ 18,394,457	$ 5,218,563	$ 3,913,922	$ 44,330,653
2046	$ 1,839,445,666	$ 55,183,370	$ 67,800,000	$ 1,962,429,036	$ 1,962,429,036	$ 19,624,290	$ 5,567,470	$ 4,175,603	$ 48,506,256
2047	$ 1,962,429,036	$ 58,872,871	$ 69,800,000	$ 2,091,101,907	$ 2,091,101,907	$ 20,911,019	$ 5,932,519	$ 4,449,389	$ 52,955,645
2048	$ 2,091,101,907	$ 62,733,057	$ 71,900,000	$ 2,225,734,964	$ 2,225,734,964	$ 22,257,350	$ 6,314,477	$ 4,735,858	$ 57,691,502
2049	$ 2,225,734,964	$ 66,772,049	$ 74,100,000	$ 2,366,607,013	$ 2,366,607,013	$ 23,666,070	$ 6,714,135	$ 5,035,601	$ 62,727,104
2050	$ 2,366,607,013	$ 70,998,210	$ 76,300,000	$ 2,513,905,223	$ 2,513,905,223	$ 25,139,052	$ 7,132,025	$ 5,349,018	$ 68,076,122
2051	$ 2,513,905,223	$ 75,417,157	$ 78,600,000	$ 2,667,922,380	$ 2,667,922,380	$ 26,679,224	$ 7,568,976	$ 5,676,732	$ 73,752,854
2052	$ 2,667,922,380	$ 80,037,671	$ 81,000,000	$ 2,828,960,051	$ 2,828,960,051	$ 28,289,601	$ 8,025,845	$ 6,019,383	$ 79,772,237
2053	$ 2,828,960,051	$ 84,868,802	$ 83,400,000	$ 2,997,228,853	$ 2,997,228,853	$ 29,972,289	$ 8,503,228	$ 6,377,421	$ 86,149,659
2054	$ 2,997,228,853	$ 89,916,866	$ 85,900,000	$ 3,173,045,718	$ 3,173,045,718	$ 31,730,457	$ 9,002,026	$ 6,751,519	$ 92,901,178
2055	$ 3,173,045,718	$ 95,191,372	$ 88,500,000	$ 3,356,737,090	$ 3,356,737,090	$ 33,567,371	$ 9,523,164	$ 7,142,373	$ 100,043,551
2056	$ 3,356,737,090	$ 100,702,113	$ 91,200,000	$ 3,548,639,203	$ 3,548,639,203	$ 35,486,392	$ 10,067,596	$ 7,550,697	$ 107,594,248
2057	$ 3,548,639,203	$ 106,459,176	$ 93,900,000	$ 3,748,998,379	$ 3,748,998,379	$ 37,489,984	$ 10,636,021	$ 7,977,016	$ 115,571,263
2058	$ 3,748,998,379	$ 112,469,951	$ 96,700,000	$ 3,958,168,330	$ 3,958,168,330	$ 39,581,683	$ 11,229,442	$ 8,422,082	$ 123,993,345
2059	$ 3,958,168,330	$ 118,745,050	$ 99,600,000	$ 4,176,513,380	$ 4,176,513,380	$ 41,765,134	$ 11,848,894	$ 8,886,670	$ 132,880,015
2060	$ 4,176,513,380	$ 125,295,401	$ 102,600,000	$ 4,404,408,781	$ 4,404,408,781	$ 44,044,088	$ 12,495,440	$ 9,371,580	$ 142,251,595
2061	$ 4,404,408,781	$ 132,132,263	$ 0	$ 4,536,541,045	$ 4,536,541,045	$ 45,365,410	$ 12,870,303	$ 9,652,727	$ 151,904,323

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Source: AECOM and EPS.

[1] Slow growth projection for land value included from **Table 7**.

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12

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Table 5
Crows Landing Industrial Business Park EIFD Analysis
Projected Tax Increment to EIFD - Possessory Interest Scenario - Fast Growth

Possessory Interest
Scenario - Fast Growth

Fiscal Year Ending	Beginning Assessed Value	Existing AV Growth	New AV Added to Roll [1]	Ending AV	Cumulative Growth in AV	Gross Tax Increment	County	Total EIFD	Cumulative EIFD Total
Formula	*a*	*b=a*3%*	*c*	*d=a+b+c*	*d*	*e=d*1.0%*	*f=e*28.37%*	*g=f*75%*	
2017	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
2018	$ 0	$ 0	$ 34,510,000	$ 34,510,000	$ 34,510,000	$ 345,100	$ 97,906	$ 73,429	$ 73,429
2019	$ 34,510,000	$ 1,035,300	$ 34,510,000	$ 70,055,300	$ 70,055,300	$ 700,553	$ 198,749	$ 149,062	$ 222,491
2020	$ 70,055,300	$ 2,101,659	$ 35,500,000	$ 107,656,959	$ 107,656,959	$ 1,076,570	$ 305,426	$ 229,070	$ 451,561
2021	$ 107,656,959	$ 3,229,709	$ 36,600,000	$ 147,486,668	$ 147,486,668	$ 1,474,867	$ 418,424	$ 313,818	$ 765,379
2022	$ 147,486,668	$ 4,424,600	$ 37,700,000	$ 189,611,268	$ 189,611,268	$ 1,896,113	$ 537,933	$ 403,450	$ 1,168,828
2023	$ 189,611,268	$ 5,688,338	$ 38,800,000	$ 234,099,606	$ 234,099,606	$ 2,340,996	$ 664,148	$ 498,111	$ 1,666,939
2024	$ 234,099,606	$ 7,022,988	$ 40,000,000	$ 281,122,594	$ 281,122,594	$ 2,811,226	$ 797,553	$ 598,165	$ 2,265,104
2025	$ 281,122,594	$ 8,433,678	$ 41,200,000	$ 330,756,272	$ 330,756,272	$ 3,307,563	$ 938,365	$ 703,774	$ 2,968,878
2026	$ 330,756,272	$ 9,922,688	$ 42,400,000	$ 383,078,960	$ 383,078,960	$ 3,830,790	$ 1,086,807	$ 815,105	$ 3,783,983
2027	$ 383,078,960	$ 11,492,369	$ 43,700,000	$ 438,271,329	$ 438,271,329	$ 4,382,713	$ 1,243,389	$ 932,542	$ 4,716,525
2028	$ 438,271,329	$ 13,148,140	$ 45,000,000	$ 496,419,469	$ 496,419,469	$ 4,964,195	$ 1,408,357	$ 1,056,268	$ 5,772,792
2029	$ 496,419,469	$ 14,892,584	$ 46,400,000	$ 557,712,053	$ 557,712,053	$ 5,577,121	$ 1,582,246	$ 1,186,684	$ 6,959,477
2030	$ 557,712,053	$ 16,731,362	$ 47,800,000	$ 622,243,414	$ 622,243,414	$ 6,222,434	$ 1,765,323	$ 1,323,992	$ 8,283,469
2031	$ 622,243,414	$ 18,667,302	$ 49,200,000	$ 690,110,717	$ 690,110,717	$ 6,901,107	$ 1,957,865	$ 1,468,399	$ 9,751,868
2032	$ 690,110,717	$ 20,703,322	$ 50,700,000	$ 761,514,038	$ 761,514,038	$ 7,615,140	$ 2,160,438	$ 1,620,329	$ 11,372,196
2033	$ 761,514,038	$ 22,845,421	$ 52,200,000	$ 836,559,459	$ 836,559,459	$ 8,365,595	$ 2,373,344	$ 1,780,008	$ 13,152,205
2034	$ 836,559,459	$ 25,096,784	$ 53,800,000	$ 915,456,243	$ 915,456,243	$ 9,154,562	$ 2,597,177	$ 1,947,883	$ 15,100,087
2035	$ 915,456,243	$ 27,463,687	$ 55,400,000	$ 998,319,930	$ 998,319,930	$ 9,983,199	$ 2,832,264	$ 2,124,198	$ 17,224,285
2036	$ 998,319,930	$ 29,949,598	$ 57,100,000	$ 1,085,369,528	$ 1,085,369,528	$ 10,853,695	$ 3,079,226	$ 2,309,419	$ 19,533,704
2037	$ 1,085,369,528	$ 32,561,086	$ 58,800,000	$ 1,176,730,614	$ 1,176,730,614	$ 11,767,306	$ 3,338,420	$ 2,503,815	$ 22,037,519
2038	$ 1,176,730,614	$ 35,301,918	$ 60,600,000	$ 1,272,632,533	$ 1,272,632,533	$ 12,726,325	$ 3,610,497	$ 2,707,873	$ 24,745,392
2039	$ 1,272,632,533	$ 38,178,976	$ 62,400,000	$ 1,373,211,509	$ 1,373,211,509	$ 13,732,115	$ 3,895,842	$ 2,921,882	$ 27,667,274
2040	$ 1,373,211,509	$ 41,196,345	$ 64,300,000	$ 1,478,707,854	$ 1,478,707,854	$ 14,787,079	$ 4,195,139	$ 3,146,354	$ 30,813,628
2041	$ 1,478,707,854	$ 44,361,236	$ 66,200,000	$ 1,589,269,089	$ 1,589,269,089	$ 15,892,691	$ 4,508,804	$ 3,381,603	$ 34,195,231
2042	$ 1,589,269,089	$ 47,678,073	$ 68,200,000	$ 1,705,147,162	$ 1,705,147,162	$ 17,051,472	$ 4,837,554	$ 3,628,165	$ 37,823,396
2043	$ 1,705,147,162	$ 51,154,415	$ 70,200,000	$ 1,826,501,577	$ 1,826,501,577	$ 18,265,016	$ 5,181,840	$ 3,886,380	$ 41,709,776
2044	$ 1,826,501,577	$ 54,795,047	$ 72,300,000	$ 1,953,596,624	$ 1,953,596,624	$ 19,535,966	$ 5,542,412	$ 4,156,809	$ 45,866,585
2045	$ 1,953,596,624	$ 58,607,899	$ 74,500,000	$ 2,086,704,523	$ 2,086,704,523	$ 20,867,045	$ 5,920,043	$ 4,440,032	$ 50,306,617
2046	$ 2,086,704,523	$ 62,601,136	$ 76,700,000	$ 2,226,005,659	$ 2,226,005,659	$ 22,260,057	$ 6,315,245	$ 4,736,434	$ 55,043,051
2047	$ 2,226,005,659	$ 66,780,170	$ 79,000,000	$ 2,371,785,829	$ 2,371,785,829	$ 23,717,858	$ 6,728,828	$ 5,046,621	$ 60,089,672
2048	$ 2,371,785,829	$ 71,153,575	$ 81,400,000	$ 2,524,339,403	$ 2,524,339,403	$ 25,243,394	$ 7,161,627	$ 5,371,220	$ 65,460,892
2049	$ 2,524,339,403	$ 75,730,182	$ 83,800,000	$ 2,683,869,585	$ 2,683,869,585	$ 26,838,696	$ 7,614,219	$ 5,710,664	$ 71,171,555
2050	$ 2,683,869,585	$ 80,516,088	$ 86,300,000	$ 2,850,685,673	$ 2,850,685,673	$ 28,506,857	$ 8,087,481	$ 6,065,611	$ 77,237,166
2051	$ 2,850,685,673	$ 85,520,570	$ 88,900,000	$ 3,025,106,243	$ 3,025,106,243	$ 30,251,062	$ 8,582,317	$ 6,436,738	$ 83,673,904
2052	$ 3,025,106,243	$ 90,753,187	$ 91,600,000	$ 3,207,459,431	$ 3,207,459,431	$ 32,074,594	$ 9,099,859	$ 6,824,744	$ 90,498,648
2053	$ 3,207,459,431	$ 96,223,783	$ 94,300,000	$ 3,397,983,213	$ 3,397,983,213	$ 33,979,832	$ 9,640,180	$ 7,230,135	$ 97,728,783
2054	$ 3,397,983,213	$ 101,939,496	$ 97,100,000	$ 3,597,022,710	$ 3,597,022,710	$ 35,970,227	$ 10,204,861	$ 7,653,646	$ 105,382,429
2055	$ 3,597,022,710	$ 107,910,681	$ 100,000,000	$ 3,804,933,391	$ 3,804,933,391	$ 38,049,334	$ 10,794,710	$ 8,096,033	$ 113,478,462
2056	$ 3,804,933,391	$ 114,148,002	$ 103,000,000	$ 4,022,081,393	$ 4,022,081,393	$ 40,220,814	$ 11,410,766	$ 8,558,074	$ 122,036,536
2057	$ 4,022,081,393	$ 120,662,442	$ 106,100,000	$ 4,248,843,835	$ 4,248,843,835	$ 42,488,438	$ 12,054,097	$ 9,040,573	$ 131,077,109
2058	$ 4,248,843,835	$ 127,465,315	$ 109,300,000	$ 4,485,609,150	$ 4,485,609,150	$ 44,856,091	$ 12,725,808	$ 9,544,356	$ 140,621,465
2059	$ 4,485,609,150	$ 134,568,274	$ 112,600,000	$ 4,732,777,424	$ 4,732,777,424	$ 47,327,774	$ 13,427,032	$ 10,070,274	$ 150,691,738
2060	$ 4,732,777,424	$ 141,983,323	$ 116,000,000	$ 4,990,760,747	$ 4,990,760,747	$ 49,907,607	$ 14,158,939	$ 10,619,203	$ 161,310,942
2061	$ 4,990,760,747	$ 149,722,822	$ 0	$ 5,140,483,569	$ 5,140,483,569	$ 51,404,836	$ 14,583,706	$ 10,937,780	$ 172,248,722

Source: AECOM and EPS.

[1] Fast growth projection for possessory interest from **Table 7**.

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13

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Table 6
Crows Landing Industrial Business Park EIFD Analysis
Projected Tax Increment to EIFD - Possessory Interest Scenario - Slow Growth

Possessory Interest
Scenario - Slow Growth

Fiscal Year Ending	Beginning Assessed Value	Existing AV Growth	New AV Added to Roll [1]	Ending AV	Cumulative Growth in AV	Gross Tax Increment	County	Total EIFD	Cumulative EIFD Total
Formula	*a*	*b=a*3%*	*c*	*d=a+b+c*	*d*	*e=d*1.0%*	*f=e*28.37%*	*h=f*75%*	
2017	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
2018	$ 0	$ 0	$ 25,840,000	$ 25,840,000	$ 25,840,000	$ 258,400	$ 73,309	$ 54,982	$ 54,982
2019	$ 25,840,000	$ 775,200	$ 25,840,000	$ 52,455,200	$ 52,455,200	$ 524,552	$ 148,817	$ 111,613	$ 166,594
2020	$ 52,455,200	$ 1,573,656	$ 26,600,000	$ 80,628,856	$ 80,628,856	$ 806,289	$ 228,746	$ 171,560	$ 338,154
2021	$ 80,628,856	$ 2,418,866	$ 27,400,000	$ 110,447,722	$ 110,447,722	$ 1,104,477	$ 313,343	$ 235,008	$ 573,162
2022	$ 110,447,722	$ 3,313,432	$ 28,200,000	$ 141,961,153	$ 141,961,153	$ 1,419,612	$ 402,748	$ 302,061	$ 875,223
2023	$ 141,961,153	$ 4,258,835	$ 29,000,000	$ 175,219,988	$ 175,219,988	$ 1,752,200	$ 497,104	$ 372,828	$ 1,248,051
2024	$ 175,219,988	$ 5,256,600	$ 29,900,000	$ 210,376,588	$ 210,376,588	$ 2,103,766	$ 596,845	$ 447,634	$ 1,695,685
2025	$ 210,376,588	$ 6,311,298	$ 30,800,000	$ 247,487,885	$ 247,487,885	$ 2,474,879	$ 702,131	$ 526,598	$ 2,222,283
2026	$ 247,487,885	$ 7,424,637	$ 31,700,000	$ 286,612,522	$ 286,612,522	$ 2,866,125	$ 813,128	$ 609,846	$ 2,832,129
2027	$ 286,612,522	$ 8,598,376	$ 32,700,000	$ 327,910,897	$ 327,910,897	$ 3,279,109	$ 930,293	$ 697,720	$ 3,529,849
2028	$ 327,910,897	$ 9,837,327	$ 33,700,000	$ 371,448,224	$ 371,448,224	$ 3,714,482	$ 1,053,810	$ 790,357	$ 4,320,206
2029	$ 371,448,224	$ 11,143,447	$ 34,700,000	$ 417,291,671	$ 417,291,671	$ 4,172,917	$ 1,183,869	$ 887,902	$ 5,208,108
2030	$ 417,291,671	$ 12,518,750	$ 35,700,000	$ 465,510,421	$ 465,510,421	$ 4,655,104	$ 1,320,667	$ 990,500	$ 6,198,608
2031	$ 465,510,421	$ 13,965,313	$ 36,800,000	$ 516,275,734	$ 516,275,734	$ 5,162,757	$ 1,464,690	$ 1,098,517	$ 7,297,125
2032	$ 516,275,734	$ 15,488,272	$ 37,900,000	$ 569,664,006	$ 569,664,006	$ 5,696,640	$ 1,616,154	$ 1,212,115	$ 8,509,241
2033	$ 569,664,006	$ 17,089,920	$ 39,000,000	$ 625,753,926	$ 625,753,926	$ 6,257,539	$ 1,775,283	$ 1,331,462	$ 9,840,703
2034	$ 625,753,926	$ 18,772,618	$ 40,200,000	$ 684,726,544	$ 684,726,544	$ 6,847,265	$ 1,942,590	$ 1,456,942	$ 11,297,645
2035	$ 684,726,544	$ 20,541,796	$ 41,400,000	$ 746,668,340	$ 746,668,340	$ 7,466,683	$ 2,118,320	$ 1,588,740	$ 12,886,385
2036	$ 746,668,340	$ 22,400,050	$ 42,600,000	$ 811,668,390	$ 811,668,390	$ 8,116,684	$ 2,302,728	$ 1,727,046	$ 14,613,431
2037	$ 811,668,390	$ 24,350,052	$ 43,900,000	$ 879,918,442	$ 879,918,442	$ 8,799,184	$ 2,496,355	$ 1,872,266	$ 16,485,697
2038	$ 879,918,442	$ 26,397,553	$ 45,200,000	$ 951,515,995	$ 951,515,995	$ 9,515,160	$ 2,699,479	$ 2,024,610	$ 18,510,307
2039	$ 951,515,995	$ 28,545,480	$ 46,600,000	$ 1,026,661,475	$ 1,026,661,475	$ 10,266,615	$ 2,912,669	$ 2,184,502	$ 20,694,809
2040	$ 1,026,661,475	$ 30,799,844	$ 48,000,000	$ 1,105,461,319	$ 1,105,461,319	$ 11,054,613	$ 3,136,227	$ 2,352,170	$ 23,046,979
2041	$ 1,105,461,319	$ 33,163,840	$ 49,400,000	$ 1,188,025,159	$ 1,188,025,159	$ 11,880,252	$ 3,370,463	$ 2,527,847	$ 25,574,826
2042	$ 1,188,025,159	$ 35,640,755	$ 50,900,000	$ 1,274,565,914	$ 1,274,565,914	$ 12,745,659	$ 3,615,992	$ 2,711,996	$ 28,286,813
2043	$ 1,274,565,914	$ 38,236,977	$ 52,400,000	$ 1,365,202,891	$ 1,365,202,891	$ 13,652,029	$ 3,873,122	$ 2,904,841	$ 31,191,654
2044	$ 1,365,202,891	$ 40,956,087	$ 54,000,000	$ 1,460,158,978	$ 1,460,158,978	$ 14,601,590	$ 4,142,515	$ 3,106,886	$ 34,298,540
2045	$ 1,460,158,978	$ 43,804,769	$ 55,600,000	$ 1,559,563,747	$ 1,559,563,747	$ 15,595,637	$ 4,424,529	$ 3,318,397	$ 37,616,937
2046	$ 1,559,563,747	$ 46,786,912	$ 57,300,000	$ 1,663,650,660	$ 1,663,650,660	$ 16,636,507	$ 4,719,827	$ 3,539,870	$ 41,156,807
2047	$ 1,663,650,660	$ 49,909,520	$ 59,000,000	$ 1,772,560,179	$ 1,772,560,179	$ 17,725,602	$ 5,028,806	$ 3,771,605	$ 44,928,412
2048	$ 1,772,560,179	$ 53,176,805	$ 60,800,000	$ 1,886,536,985	$ 1,886,536,985	$ 18,865,370	$ 5,352,162	$ 4,014,122	$ 48,942,533
2049	$ 1,886,536,985	$ 56,596,110	$ 62,600,000	$ 2,005,733,094	$ 2,005,733,094	$ 20,057,331	$ 5,690,325	$ 4,267,744	$ 53,210,277
2050	$ 2,005,733,094	$ 60,171,993	$ 64,500,000	$ 2,130,405,087	$ 2,130,405,087	$ 21,304,051	$ 6,044,029	$ 4,533,017	$ 57,743,294
2051	$ 2,130,405,087	$ 63,912,153	$ 66,400,000	$ 2,260,717,240	$ 2,260,717,240	$ 22,607,172	$ 6,413,723	$ 4,810,292	$ 62,553,586
2052	$ 2,260,717,240	$ 67,821,517	$ 68,400,000	$ 2,396,938,757	$ 2,396,938,757	$ 23,969,388	$ 6,800,187	$ 5,100,140	$ 67,653,727
2053	$ 2,396,938,757	$ 71,908,163	$ 70,500,000	$ 2,539,346,920	$ 2,539,346,920	$ 25,393,469	$ 7,204,203	$ 5,403,153	$ 73,056,879
2054	$ 2,539,346,920	$ 76,180,408	$ 72,600,000	$ 2,688,127,327	$ 2,688,127,327	$ 26,881,273	$ 7,626,298	$ 5,719,723	$ 78,776,603
2055	$ 2,688,127,327	$ 80,643,820	$ 74,800,000	$ 2,843,571,147	$ 2,843,571,147	$ 28,435,711	$ 8,067,297	$ 6,050,472	$ 84,827,075
2056	$ 2,843,571,147	$ 85,307,134	$ 77,000,000	$ 3,005,878,282	$ 3,005,878,282	$ 30,058,783	$ 8,527,767	$ 6,395,825	$ 91,222,900
2057	$ 3,005,878,282	$ 90,176,348	$ 79,300,000	$ 3,175,354,630	$ 3,175,354,630	$ 31,753,546	$ 9,008,576	$ 6,756,432	$ 97,979,333
2058	$ 3,175,354,630	$ 95,260,639	$ 81,700,000	$ 3,352,315,269	$ 3,352,315,269	$ 33,523,153	$ 9,510,619	$ 7,132,964	$ 105,112,297
2059	$ 3,352,315,269	$ 100,569,458	$ 84,200,000	$ 3,537,084,727	$ 3,537,084,727	$ 35,370,847	$ 10,034,815	$ 7,526,112	$ 112,638,409
2060	$ 3,537,084,727	$ 106,112,542	$ 86,700,000	$ 3,729,897,269	$ 3,729,897,269	$ 37,298,973	$ 10,581,830	$ 7,936,373	$ 120,574,781
2061	$ 3,729,897,269	$ 111,896,918	$ 0	$ 3,841,794,187	$ 3,841,794,187	$ 38,417,942	$ 10,899,285	$ 8,174,464	$ 128,749,245

"gltd_fd"

Source: AECOM and EPS.

[1] Slow growth projection for possessory interest from **Table 7**.

Prepared by EPS 8/20/2016

14

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Table 7
Crows Landing Industrial Business Park EIFD Analysis
Assessed Value of New Development

	Fee Simple Scenario		Long Term Lease Possessory Interest Scenario		Fee Simple Scenario		Long Term Lease Possessory Interest Scenario	
Fiscal Year Ending	Slow Growth Industrial	Fast Growth Industrial	Slow Growth Industrial	Fast Growth Industrial	**Annual Sales Price Increase Slow Growth**	**Annual Sales Price Increase Fast Growth**	**Annual Sales Price Increase Slow Growth**	**Annual Sales Price Increase Fast Growth**
	AV per Bldg. Sq. Ft.		*AV per Bldg. Sq. Ft.*			*rounded*		
Assumption	*$ 100*	*$ 100*	*$ 85*	*$ 85*	*3.0%*	*3.0%*	*3.0%*	*3.0%*
2017	$ 0	$ 0	$ 0	$ 0	**$ 0**	**$ 0**	**$ 0**	**$ 0**
2018	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 30,400,000**	**$ 40,600,000**	**$ 25,840,000**	**$ 34,510,000**
2019	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 30,400,000**	**$ 40,600,000**	**$ 25,840,000**	**$ 34,510,000**
2020	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 31,300,000**	**$ 41,800,000**	**$ 26,600,000**	**$ 35,500,000**
2021	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 32,200,000**	**$ 43,100,000**	**$ 27,400,000**	**$ 36,600,000**
2022	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 33,200,000**	**$ 44,400,000**	**$ 28,200,000**	**$ 37,700,000**
2023	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 34,200,000**	**$ 45,700,000**	**$ 29,000,000**	**$ 38,800,000**
2024	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 35,200,000**	**$ 47,100,000**	**$ 29,900,000**	**$ 40,000,000**
2025	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 36,300,000**	**$ 48,500,000**	**$ 30,800,000**	**$ 41,200,000**
2026	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 37,400,000**	**$ 50,000,000**	**$ 31,700,000**	**$ 42,400,000**
2027	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 38,500,000**	**$ 51,500,000**	**$ 32,700,000**	**$ 43,700,000**
2028	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 39,700,000**	**$ 53,000,000**	**$ 33,700,000**	**$ 45,000,000**
2029	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 40,900,000**	**$ 54,600,000**	**$ 34,700,000**	**$ 46,400,000**
2030	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 42,100,000**	**$ 56,200,000**	**$ 35,700,000**	**$ 47,800,000**
2031	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 43,400,000**	**$ 57,900,000**	**$ 36,800,000**	**$ 49,200,000**
2032	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 44,700,000**	**$ 59,600,000**	**$ 37,900,000**	**$ 50,700,000**
2033	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 46,000,000**	**$ 61,400,000**	**$ 39,000,000**	**$ 52,200,000**
2034	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 47,400,000**	**$ 63,200,000**	**$ 40,200,000**	**$ 53,800,000**
2035	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 48,800,000**	**$ 65,100,000**	**$ 41,400,000**	**$ 55,400,000**
2036	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 50,300,000**	**$ 67,100,000**	**$ 42,600,000**	**$ 57,100,000**
2037	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 51,800,000**	**$ 69,100,000**	**$ 43,900,000**	**$ 58,800,000**
2038	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 53,400,000**	**$ 71,200,000**	**$ 45,200,000**	**$ 60,600,000**
2039	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 55,000,000**	**$ 73,300,000**	**$ 46,600,000**	**$ 62,400,000**
2040	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 56,700,000**	**$ 75,500,000**	**$ 48,000,000**	**$ 64,300,000**
2041	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 58,400,000**	**$ 77,800,000**	**$ 49,400,000**	**$ 66,200,000**
2042	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 60,200,000**	**$ 80,100,000**	**$ 50,900,000**	**$ 68,200,000**
2043	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 62,000,000**	**$ 82,500,000**	**$ 52,400,000**	**$ 70,200,000**
2044	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 63,900,000**	**$ 85,000,000**	**$ 54,000,000**	**$ 72,300,000**
2045	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 65,800,000**	**$ 87,600,000**	**$ 55,600,000**	**$ 74,500,000**
2046	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 67,800,000**	**$ 90,200,000**	**$ 57,300,000**	**$ 76,700,000**
2047	$ 30,400,000	$ 40,600,000	$ 25,840,000	$ 34,510,000	**$ 69,800,000**	**$ 92,900,000**	**$ 59,000,000**	**$ 79,000,000**
2048	$ 30,400,000	$ 0	$ 25,840,000	$ 0	**$ 71,900,000**	**$ 95,700,000**	**$ 60,800,000**	**$ 81,400,000**
2049	$ 30,400,000	$ 0	$ 25,840,000	$ 0	**$ 74,100,000**	**$ 98,600,000**	**$ 62,600,000**	**$ 83,800,000**
2050	$ 30,400,000	$ 0	$ 25,840,000	$ 0	**$ 76,300,000**	**$ 101,600,000**	**$ 64,500,000**	**$ 86,300,000**
2051	$ 30,400,000	$ 0	$ 25,840,000	$ 0	**$ 78,600,000**	**$ 104,600,000**	**$ 66,400,000**	**$ 88,900,000**
2052	$ 30,400,000	$ 0	$ 25,840,000	$ 0	**$ 81,000,000**	**$ 107,700,000**	**$ 68,400,000**	**$ 91,600,000**
2053	$ 30,400,000	$ 0	$ 25,840,000	$ 0	**$ 83,400,000**	**$ 110,900,000**	**$ 70,500,000**	**$ 94,300,000**
2054	$ 30,400,000	$ 0	$ 25,840,000	$ 0	**$ 85,900,000**	**$ 114,200,000**	**$ 72,600,000**	**$ 97,100,000**
2055	$ 30,400,000	$ 0	$ 25,840,000	$ 0	**$ 88,500,000**	**$ 117,600,000**	**$ 74,800,000**	**$ 100,000,000**
2056	$ 30,400,000	$ 0	$ 25,840,000	$ 0	**$ 91,200,000**	**$ 121,100,000**	**$ 77,000,000**	**$ 103,000,000**
2057	$ 30,400,000	$ 0	$ 25,840,000	$ 0	**$ 93,900,000**	**$ 124,700,000**	**$ 79,300,000**	**$ 106,100,000**
2058	$ 0	$ 0	$ 0	$ 0	**$ 96,700,000**	**$ 128,400,000**	**$ 81,700,000**	**$ 109,300,000**
2059	$ 0	$ 0	$ 0	$ 0	**$ 99,600,000**	**$ 132,300,000**	**$ 84,200,000**	**$ 112,600,000**
2060	$ 0	$ 0	$ 0	$ 0	**$ 102,600,000**	**$ 136,300,000**	**$ 86,700,000**	**$ 116,000,000**

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Source: Stanislaus County and EPS.

[1] See Table 8 for development projections.

Prepared by EPS 8/23/2016

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Table 8
Crows Landing Industrial Business Park EIFD Analysis
Projected Nonresidential Building Square Feet

Fiscal Year Ending	Acres [1] Slow Growth Industrial	Acres [1] Fast Growth Industrial	Building Square Feet Slow Growth Industrial	Building Square Feet Fast Growth Industrial
Total Acres	*699*	*699*		
FAR			*0.40*	*0.40*
2018	17.5	23.3	304,000	406,000
2019	17.5	23.3	304,000	406,000
2020	17.5	23.3	304,000	406,000
2021	17.5	23.3	304,000	406,000
2022	17.5	23.3	304,000	406,000
2023	17.5	23.3	304,000	406,000
2024	17.5	23.3	304,000	406,000
2025	17.5	23.3	304,000	406,000
2026	17.5	23.3	304,000	406,000
2027	17.5	23.3	304,000	406,000
2028	17.5	23.3	304,000	406,000
2029	17.5	23.3	304,000	406,000
2030	17.5	23.3	304,000	406,000
2031	17.5	23.3	304,000	406,000
2032	17.5	23.3	304,000	406,000
2033	17.5	23.3	304,000	406,000
2034	17.5	23.3	304,000	406,000
2035	17.5	23.3	304,000	406,000
2036	17.5	23.3	304,000	406,000
2037	17.5	23.3	304,000	406,000
2038	17.5	23.3	304,000	406,000
2039	17.5	23.3	304,000	406,000
2040	17.5	23.3	304,000	406,000
2041	17.5	23.3	304,000	406,000
2042	17.5	23.3	304,000	406,000
2043	17.5	23.3	304,000	406,000
2044	17.5	23.3	304,000	406,000
2045	17.5	23.3	304,000	406,000
2046	17.5	23.3	304,000	406,000
2047	17.5	23.3	304,000	406,000
2048	17.5	0.0	304,000	0
2049	17.5	0.0	304,000	0
2050	17.5	0.0	304,000	0
2051	17.5	0.0	304,000	0
2052	17.5	0.0	304,000	0
2053	17.5	0.0	304,000	0
2054	17.5	0.0	304,000	0
2055	17.5	0.0	304,000	0
2056	17.5	0.0	304,000	0
2057	17.5	0.0	304,000	0
2058	0.0	0.0	0	0
2059	0.0	0.0	0	0
2060	0.0	0.0	0	0
2061	0.0	0.0	0	0
Total [2]	**699.0**	**699.0**	**12,160,000**	**12,180,000**

"build_out"

[1] The Crows Landing Industrial Business Park Specific Plan identified 699 acres for Logistics/Distribution and Light Industrial uses.
[2] Totals are not equal as a result of rounding square footage to the nearest 1,000 square feet annually.

Source: AECOM and EPS.

Prepared by EPS 8/23/2016

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Table A-1
Crows Landing Industrial Business Park EIFD Analysis
Patterson Industrial Development Comps

APN	Owner	Land Value	Improvement Value	Other Value	Total Value	Year Built	Building Area [1]	Lot Acres	Value/ SF	Value/ Acre
021-085-014	Kohls Department Stores Inc	$9,279,000	$27,295,500	$9,093,490	$45,667,990	2006	396,402	62.64	$115.21	$729,054.76
021-085-021	Longs Drug Stores California Inc	$7,900,434	$38,899,011	$16,003,540	$62,802,985	2006	809,971	51.30	$77.54	$1,224,229.73
021-085-024	LBA RV-Company XVII LP	$4,650,000	$23,750,000	$0	$28,400,000	2008	529,970	28.41	$53.59	$999,648.01
021-085-028	W W Grainger Inc	$12,820,410	$51,008,261	$30,172,170	$94,000,841	n/a	801,330	45.99	$117.31	$2,043,940.88
021-022-053	WR Griffin Patterson LLC	$15,545,446	$82,688,000	$0	$98,233,446	n/a	1,631,932	93.66	$60.19	$1,048,830.30

"comps"

[1] Actual square footage was not available in the Assessor's records. EPS used an assumed 0.4 FAR to estimate square footage.

Source: Stanislaus County Assessor.

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APPENDIX C
Crows Landing Industrial Business Park, Industrial - Market Update

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619 610 7705 tel
619 610 7601 fax

Date:	September 23, 2016
To:	Keith Boggs, Assistant Executive Officer, Stanislaus County
From:	Paul Peninger, Principal Alex Norr, Associate
Subject:	Crows Landing Industrial Business Park, Industrial - Market Update

Overview

The following memorandum serves as an update to the *Industrial Market Overview* section of the *Crows Landing Industrial Business Park Market and Absorption Analysis* (September 2014). AECOM evaluated and updated the real estate market fundamentals (i.e. vacancy rates, rental rates, historical development trends, etc.) for the relevant industrial market and submarket areas to provide insight into potential supply factors that may affect the long-term industrial development opportunities for the Crows Land Industrial Business Park site (CLIBP).[1] All figures are presented in current dollars (not adjusted for inflation).

Industrial real estate (includes warehouse and flex product types) market statistics are provided for the primary market area, defined as San Joaquin and Stanislaus counties, as well as for the associated industrial submarkets (Table 2, page 3). Despite the similar industrial characteristics of the primary market, it is important to note the influence the geographic diversity and the proximity to major transportation corridors have on the performance of the relevant submarkets. See the previous market analysis for greater detail on the trends in product type and competitive factors that contribute to the individual submarket's performance.

Given the proximity of the CLIBP to the Patterson submarket, and the expected similar industrial tenancy, submarket-specific metrics are highlighted to provide for a more focused comparison.

[1] Data presented within this document were derived from third-party sources; all findings are subject the General and Limiting Conditions detailed on page 8 of this memorandum.

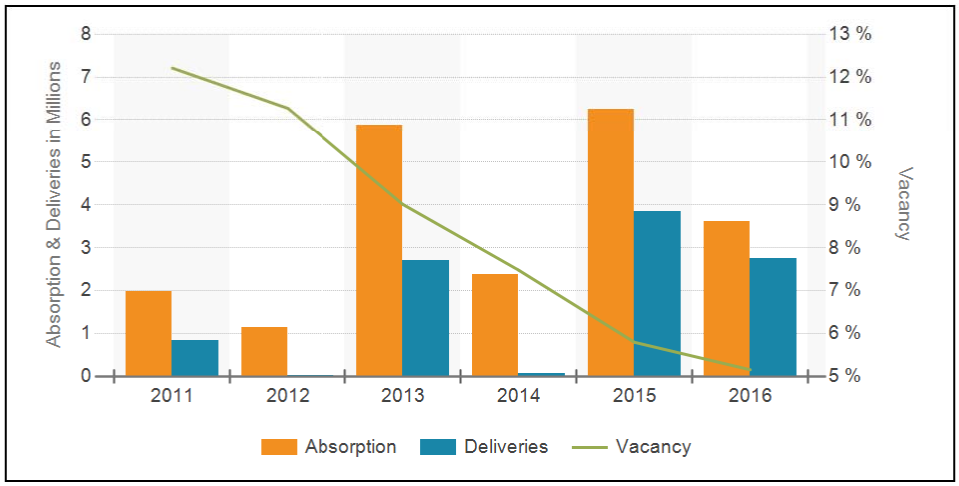
AECOM

Industrial Market Overview

The industrial market in the primary market area has experienced significant growth since 2014. As shown in Figure 1 below, vacancies have continued to decline due to the positive absorption of leased industrial space. With limited deliveries in the recent years, the market appears poised to continue to absorb the approximately 8.7 million square feet of industrial space delivered in 2015 (down from 10.7 million square feet in 2014). The decreased vacancy rates have subsequently placed upward pressure on average asking rents, which have continued to increase from year to year. Current rental rates in the primary market area average $4.14 annually per square foot ($0.35 monthly) on a triple net (NNN) lease.

The market area continues to attract new development and has delivered over 6.5 million square feet of new industrial space in the last 18 months. Recent key transactions in 2016 include 1 million square feet leased to Amazon in Tracy, 745,000 square feet leased to UPS in Lathrop, and 250,000 square feet leased to Lifestyle Solutions in Stockton.

Figure 1: Historical Absorption, Deliveries, and Vacancy for the Primary Market Area (2011-2016)



Source: CoStar Property

Total square feet of industrial inventory in the primary market grew from approximately 155 million square feet in 2014 to approximately 162 million square feet in the second quarter of 2016. Deliveries in 2015 totaled approximately 3.8 million square feet with an additional estimated 3.3 million square feet delivered/under construction thus far in 2016. Additionally, the establishment of large-lot industrial subdivisions—with existing infrastructure—throughout the market area continue to market well to tenants looking to locate in the area.

Crows Landing Industrial Business Park

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Overall, the local industrial market has rebounded/grown consistently following the 2008 financial crisis; the trend is likely due to the increasing demand for e-commerce and large-scale logistics operations centers. CBRE—a commercial real estate firm—reports in Q2 2016 the user/type distribution of industrial real estate within the primary market area was 32% distribution/logistics, 29% e-commerce, 12% food and beverage processing, and 27% as other.[2] Table 1 details the historical market level statistics for the primary market area given the construction trends from 2007 to present.

Table 1: Annual Industrial Market Statistics (2007-2016)

Year	Inventory		Occupancy		Vacancy		Deliveries		Under Construction	
	Bldgs	SF	SF	Percent	SF	Percent	Bldgs	SF	Bldgs	SF
2016*	3,428	162,046,285	153,691,432	94.8%	7,991,954	5.2%	7	2,744,720	2	635,620
2015	3,418	159,237,565	150,008,589	94.2%	8,700,498	5.8%	9	3,850,673	7	2,744,720
2014	3,409	155,386,892	143,768,308	92.5%	10,782,623	7.5%	1	60,150	6	4,797,380
2013	3,410	155,388,236	141,386,749	91.0%	12,724,807	9.0%	5	2,706,220	2	999,150
2012	3,409	152,714,441	135,504,937	88.7%	15,312,058	11.3%	1	10,000	4	1,706,181
2011	3,413	153,056,444	134,363,696	87.8%	16,392,371	12.2%	2	843,000	0	0
2010	3,416	152,542,628	132,391,183	86.8%	17,475,636	13.2%	3	157,970	2	843,000
2009	3,414	152,429,358	132,296,036	86.8%	17,463,077	13.2%	40	2,598,573	3	157,970
2008	3,377	149,858,250	135,504,445	90.4%	13,008,427	9.6%	67	7,761,690	36	2,273,162
2007	3,311	142,104,251	126,731,059	89.2%	13,686,954	10.8%	90	2,247,415	35	4,609,611

Source: CoStar Property; AECOM, 2016
*Year to date

The primary market area consists of fourteen (14) submarkets which largely correlate with local population centers or transportation junctions. The CLIBP is located approximately six (6) miles south of the City of Patterson and will likely compete within the Patterson submarket on local level.

Table 2 details the total industrial market fundamentals for all submarkets in the primary market area. The Patterson industrial market has one of the lowest vacancies (2.5%) in the primary market area, only trailing behind Lodi (0.4%), Ripon (0.4%), Ceres (2.2%), and Turlock (2.4%). Consistent with these low vacancy levels, industrial space in Patterson has the second highest quoted annual rents ($7.67) in the primary market area following only the Ripon submarket ($8.40).

[2] CBRE Marketview, Central Valley Industrial, Q2, 2016

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Table 2: Total Industrial Submarket Statistics (Mid-Year 2016)

Submarket	Existing Inventory		Vacancy			YTD Net	YTD	Under	Quoted[1]
	# Bldgs	Total RBA[2]	Direct SF	Total SF	Vac %	Absorption	Deliveries	Const SF	Rates
Ceres	184	5,298,908	114,916	114,916	2.2%	(22,274)	0	0	$5.07
Lathrop	44	8,480,947	1,612,100	1,612,100	19.0%	1,500	749,100	0	$3.16
Lodi	276	11,321,096	46,711	46,711	0.4%	24,073	0	0	$6.37
Manteca	130	7,083,917	197,160	297,960	4.2%	132,406	0	0	$5.55
Modesto	691	28,137,468	1,103,502	1,103,502	3.9%	270,119	0	476,580	$4.29
NE Stockton	655	16,340,049	1,525,788	1,525,788	9.3%	137,652	0	0	$3.80
Oakdale	76	2,447,480	82,335	82,335	3.4%	996	0	0	$4.23
Patterson	41	5,968,887	146,555	146,555	2.5%	7,175	0	0	$7.67
Ripon	29	911,103	4,000	4,000	0.4%	8,075	0	0	$8.40
Riverbank	21	1,039,410	100,128	100,128	9.6%	0	0	0	$2.26
SE Stockton	352	27,902,384	1,464,939	1,464,939	5.3%	284,992	0	0	$4.24
Tracy	209	20,904,263	1,419,989	1,419,989	6.8%	1,425,209	1,000,000	467,000	$4.79
Turlock	306	6,780,489	163,182	163,182	2.4%	30,368	22,040	38,000	$4.18
West Stockton	141	11,192,449	172,694	292,694	2.6%	10,596	0	0	$3.41
Totals	**3,155**	**153,808,850**	**8,153,999**	**8,374,799**	**5.4%**	**2,310,887**	**1,771,140**	**981,580**	**$4.14**

Source: CoStar Property; AECOM, 2016
[1] Quoted as annual per SF rates (NNN)
[2] Rentable Building Area

Overall, Stanislaus County reports a notable lower vacancy (3.4%) than San Joaquin County (6.4%) with slightly higher rents. Table 3 details the industrial markets fundamentals for the two counties.

Table 3: Total Industrial Market Statistics (Mid-Year 2016)

Market	Existing Inventory		Vacancy			YTD Net	YTD	Under	Quoted[1]
	# Bldgs	Total RBA	Direct SF	Total SF	Vac %	Absorption	Deliveries	Const SF	Rates
San Joaquin County	1,836	104,136,208	6,443,381	6,664,181	6.4%	2,024,503	1,749,100	467,000	$4.11
Stanislaus County	1,319	49,672,642	1,710,618	1,710,618	3.4%	286,384	22,040	514,580	$4.21
Totals	**3,155**	**153,808,850**	**8,153,999**	**8,374,799**	**5.4%**	**2,310,887**	**1,771,140**	**981,580**	**$4.14**

Source: CoStar Property; AECOM, 2016
[1] Quoted as annual per SF rates (NNN)

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Industrial Flex Space Overview

Industrial Flex space is limited in the overall market area with approximately 4.2 million square feet in rentable building area (RBA) and no reported new deliveries in the last eight years. Flex space throughout the market area reports significantly higher rents than traditional warehouse space which is common among broader California industrial markets. Table 4 details the market fundamentals for Flex industrial space throughout the primary market area.

Table 4: Industrial Flex Submarket Statistics (Mid-Year 2016)

Submarket	Existing Inventory		Vacancy			YTD Net	YTD	Under	Quoted[1]
	# Bldgs	Total RBA	Direct SF	Total SF	Vac %	Absorption	Deliveries	Const SF	Rates
Ceres	3	24,000	0	0	0.0%	0	0	0	$0.00
Lathrop	0	0	0	0	0.0%	0	0	0	$0.00
Lodi	5	155,500	0	0	0.0%	0	0	0	$15.00
Manteca	1	8,054	0	0	0.0%	0	0	0	$0.00
Modesto	14	329,329	111,708	111,708	33.9%	10,250	0	0	$10.89
NE Stockton	48	1,583,960	41,071	41,071	2.6%	4,618	0	0	$6.62
Oakdale	6	26,935	0	0	0.0%	0	0	0	$0.00
Patterson	1	23,875	0	0	0.0%	0	0	0	$0.00
Ripon	1	8,000	0	0	0.0%	0	0	0	$0.00
Riverbank	0	0	0	0	0.0%	0	0	0	$0.00
SE Stockton	18	1,078,177	17,262	17,262	1.6%	0	0	0	$9.00
Tracy	7	783,106	0	0	0.0%	0	0	0	$0.00
Turlock	2	46,919	0	0	0.0%	0	0	0	$0.00
West Stockton	2	201,193	1,554	1,554	0.8%	(539)	0	0	$12.62
Totals	**108**	**4,269,048**	**171,595**	**171,595**	**4.0%**	**14,329**	**0**	**0**	**$9.57**

Source: CoStar Property; AECOM, 2016
[1] Quoted as annual per SF rates (NNN)

As shown in Table 5 Stanislaus County has significantly higher vacancies in Flex space than San Joaquin County with slightly higher annual rents.

Table 5: Flex Market Statistics (Mid-Year 2016)

Market	Existing Inventory		Vacancy			YTD Net	YTD	Under	Quoted[1]
	# Bldgs	Total RBA	Direct SF	Total SF	Vac %	Absorption	Deliveries	Const SF	Rates
San Joaquin County	82	3,817,990	59,887	59,887	1.6%	4,079	0	0	$9.26
Stanislaus County	26	451,058	111,708	111,708	24.8%	10,250	0	0	$10.89
Totals	**108**	**4,269,048**	**171,595**	**171,595**	**4.0%**	**14,329**	**0**	**0**	**$9.57**

Source: CoStar Property; AECOM, 2016
[1] Quoted as annual per SF rates (NNN)

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Industrial Warehouse Space Overview

Industrial warehouse space is the dominant product type within the Industrial category. Warehouse space includes logistics and distribution centers and general warehousing facilities (which include food and beverage, light manufacturing, etc). The primary market area has approximately 149.5 million square feet of RBA with an overall vacancy of 5.5%, with an average annual rent of $4.11 per square foot, compared to the Patterson submarket which has approximately 5.9 million square feet of RBA with an overall vacancy of 2.5%, and an average annual rent of $7.67 per square foot. Table 6 details the warehouse market statistics for the various submarkets within the market area.

Table 6: Warehouse Submarket Statistics (Mid-Year 2016)

Submarket	Existing Inventory		Vacancy			YTD Net	YTD	Under	Quoted[1]
	# Bldgs	Total RBA	Direct SF	Total SF	Vac %	Absorption	Deliveries	Const SF	Rates
Ceres	181	5,274,908	114,916	114,916	2.2%	(22,274)	0	0	$5.07
Lathrop	44	8,480,947	1,612,100	1,612,100	19.0%	1,500	749,100	0	$3.16
Lodi	271	11,165,596	46,711	46,711	0.4%	24,073	0	0	$5.97
Manteca	129	7,075,863	197,160	297,960	4.2%	132,406	0	0	$5.55
Modesto	677	27,808,139	991,794	991,794	3.6%	259,869	0	476,580	$4.25
NE Stockton	607	14,756,089	1,484,717	1,484,717	10.1%	133,034	0	0	$3.78
Oakdale	70	2,420,545	82,335	82,335	3.4%	996	0	0	$4.23
Patterson	40	5,945,012	146,555	146,555	2.5%	7,175	0	0	$7.67
Ripon	28	903,103	4,000	4,000	0.4%	8,075	0	0	$8.40
Riverbank	21	1,039,410	100,128	100,128	9.6%	0	0	0	$2.26
SE Stockton	334	26,824,207	1,447,677	1,447,677	5.4%	284,992	0	0	$4.22
Tracy	202	20,121,157	1,419,989	1,419,989	7.1%	1,425,209	1,000,000	467,000	$4.79
Turlock	304	6,733,570	163,182	163,182	2.4%	30,368	22,040	38,000	$4.18
West Stockton	139	10,991,256	171,140	291,140	2.6%	11,135	0	0	$3.40
Totals	**3,047**	**149,539,802**	**7,982,404**	**8,203,204**	**5.5%**	**2,296,558**	**1,771,140**	**981,580**	**$4.11**

Source: CoStar Property; AECOM, 2016
[1] Quoted as annual per SF rates (NNN)

As shown in Table 7 Stanislaus County has approximately one half of the RBA for warehouse space than San Joaquin County. Vacancies are lower and rents are slightly higher in the Stanislaus County area compared to San Joaquin County.

Table 7: Warehouse Market Statistics (Mid-Year 2016)

Market	Existing Inventory		Vacancy			YTD Net	YTD	Under	Quoted[1]
	# Bldgs	Total RBA	Direct SF	Total SF	Vac %	Absorption	Deliveries	Const SF	Rates
San Joaquin County	1,754	100,318,218	6,383,494	6,604,294	6.6%	2,020,424	1,749,100	467,000	$4.09
Stanislaus County	1,293	49,221,584	1,598,910	1,598,910	3.2%	276,134	22,040	514,580	$4.19
Totals	**3,047**	**149,539,802**	**7,982,404**	**8,203,204**	**5.5%**	**2,296,558**	**1,771,140**	**981,580**	**$4.11**

Source: CoStar Property; AECOM, 2016
[1] Quoted as annual per SF rates (NNN)

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Summary

Overall the demand for industrial space within Stanislaus County and San Joaquin County continues to increase, creating a predominantly positive absorption trend since 2010. Since AECOMs prior assessment of the market area in 2014, the realized demand consistently absorbed new development as well as existing vacant space, pushing vacancies lower. As a result, pressure from increased demand has continued to drive up average annual rents.

The Patterson area continues to be a top performer in the market area compared to other peer submarkets. In 2014 AECOM reported the Patterson area to have a total of 4.2 million square feet of industrial RBA with a vacancy of 7.8% and estimated average annual rents of $4.77. In the second quarter of 2016 the Patterson submarket reports approximately 5.9 million square feet of industrial RBA with a vacancy of 2.5% and average annual rents reaching $7.67. The decrease in vacancy and associated increase in rents is likely influenced by the general economic recovery, the growth within the e-commerce and logistics/distribution industries, as well as an increased demand for modern facilities within the local area.

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