

APPENDIX N

Fiscal Impact Analysis - City of Santa Clara



MEMORANDUM

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From: Strategic Economics

Date: August 26, 2019

Project: VTA's BART to Silicon Valley Phase II Transit-Oriented Communities (TOC) Strategy Study

Subject: Fiscal Impact Analysis Projections: Results and Methodology for the City of Santa Clara

1. INTRODUCTION

The Santa Clara Valley Transportation Authority (VTA) is leading the development of a Transit-Oriented Communities (TOC) Strategy Study to support the implementation of transit-oriented development (TOD) at the new rail transit stations included in VTA's planned BART Phase II Corridor extension. The study focuses on the three station areas of 28th Street, Downtown San José, and Santa Clara. **Figure 1** shows the station area boundaries as defined for the study.

Future TOD will generate new revenues and create new costs for the City of Santa Clara's General Fund; VTA commissioned this fiscal impact analysis in order to partner with the City in understanding and planning for these costs and revenues. This memorandum presents key results and the methodology for the analysis of projected fiscal impacts to the City's General Fund resulting from expected future development in the three station areas. Note that the Santa Clara station area includes development opportunities in the City of Santa Clara as well as in San José; an analysis of projected fiscal impacts for the City of San José was conducted separately.¹

The assumptions in this memorandum were based on the Tasman East Specific Plan Fiscal Impact Analysis (conducted by Strategic Economics for the City of Santa Clara in 2017), as well as the City Place Fiscal Impact Analysis and Peer Review (conducted by Economic & Planning Systems (EPS) and Keyser Marston Associates (KMA), respectively).² Strategic Economics worked with City staff in March 2019 to ensure that assumptions developed for previous analyses still applied; in some cases, this resulted in modifications to the previous approach. City staff from relevant departments

¹ Completed deliverables related to VTA's BART Phase II TOC Strategy Study are available at: <http://www.vta.org/bart/tocs>

² "Tasman East Specific Plan: General Fund Fiscal Impact Analysis", Strategic Economics for the City of Santa Clara, April 10, 2017; "City Place Fiscal Impact Analysis", Economic & Planning Systems for Related Santa Clara, May 24, 2016; and "Peer Review of City Place Fiscal Impact Analysis", Keyser Marston Associates for the City of Santa Clara, June 2, 2016.

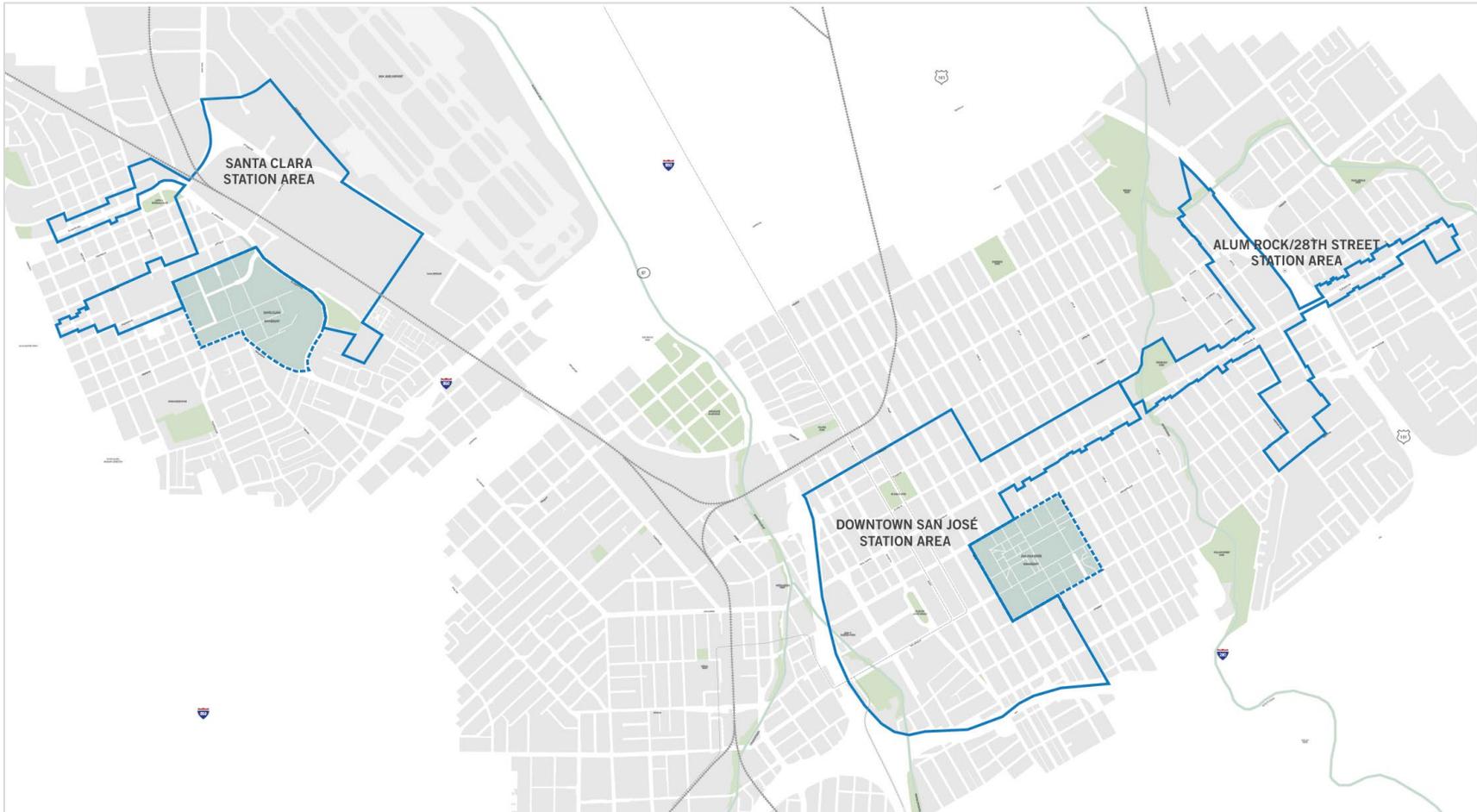
reviewed the results and memorandum in the spring and summer of 2019.³ VTA anticipates potential additional refinement of the methodology and/or assumptions could result from further conversation with City staff during the implementation phase of the TOC Strategy Study.

The remainder of this memorandum is organized in the following sections:

- Overall Purpose and Methodological Approach
- Key Results
- Appendix: Detailed Methodology

³ The following departments provided input on this analysis: Fire, Police, Parks and Recreation, and Finance. In the absence of input from the Public Works Department, the cost analysis for that department is based on the methodology employed for the Tasman East Specific Plan and the best available data and assumptions at the time.

FIGURE 1. VTA'S BART PHASE II TOC STRATEGY STUDY STATION AREA BOUNDARIES



Note that the fiscal impact analysis was completed prior to the addition of 1185 Campbell Ave, in San José, to the Santa Clara station area. This parcel is shown in the station area boundary in the above figure; however, potential development on this parcel was not included in the development scenario used for the fiscal impact analysis projections for the City of San José and the City of Santa Clara.
Source: Perkins + Will, 2019.

2. PURPOSE AND APPROACH OF THE FISCAL IMPACT ANALYSIS

This analysis models the fiscal impacts to the City of Santa Clara's General Fund resulting from future TOD in the Santa Clara station area. The General Fund is the primary fund that pays for the City's ongoing operations and maintenance. Specifically, the fiscal impact analysis is intended to address the following questions:

- What are the **increased revenues** for the City of Santa Clara that future TOD in the Santa Clara station area is estimated to generate?
- What are the **increased costs** to the City of providing services to new residents, employees, and visitors associated with future TOD in the station areas?
- Will the revenue generated by future TOD in the Santa Clara station area be sufficient to cover corresponding increases in the city's costs? In other words, is new development expected to generate a **net fiscal benefit** to the City of Santa Clara's General Fund?

The findings from this analysis will also help inform Strategic Economics' analysis of the potential for "TOC Financing Districts" in the station areas (i.e. property-based financing districts that use tax increment financing tools such as Enhanced Infrastructure Financing Districts). These districts have the potential to create a dedicated source of funding for capital projects that support the evolution of the BART Phase II station areas into TOCs, such as multimodal access projects, streetscape/public realm improvements, and affordable housing.

In this analysis, costs and revenues are expressed on an annual basis. The net fiscal impacts from projected future TOD are estimated at two points in time:

- 2025: Before the projected initiation of BART Phase II passenger service in 2026; and
- 2040: The TOC Strategy Study horizon year for analytical purposes.⁴

Figure 2 shows the net new development projected by 2025 and 2040 for the portion of the Santa Clara station area that is within the City of Santa Clara's boundary.⁵ Strategic Economics conducted a separate analysis of the fiscal impacts to the City of San José's General Fund based on projected future development in the 28th Street station area, Downtown San José station area, and the portion of the Santa Clara station area that is within San José's city boundary. Note that development occurring across the border in San José could generate some additional costs (e.g. road maintenance and police costs associated with increased traffic volumes) and revenues (e.g. sales tax) for the City of Santa Clara. Based on discussion with staff, these impacts are expected to be minor, and are therefore excluded from this analysis.

The analysis excludes impacts on special districts, enterprise funds, and other agencies that are funded independently of the General Fund, such as school districts and utility districts. The analysis also excludes major facilities, equipment, and other capital costs. The City of Santa Clara is in the

⁴ Although 2040 is the horizon year for analytical purposes for the TOC Strategy Study, additional TOD buildout could extend beyond 2040.

⁵ As explained in the Appendix, the TOC Strategy Study development scenario is based on projected market demand for multifamily residential, office, retail, and hotel development through 2040, assuming that the BART Phase II station areas become more competitive in attracting new development in advance of, and following, the introduction of BART passenger service. The development scenario includes development proposals currently in the pipeline. In general, the scenario includes more development and higher-density development than envisioned in the City of Santa Clara's existing plans.

process of conducting an impact fee study to offset facilities costs (e.g. library, police, fire) associated with new growth. In a separate deliverable for VTA’s TOC Strategy Study, the consultant team will evaluate the costs and potential funding strategies for streetscape improvements, access projects, and storm drain improvements needed to support the projected future increase in TOD in the station areas.

FIGURE 2. SANTA CLARA STATION AREA DEVELOPMENT SCENARIO (CITY OF SANTA CLARA PORTION ONLY)

	Development Completed by 2025 (Before BART Phase II Service)	Development Completed by 2040 (TOC Strategy Study Horizon)
Residential (Gross Sq. Ft.)	2,501,540	8,626,000
Office (Gross Sq. Ft.)	0	1,562,500
Retail (Gross Sq. Ft.)	17,122	71,996
Hotel (Gross Sq. Ft.)	150,000	330,000
Total Development (Gross Sq. Ft.)	2,668,662	10,590,496
Residential (Equivalent in Units)	2,502	8,626
Hotel (Equivalent in Rooms)	250	550

An additional 1.9 million square feet of office, 300 hotel rooms, and 30,800 square feet of retail are projected for portion of the station area on the City of San José’s side of the border. Note that this does not include additional potential residential development at 1185 Campbell Ave, in San José; this parcel was added to the Santa Clara station area following the completion of this fiscal impact analysis. Fiscal impacts to the City of San José’s General Fund are provided in a separate analysis.

Source: Strategic Economics, 2019.

3. KEY RESULTS

Figures 3, 4, and 5 summarize total revenues, costs, and the net fiscal impact projections to the City of Santa Clara’s General Fund as a result of future TOD in the Santa Clara station area. Key findings are described below.

Overall, projected development in the Santa Clara station area is expected to have a positive net fiscal impact to the City of Santa Clara’s General Fund.

- By 2025, before the initiation of BART Phase II passenger service, development in the station is expected to result in annual net revenues to the City of Santa Clara’s General Fund of \$1.1 million, or about 16 percent of total revenues. Generally speaking, net revenues that exceed +10 percent of total revenues are considered a positive fiscal impact.
- By 2040, the planning horizon year for the TOC Strategy Study, annual net revenues are estimated at approximately \$3.3 million, or 12 percent of total revenues.

The surplus generated to the City of Santa Clara’s General Fund from projected future TOD in the station area suggests that there may be potential for the City to contribute some portion of tax increment from the station area to an EIFD, and still generate revenues to support City services. This potential will be further explored as part of the Funding and Implementation Strategy for the TOC Strategy Study.

FIGURE 3. PROJECTED ANNUAL NET FISCAL IMPACT TO THE CITY OF SANTA CLARA'S GENERAL FUND RESULTING FROM THE BART PHASE II DEVELOPMENT SCENARIO: 2025 AND 2040 (IN 2018 DOLLARS)

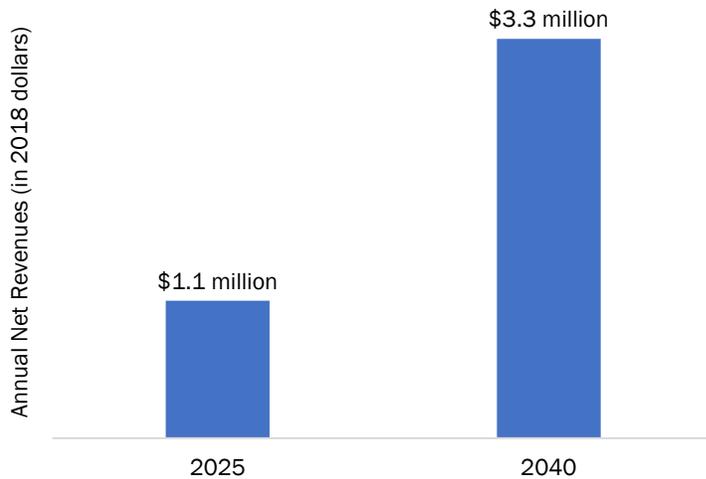
	2025	2040
Annual Revenues		
Property Tax	\$2,291,199	\$9,175,509
Sales Tax	\$533,583	\$3,272,837
Transient Occupancy Tax	\$1,430,344	\$3,146,756
Other Revenues	\$2,771,596	\$10,918,489
<i>Subtotal Revenues</i>	<i>\$7,026,722</i>	<i>\$26,513,591</i>
Annual Costs		
Police	\$2,650,128	\$10,913,305
Fire	\$851,508	\$3,406,032
Parks & Recreation	\$1,088,455	\$3,897,659
Public Works	\$483,692	\$1,905,466
Community Development	\$248,647	\$979,526
All Other Costs	\$566,842	\$2,109,476
<i>Subtotal Costs</i>	<i>\$5,889,272</i>	<i>\$23,211,465</i>
Net Fiscal Impact		
Net Revenue	\$1,137,450	\$3,302,126
Net Revenue as a Percent of Total Revenues	16%	12%

All values are shown in 2018 dollars.

This analysis only includes development in the City of Santa Clara portion of the Santa Clara station area.

Source: City of Santa Clara, 2019; Strategic Economics, 2019.

FIGURE 4. PROJECTED ANNUAL NET FISCAL REVENUES TO THE CITY OF SANTA CLARA'S GENERAL FUND RESULTING FROM THE BART PHASE II DEVELOPMENT SCENARIO: 2025 AND 2040 (IN 2018 DOLLARS)

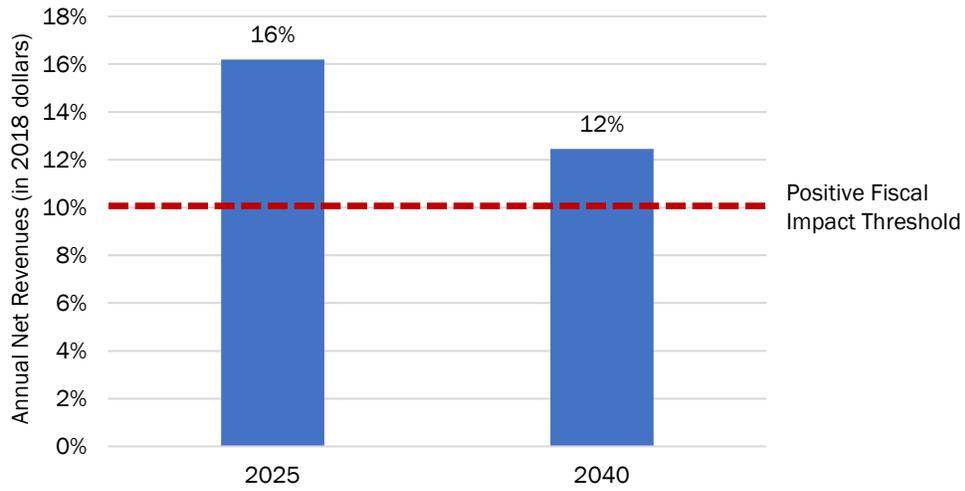


Values are shown in 2018 dollars.

This analysis includes development in the City of Santa Clara portion of the Santa Clara station area.

Source: City of Santa Clara, 2019; Strategic Economics, 2019.

FIGURE 5. PROJECTED ANNUAL NET REVENUES AS A PERCENT OF TOTAL REVENUES: 2025 AND 2040



This analysis includes development in the City of Santa Clara portion of the Santa Clara station area.
Source: City of Santa Clara, 2019; Strategic Economics, 2019.

APPENDIX: METHODOLOGY

This appendix describes the methodology and assumptions used in this memorandum, including: a review of the City of Santa Clara’s budget and existing service population; land use and market assumptions; General Fund revenue assumptions; and General Fund cost assumptions.

City of Santa Clara Current Budget

The analysis is based on the City of Santa Clara’s Adopted General Fund Budget for FY 2018-2019, shown in **Figure 6**.

FIGURE 6. CITY OF SANTA CLARA GENERAL FUND ADOPTED BUDGET, FY 2018-2018

	2018-2019 Adopted Operating Budget	Percent of Total
General Fund Revenues		
Property Tax	\$60,300,000	24%
Sales Tax	\$56,530,000	23%
Charges for Services	\$40,169,930	16%
Other Revenue	\$23,851,898	10%
Transient Occupancy Tax	\$21,000,000	8%
Transfers	\$15,284,335	6%
Interest & Rent	\$15,063,022	6%
Licenses, Permits, and Fines	\$11,278,500	5%
Other Taxes	\$6,287,638	3%
Intergovernmental	\$702,000	0.3%
Total Revenues	\$250,467,323	100%
General Fund Expenditures		
Police	\$68,446,889	27%
Fire	\$46,683,831	19%
Non-Departmental Expenses	\$27,367,462	11%
Public Works	\$26,328,639	11%
Parks & Recreation	\$19,451,006	8%
Community Development	\$14,638,933	6%
Finance	\$11,734,247	5%
Information Technology	\$11,165,807	4%
Library	\$10,426,621	4%
City Manager	\$5,747,949	2%
Human Resources	\$3,640,473	1%
City Attorney	\$2,129,011	0.9%
City Clerk	\$1,872,604	0.7%
City Council	\$833,851	0.3%
Total Expenditures	\$250,467,323	100%

Source: City of Santa Clara 2018-2019 Annual Operating Budget; Strategic Economics, 2019.

City of Santa Clara Current Service Population

Figure 7 shows the current service population in the City of Santa Clara, which is used to estimate the per capita costs and revenues shown later in this Appendix. The service population refers to the total population for which a city provides services, including both residents and employees. For analytical purposes, each worker is generally counted as producing half of the impacts of a resident, consistent with the previous fiscal analyses conducted by Strategic Economics, EPS, and KMA.

FIGURE 7. EXISTING SERVICE POPULATION IN THE CITY OF SANTA CLARA

Residential Service Population (a)	129,604
Employee Service Population	
Total Employees (b)	111,954
Employee Factor	0.50
Employee Service Population	55,977
Santa Clara Citywide Service Population	185,581

(a) Based on data from the California Department of Finance for the 2018-2019 fiscal year, May 2018.

(b) Based on U.S. Census Longitudinal Employment Household Dynamics (LEHD), 2015.

Source: California Department of Finance, 2018; LEHD, 2015; Strategic Economics, 2019.

Development Scenario & Associated Future Service Population

TOC STRATEGY STUDY DEVELOPMENT SCENARIO

Figure 8 shows the net new development projected for the Santa Clara station area within the City of Santa Clara for 2019-2025, 2026-2040, and in 2040 (2040 is the planning horizon for the TOC Strategy Study).⁶ The development scenario is based on projected market demand for multifamily residential, office, retail, and hotel development through 2040, assuming that the BART Phase II station areas become more competitive in attracting new development concurrent with (i.e. in advance of and following the introduction of) BART passenger service.⁷ Note that the development scenario includes development proposals currently in the pipeline (i.e. projects under construction, approved, or proposed, such as Gateway Crossings, 575 Benton Street, etc.). In general, the development scenario includes more development and higher-density development than envisioned in the City of Santa Clara’s existing plans.

⁶ An additional 1.9 million square feet of office, 300 hotel rooms, and 30,800 square feet of retail are projected for portion of the station area on the City of San José’s side of the border. Note that this does not include additional potential residential development at 1185 Campbell Ave, in San José – this parcel was added to the Santa Clara station area following the completion of this fiscal impact analysis.

⁷ The development scenario was developed by taking a share of the projected household and employment growth for the five-county region (Alameda, Contra Costa, Santa Clara, San Mateo, and San Francisco Counties). VTA’s BART Phase II station areas are assumed to capture a higher share of regional growth compared to historic trends, because of the introduction of BART service; increased investment in access, streetscape, and other infrastructure; and the introduction of TOD-supportive policies (e.g., increased housing allocations, reduce parking requirements). More information is available in “VTA’s BART Phase II TOD Corridor Strategies and Access Planning Study: Opportunities and Constraints,” Santa Clara Valley Transportation Authority, 2019, available at: http://vtaorgcontent.s3-us-west-1.amazonaws.com/Site_Content/VTA-B2-OpportunitiesConstraintsReport.pdf.

FIGURE 8. SANTA CLARA STATION AREA DEVELOPMENT SCENARIO (CITY OF SANTA CLARA PORTION ONLY)

	2019-2025	2026-2040	Total 2019-2040
Residential (Gross Sq. Ft.)	2,501,540	6,124,460	8,626,000
Office (Gross Sq. Ft.)	0	1,562,500	1,562,500
Retail (Gross Sq. Ft.)	17,122	54,874	71,996
Hotel (Gross Sq. Ft.)	150,000	180,000	330,000
Total Development (Gross Sq. Ft.)	2,668,662	7,921,834	10,590,496
Residential (Equivalent in Units)	2,502	6,124	8,626
Hotel (Equivalent in Rooms)	250	300	550

Note: an additional 1.9 million square feet of office, 300 hotel rooms, and 30,800 square feet of retail are projected for portion of the station area on the City of San José’s side of the border. Note that this does not include additional potential residential development at 1185 Campbell Ave, in San José – this parcel was added to the Santa Clara station area following the completion of this fiscal impact analysis.

Source: Strategic Economics, 2019.

SERVICE POPULATION ASSOCIATED NEW DEVELOPMENT

Many of the costs and revenues in the fiscal analysis are calculated based on the net increase in population and jobs resulting from new development. **Figure 9** shows the net increase in population and jobs resulting from new development (i.e. the service population associated with growth). Each worker is counted as producing half of the impacts of a resident for analytical purposes, consistent with the previous fiscal analyses conducted by Strategic Economics, EPS, and KMA.⁸

FIGURE 9. FUTURE SERVICE POPULATION ASSOCIATED WITH THE SANTA CLARA STATION AREA DEVELOPMENT SCENARIO (CITY OF SANTA CLARA PORTION ONLY)

			2019-2025	2026-2040	Total 2019-2040
Residential (Residents) (a)	2.5	Residents per unit	6,254	15,311	21,565
Residential Factor	1.0				
Residential Service Population			6,254	15,311	21,565
Office (Workers)	250	Gross sq. ft. per employee	0	6,250	6,250
Retail (Workers)	500	Gross sq. ft. per employee	34	110	144
Hotel (Workers) (b)	2,250	Gross sq. ft. per employee	67	80	147
<i>Subtotal Employees</i>			<i>101</i>	<i>6,440</i>	<i>6,541</i>
Employee Factor	0.5				
Employee Service Population			50	3,220	3,270
Total Service Population Associated with New Development			6,304	18,531	24,835

(a) Residential density is based on an average residential unit size of 1,000 gross square feet.

(b) Hotel employee density is based on an average hotel room size of 600 gross square feet.

Source: Strategic Economics, 2019.

⁸ “Tasman East Specific Plan: General Fund Fiscal Impact Analysis”, Strategic Economics for the City of Santa Clara, April 10, 2017; “City Place Fiscal Impact Analysis”, Economic & Planning Systems for Related Santa Clara, May 24, 2016; and “Peer Review of City Place Fiscal Impact Analysis”, Keyser Marston Associates for the City of Santa Clara, June 2, 2016.

Assessed Valuation

Figure 10 summarizes the assessed valuation assumptions for each land use in the station area, and Figure 11 shows the total assessed value of the development scenario in 2025 and 2040, estimated in 2018 dollars (i.e. nominal dollars that have not been escalated to account for future inflation or appreciation in property values). Key terms and assumptions are provided below.

- Market valuation of new development.** The values for new market-rate residential, office, retail, and hotel space were developed based on rents and sales prices from recently completed projects in and around the station areas, as documented in Strategic Economics’ recent market analysis conducted for VTA’s BART Phase II TOC Strategy Study.⁹
- Affordable housing assumptions.** Future residential development in the station area is assumed to include 80 percent market-rate units and 20 percent below-market-rate units.¹⁰ Of the below-market-rate units, half are assumed to be provided in 100 percent affordable, non-profit owned buildings that are exempt from property taxes. The other half are assumed to be provided in mixed-income buildings (i.e. inclusionary housing units), with a mix of income levels reflecting the cities’ respective inclusionary housing ordinances.¹¹ The assessed value of inclusionary units are estimated based on Santa Clara County’s maximum allowable rents at the income levels specified. The final residential assessed value shown in Figure 10 is a weighted average, weighed by the distribution of affordability levels.

FIGURE 10. AVERAGE ASSESSED VALUE OF NEW DEVELOPMENT IN SANTA CLARA STATION AREA, IN 2018 DOLLARS

	Santa Clara Station Area
Residential (per gross sq. ft.) (a)	\$617
Office (per gross sq. ft.)	\$649
Retail (per gross sq. ft.)	\$570
Hotel (per gross sq. ft.)	\$583

All values are in 2018 dollars. Based on market research conducted by Strategic Economics on rents and sale prices from recently completed development projects in and around the station areas.

(a) Assumes 80 percent market-rate units and 20 percent below-market-rate units. Of the below-market-rate units, half are assumed to be provided in 100% affordable, non-profit-owned buildings that are exempt from property taxes. The other half are assumed to be provided in mixed-income buildings (i.e. inclusionary housing units), with a mix of income levels reflecting the cities’ respective inclusionary housing ordinances.

Source: Market research conducted by Strategic Economics, 2018.

⁹ “VTA’s BART Phase II TOD Corridor Strategies and Access Planning Study: Opportunities and Constraints,” Santa Clara Valley Transportation Authority, 2019, available at: http://vtaorgcontent.s3-us-west-1.amazonaws.com/Site_Content/VTA-B2-OpportunitiesConstraintsReport.pdf.

¹⁰ This assumption reflects an average of the cities’ affordable housing goals for the three station areas. The Santa Clara station area has an overall goal of 15 percent affordable housing, to reflect Santa Clara’s recently adopted inclusionary housing ordinance. The Downtown San José station area has an overall goal of 20 percent affordable housing, to match the target set in the Downtown Strategy 2000 EIR. The 28th Street station areas has a goal of 25 percent affordable housing, to reflect San José’s policy for 25 percent affordable housing in Urban Villages, including a 15 percent set-aside for extremely low income households. Refer to Strategic Economics’ Opportunities and Constraints for Producing Affordable Housing and Mitigating Displacement Risk report for more details.

¹¹ For San José, units are assumed to be affordable to a mix of households earning 120% of area median income (AMI), 80 percent of AMI, and 60 percent of AMI. For Santa Clara, units are assumed to be affordable to households earning 100% of AMI.

FIGURE 11. TOTAL ASSESSED VALUE OF THE SANTA CLARA STATION AREA DEVELOPMENT SCENARIO: 2025 AND 2040 (IN 2018 DOLLARS)

	2025	2040
Residential (a)	\$1,542,504,098	\$5,318,979,647
Office	\$0	\$1,014,204,545
Retail	\$9,759,769	\$41,037,972
Hotel	\$87,500,000	\$192,500,000
Total	\$1,639,763,866	\$6,566,722,164

All values are in 2018 dollars.

(a) Assumes 80 percent market-rate units and 20 percent below-market-rate units. Of the below-market-rate units, half are assumed to be provided in 100% affordable, non-profit-owned buildings that are exempt from property taxes. The other half are assumed to be provided in mixed-income buildings (i.e. inclusionary housing units), with a mix of income levels reflecting the cities' respective inclusionary housing ordinances.

Source: Strategic Economics, 2018.

General Fund Revenues

Revenue sources calculated for the fiscal impact analysis include: property tax, property tax in-lieu of vehicle license fee (VLF), property transfer tax, sales tax, Transient Occupancy Tax (TOT), and other recurring revenues. Assumptions for each General Fund revenue source are provided below.

PROPERTY TAX

In the City of Santa Clara, three property tax revenue sources contribute to the General Fund, which are summarized in **Figure 12** and described below. **Figure 13** show the total estimated property tax revenue generated from the projected new development in the Santa Clara station area.

- **Property tax.** Per California's Proposition 13, the base property tax rate in the City of Santa Clara is one percent of assessed property value. The apportionment of this one percent revenue varies by Tax Rate Area. The City of Santa Clara receives on average 10.24% of the one percent tax revenue, after accounting for shifts to the Educational Revenue Augmentation Fund (ERAF).¹² The property tax rate is applied to the assessed value of new development in the Santa Clara portion of the Santa Clara station area to determine property tax revenue to the City.
- **Property tax in-lieu of vehicle license fee (VLF).** Since 2004, the State of California has swapped city and county vehicle license fee revenues for additional property tax revenues. The property tax payment provided in-lieu of the VLF grows proportionally to a city's assessed value. **Figure 12** shows the calculation of property tax in-lieu of VLF revenue per dollar of assessed value, based on the City of Santa Clara's total estimated assessed value in FY 2018-2019 and the final in-lieu payment from the state for the same fiscal year.¹³
- **Property transfer tax.** The City of Santa Clara receives \$0.55 of each \$1,000 value of properties sold.
- **Holding period and turnover rate.** A holding period is the length of time between changes in ownership of property. This analysis assumes a holding period of 15 years for all land use types based on industry standards. The turnover rate is the percent of properties assumed to change ownership annually, calculated as one divided by the average holding period (about 6.67 percent). The turnover rate is used to calculate the City of Santa Clara's property transfer tax revenue.

¹² In July 1992, the California State Legislature adopted legislation to shift local property tax revenues from cities, counties, and special districts to Educational Revenue Augmentation Funds (ERAFs). These funds are allocated by the State to support schools and help them meet minimum funding requirements.

¹³ "Santa Clara County FY 2018-19 SB1096 Apportionment Schedule", Santa Clara County Finance Agency, 2018, available at: <https://www.sccgov.org/sites/fin/Controller-Treasurer%20Department/Property%20Tax%20Apportionment/Pages/SB-1096---VLF-and-TRIPLE-FLIP-APPORTIONMENT-SCHEDULE.aspx>; and "City of Santa Clara Comprehensive Annual Financial Report Fiscal Year Ended June 30, 2018", City of Santa Clara, 2018, available at: <http://santaclaraca.gov/home/showdocument?id=62415>

FIGURE 12. CITY OF SANTA CLARA PROPERTY TAX REVENUE ASSUMPTIONS

Property Tax Rate Dedicated to the City of Santa Clara	
Santa Clara Station Area (a)	0.1024%
Property Tax In-Lieu of VLF	
Total Estimated Citywide Assessed Value (b)	\$40,109,539,000
Citywide VLF Property Tax In-lieu Revenue (c)	\$13,501,161
Property Tax In-lieu of VLF Per \$1,000 Assessed Value	\$0.337
Property Transfer Tax	
Rate per \$1,000 of Sale Price (d)	\$0.55
Turnover Rate (e)	6.67%

(a) Based on information provided by the City of Santa Clara Finance Department.
 (b) Based on City of Santa Clara 2018 Comprehensive Annual Financial Report.
 (c) Based on the Santa Clara County Controller-Treasurer Department, SB1096 VLF Apportionment Schedule for FY 2018.
 (d) California City Finance, 2016.
 (e) Based on the assumption of a 15-year holding period.
 Source: Santa Clara County, 2018; California City Finance, 2016; City of Santa Clara, 2019; Strategic Economics, 2019.

FIGURE 13. CITY OF SANTA CLARA PROPERTY TAX REVENUE CALCULATIONS

	2025	2040
Property Tax Revenue	\$1,679,118	\$6,724,323
Property Tax In-Lieu of VLF Revenue	\$551,956	\$2,210,406
Property Transfer Tax Revenue		
Residential	\$56,558	\$195,029
Office	\$0	\$37,188
Retail	\$358	\$1,505
Hotel	\$3,208	\$7,058
Subtotal Property Transfer Tax	\$60,125	\$240,780
Total Property Tax Revenue	\$2,291,199	\$9,175,509

All values are in 2018 dollars.
 Source: Strategic Economics, 2019.

SALES TAX

Figure 14 summarizes the assumptions used to calculate sales tax revenues generated by retail growth in the Santa Clara station area, and **Figure 15** shows the total estimated sales tax revenue generated from the projected new development in the Santa Clara station area. This analysis uses a demand-driven method, based on estimating the demand for retail sales that would be generated by residents, workers, and businesses associated with new development. Key terms and assumptions are described below.

- **Sales tax rate.** The City of Santa Clara receives one percent of all taxable sales generated in the City.
- **Sales tax revenue generated from residential uses.** Based on research conducted by Applied Development Economics (ADE), each residential unit is assumed to generate \$204 per year in sales tax revenue to the City. This number incorporates assumptions about the sales tax rate described above, the share of local household sales captured in the City of Santa Clara, the share of sales that is not taxable (such as groceries and pharmaceuticals), and a typical residential vacancy factor.¹⁴
- **Sales tax revenue generated from non-residential uses.** Based on research conducted by ADE, it is assumed that employees working in San José and business-to-business sales together generate approximately \$231 per year in sales tax revenue to the City, as expressed on a per employee basis.¹⁵

FIGURE 14. CITY OF SANTA CLARA SALES TAX REVENUE ASSUMPTIONS

General Assumptions	
Sales Tax Rate	1.0%
Sales Tax Revenue Generated to City, Per Capita	
Per Residential Unit (a)	\$204
Per Employee	\$231

Source: Applied Development Economics, 2019.

FIGURE 15. CITY OF SANTA CLARA SALES TAX REVENUE CALCULATIONS

	2025	2040
Residential Generated Sales Tax Revenue	\$510,234	\$1,759,427
Non-Residential Generated Sales Tax Revenue	\$23,349	\$1,513,410
Total Sales Tax Revenue	\$533,583	\$3,272,837

All values are in 2018 dollars.

Source: Applied Development Economics, 2019; Strategic Economics, 2019.

¹⁴ These assumptions are conservative, as they were originally developed for San José, which has lower sales tax revenues per capita than the City of Santa Clara. See: "Preliminary Fiscal/Economic Impact Analysis of Development Capacity on Google and City Lands," Applied Development Economics (ADE) for the City of San José, November 2018; Personal communications with Applied Development Economics, March 2019.

¹⁵ Ibid.

TRANSIENT OCCUPANCY TAX

Figure 16 summarizes the assumptions used to calculate transit occupancy tax (TOT, or hotel tax) revenues, and **Figure 17** shows the total estimated TOT revenue generated from the projected new development in the Santa Clara station area. Key assumptions and terms are described below:

- **Revenue per Available Room (RevPar).** RevPAR is calculated by dividing total room revenue by the number of rooms available, taking into account typical room vacancies. RevPar estimates are based on the market analysis conducted by Strategic Economics for VTA’s BART Phase II TOC Strategy Study.¹⁶
- **Transient Occupancy Tax (TOT).** The City of Santa Clara imposes a 9.5 percent Transient Occupancy Tax (TOT), calculated as a percent of total room revenues. All revenues generated by the TOT contribute to the City’s General Fund.

FIGURE 16. CITY OF SANTA CLARA TRANSIENT OCCUPANCY TAX REVENUE ASSUMPTIONS

City of Santa Clara TOT Tax Rate to General Fund	9.5%
Average Hotel Room Size (Gross Sq. Ft.)	600
Santa Clara Station Area Revenue per Available Room (RevPar) (a)	\$165

(a) Revenue per available room is calculated by dividing total room revenue by the number of rooms available. This assumes a 78% occupancy rate. Values are based on the 2018 Colliers 2018 Silicon Valley Forecast Report, as documented in the market analysis conducted by Strategic Economics for VTA’s BART Phase II TOC Strategy Study.
 Source: City of Santa Clara 2019; Strategic Economics, 2019.

FIGURE 17. CITY OF SANTA CLARA TRANSIENT OCCUPANCY TAX REVENUE CALCULATIONS

	2025	2040
TOT Revenue	\$1,430,344	\$3,146,756

All values are in 2018 dollars.
 Source: Strategic Economics, 2019.

¹⁶ “VTA’s BART Phase II TOD Corridor Strategies and Access Planning Study: Opportunities and Constraints”, Santa Clara Valley Transportation Authority, 2019, available at: http://vtaorgcontent.s3-us-west-1.amazonaws.com/Site_Content/VTA-B2-OpportunitiesConstraintsReport.pdf.

OTHER RECURRING REVENUES

Figure 18 shows the remaining General Fund revenue sources, which are assumed to increase proportionally with service population growth. Figure 19 summarizes the estimated revenue generated from projected new development in the station area. Key terms and assumptions are described below.

- **Percent variable.** The percent variable assumption represents the share of each revenue category that is assumed to vary with service population growth. All revenue categories are assumed to have a 100 percent proportional increase with service population growth, except for Interest and Rent, Intergovernmental, and Transfer revenues, which are assumed not to vary with population growth.
- **Service population factor.** The service population factor represents the relative proportion of revenues attributable to new residents (1.0) and employees (0.5). These factors are based on the assumption that employees account for half the impacts of residents. These factors are applied to each revenue category and multiplied by the new residential and employee population associated with the development scenario to arrive at the total additional revenues generated from new development (Figure 19).

FIGURE 18. CITY OF SANTA CLARA RECURRING REVENUE ASSUMPTIONS

	FY 2018-2019 Adopted Budget	Percent Variable	Residential		Non-Residential	
			Service Population Factor	Revenue per Resident (a)	Service Population Factor	Revenue Per Employee (a)
Other Taxes	\$6,287,638	100%	1.0	\$33.88	0.5	\$16.94
Licenses, Permits, Fines	\$11,278,500	100%	1.0	\$60.77	0.5	\$30.39
Interest and Rent	\$15,063,022	0%	n/a	n/a	n/a	n/a
Intergovernmental	\$702,000	0%	n/a	n/a	n/a	n/a
Charges for Services	\$40,169,930	100%	1.0	\$216.45	0.5	\$108.23
Other Revenue (b)	\$23,851,898	100%	1.0	\$128.53	0.5	\$64.26
Transfers	\$15,284,335	0%	n/a	n/a	n/a	n/a

(a) Based on the current service population and employment shown in Figure 6.

(b) Includes Contributions In-Lieu of Taxes (paid by Silicon Valley Power).

Sources: City of Santa Clara, 2019; Strategic Economics, 2019.

FIGURE 19. CITY OF SANTA CLARA RECURRING REVENUE CALCULATIONS

	2025	2040
Other Taxes	\$213,595	\$841,442
Licenses, Permits, and Fines	\$383,138	\$1,509,342
Interest & Rent	\$0	\$0
Intergovernmental	\$0	\$0
Charges for Services	\$1,364,598	\$5,375,731
Other Revenue	\$810,264	\$3,191,974
Transfers	\$0	\$0
Total	\$2,771,596	\$10,918,489

All values are in 2018 dollars.

Source: Strategic Economics, 2019.

General Fund Cost Assumptions

Costs from the Police, Fire, Parks and Recreation, and Public Works Departments are calculated in detail in the following sections. All other recurring costs are calculated on a per capita basis.

POLICE DEPARTMENT

Figures 20-23 summarize the assumptions used to estimate the General Fund Police Department costs associated with new development, and **Figure 24** shows the total department costs estimated to adequately meet the needs of the projected new development in the Santa Clara station area. Key steps and assumptions are described below:

- **Type and number of new staff positions (Figure 20).** The City of Santa Clara Police Department provided the number and type of new Full-Time Equivalent (FTE) personnel needed to adequately cover new development in the Santa Clara station area by 2025 and 2040. The Police Department also included additional staff to account for the fact that Santa Clara station will be the final stop of the future BART line, which may result in additional police activity. It should be noted, however, that the additional police services required during construction phases are not included in these estimates.
- **Base salary cost of new staff position (Figure 21).** The City of Santa Clara Police Department also provided the typical base salary range associated with each position from **Figure 20** (note that the base salary estimates do not include benefits; benefits are calculated in the non-base salary costs, explained below). The average base salaries were multiplied by the number of positions to arrive at the total base salary costs shown in **Figure 24**.
- **Non-base salary costs (Figure 22).** Police services entail other costs beyond base salaries, including benefits, overtime, equipment, and supplies. As shown in **Figure 22**, the FY 2018-2019 police budget is \$68 million, of which \$36.8 million is for salaries, and the remaining \$31.2 million is for all other (i.e. non-base salary) costs. It is assumed that 70 percent of this amount varies with service population growth. The total non-base salary costs is divided by the number of full-time equivalent (FTE) staff in the FY 2018-2019 budget to arrive at an average non-base salary cost per FTE. This factor is multiplied by the number of new positions to arrive at the total non-base salary costs line item shown in **Figure 24**.
- **Additional costs associated with hiring new personnel (Figure 23).** The City of Santa Clara Police Department provided additional costs associated with hiring staff. These costs are not currently included in the department's budget. The additional cost per FTE is multiplied by the total number of new FTEs to arrive at the line item shown in **Figure 24**.
- **Total costs (Figure 24).** Total costs are calculated by summing the base salary costs, non-base salary costs, and additional training costs for new hires.

FIGURE 20. POLICE DEPARTMENT STAFFING NEEDS TO COVER PROJECTED NEW DEVELOPMENT IN THE SANTA CLARA STATION AREA

New Positions	2025	2040
Police Officer	7.5	24.5
Police Sergeant	0	4
Community Services Officer	1	4.5
Jail Services Officer	0	1
Public Safety Dispatcher	1	4
Records Specialist	1	3
Office Specialist III	1	3
Police Lieutenant	0	1
Police Captain	0	1
Total	11.5	46

Sources: City of Santa Clara, 2019; Strategic Economics, 2019.

FIGURE 21. CITY OF SANTA CLARA POLICE DEPARTMENT BASE SALARY ASSUMPTIONS

Position	Base Salary Low End, FY 2018-2019	Base Salary High End, FY 2018-2019	Base Salary Average, FY 2018-2019
Police Officer	\$125,052	\$159,588	\$142,320
Police Sergeant	\$144,756	\$184,728	\$164,742
Community Services Officer	\$78,672	\$100,296	\$89,484
Jail Services Officer	\$78,672	\$100,296	\$89,484
Public Safety Dispatcher	\$91,104	\$116,196	\$103,650
Records Specialist	\$78,672	\$100,296	\$89,484
Office Specialist III	\$70,992	\$90,480	\$80,736
Police Lieutenant	\$167,580	\$213,864	\$190,722
Police Captain	\$245,724	\$317,988	\$281,856

Sources: City of Santa Clara Police Department and Finance Department, 2019; Strategic Economics, 2019.

FIGURE 22. NON-BASE SALARY COST ASSUMPTIONS

Total Police Department Budget (a)	\$68,446,889
Base Salary Costs (Regular Salary and Wages) (a)	\$36,778,519
<i>Non-Base Salary Costs (b)</i>	<i>\$31,668,370</i>
Percent Variable Assumption	70%
Variable Costs	\$22,167,859
Current Full Time Equivalent (FTEs) (c)	239
Non-Base Salary Cost per FTE	\$92,753

(a) Based on the City's Adopted Budget for 2018-2019, p. 15-3.

(b) Estimated by subtracting total regular (base) salary costs from the total police department budget.

(c) Based on the City's Adopted Budget for 2018-2019, p. 1-16.

Sources: City of Santa Clara Police Department, 2019; Strategic Economics, 2019.

FIGURE 23. ADDITIONAL COSTS ASSOCIATED WITH HIRING NEW STAFF

	Annual Cost Per New FTE
Recruiting/Hiring General	\$400
Polygraph	\$530
Psychological	\$400
Background (incl. travel)	\$2,500
Academy	\$3,500
New Hire Equipment	\$650
Helmet/Shield/Gas Mask	\$1,000
Badge	\$300
Body Worn Camera	\$1,000
Taser	\$1,000
Handgun (incl. holster + light)	\$750
Vest Carrier	\$500
Ballistic Vest	\$750
Total Additional Training Costs per FTE	\$13,280

Sources: City of Santa Clara Police Department, 2019; Strategic Economics, 2019.

FIGURE 24. CITY OF SANTA CLARA POLICE COST CALCULATIONS

	2025	2040
Base Salary Costs	\$1,430,754	\$6,035,808
Non-Base Salary Costs	\$1,066,654	\$4,266,617
Additional Costs Associated with Hiring New Staff	\$152,720	\$610,880
Total	\$2,650,128	\$10,913,305

All values are in 2018 dollars.

Sources: City of Santa Clara Police Department, 2019; Strategic Economics, 2019.

FIRE DEPARTMENT

Figures 25-26 summarize the assumptions used to estimate the General Fund Fire Department costs associated with new development, and Figure 27 shows the total department costs estimated to adequately meet the needs of the projected new development in the Santa Clara station area. Key assumptions are described below:

- **New staffing needs (Figure 25).** The City of Santa Clara Fire Department provided an estimated number of new sworn firefighters needed to adequately cover new development in the Santa Clara station area as of 2025 and 2040.¹⁷
- **Average cost per new firefighter (Figure 26).** The average cost per new firefighter is estimated based on the City’s current budget and staffing levels. The budget items and current staff levels shown in Figure 26 are based on the City’s 2018-2019 Adopted Budget, and the “percent variable” estimates are based on previous analyses.
- **Total cost (Figure 27).** The total cost generated from new development in the Santa Clara station area is calculated by multiplying the number of new firefighters associated with projected new development in the station area by the average variable cost.

FIGURE 25. FIRE DEPARTMENT STAFFING NEEDS TO COVER PROJECTED NEW DEVELOPMENT IN THE SANTA CLARA STATION AREA

	2025	2040
Number of new firefighters needed	3	12

Sources: City of Santa Clara Fire Department, 2019; Strategic Economics, 2016.

FIGURE 26. CITY OF SANTA CLARA FIRE DEPARTMENT ANNUAL COST ASSUMPTIONS

	FY 2018-2019 Adopted Budget (a)	Percent Variable (b)	Variable Cost
Fire Protection (Administrative)	\$2,952,728	25%	\$738,182
Fire Protection (Emergency Response)	\$36,546,363	100%	\$36,546,363
Fire Prevention/Hazardous Materials	\$4,947,093	75%	\$3,710,319
Training	\$1,314,219	50%	\$657,110
Emergency Medical Service	\$923,428	100%	\$923,428
<i>Total</i>	<i>\$46,683,831</i>		<i>\$42,575,402</i>
Sworn Firefighters in Santa Clara in 2018-2019 (b)			150
Average Cost per Sworn Firefighter			\$283,836

(a) From City of Santa Clara 2018-2019 Annual Operating Budget p. 14-1, and p. 14-7 through 14-15.

(b) From City of Santa Clara 2018-2019 Annual Operating Budget p. 14-7 and personal communication with City of Santa Clara Finance Department.

Sources: City of Santa Clara, 2019; Strategic Economics, 2019.

¹⁷ Based on discussions with staff from the City of Santa Clara Fire Department in March 2019, these cost estimates do not include new capital costs that may be needed to serve new development. For example, a new fire truck could be required, particularly if the station area includes a high-rise in an area that has not previously experienced this type of development. However, it is assumed that this cost will be covered by impact fees or other sources.

FIGURE 27. CITY OF SANTA CLARA FIRE DEPARTMENT COST CALCULATIONS

	2025	2040
Fire Department Costs	\$851,508	\$3,406,032

All values are in 2018 dollars.

Source: City of Santa Clara, 2019; Strategic Economics, 2019.

PARKS AND RECREATION DEPARTMENT

Figure 28 summarizes the assumptions used to estimate the General Fund Parks and Recreation Department costs associated with new development, and Figure 29 shows the total department costs estimated to adequately meet the needs of the projected new development in the Santa Clara station area. Parks and Recreation Department costs fall in two main categories:

- **Park maintenance costs.** Based on the City’s current park maintenance budget and total park acreage, Strategic Economics estimated the annual average park maintenance cost per acre. The annual average maintenance cost per new resident was calculated based on the City of Santa Clara’s minimum required level of service of 3 park acres per 1,000 new residents.
- **Recreation and administrative costs.** Recreation costs are estimated on a per capita basis, assuming that employees account for half the impact of residents, as shown in Figure 28.

FIGURE 28. CITY OF SANTA CLARA PARKS AND RECREATION COST ASSUMPTIONS

Park Maintenance Costs Assumptions	
City of Santa Clara Park Maintenance Budget, FY 2018-2019 (a)	\$10,798,414
City of Santa Clara Existing Park Acreage (b)	254.99
Park Maintenance Cost per Acre, per Year	\$42,348
Park Acres per Resident (Level of Service) (b)	0.0030
Park Maintenance Cost Per Resident, per Year	\$127
Recreation and Other Costs Assumptions	
City of Santa Clara Recreation and Administration Budget, FY 2018-2019 (a)	\$8,652,592
Percent Variable	100%
Total Variable Cost	\$8,652,592
Residential Service Factor	1.00
Employee Service Factor	0.50
Recreation & Other Cost Per Resident, Per Year	\$47
Recreation & Other Cost Per Employee, Per Year	\$23

(a) Based on the City of Santa Clara Operating Budget 2018-2019, p.13-1

(b) Based on City of Santa Clara Park & Recreation Facilities Development Impact Fee Update Study, February 22, 2019 Draft.

Source: City of Santa Clara Parks and Recreation Department, 2019; Strategic Economics, 2019.

FIGURE 29. CITY OF SANTA CLARA PARKS AND RECREATION CALCULATIONS

	2025	2040
Park Maintenance Costs	\$794,521	\$2,739,729
Recreation & Other Costs	\$293,934	\$1,157,931
Total Parks & Recreation Costs	\$1,088,455	\$3,897,659

All values are in 2018 dollars.

Source: City of Santa Clara, 2019; Strategic Economics, 2019.

PUBLIC WORKS DEPARTMENT¹⁸

Figure 30 summarizes the assumptions used to estimate the General Fund Public Works Department costs associated with new development, and **Figure 31** shows the total department costs estimated to adequately meet the needs of the projected new development in the Santa Clara station area. Growth of public works expenses are estimated on a per capita basis, since expenses are likely to increase proportionally with population and employment growth.

Consistent with Tasman East Fiscal Impact Analysis Report, street maintenance costs are assumed to be 90 percent variable with service population growth, while engineering costs are assumed to be 25 percent variable. Additional facility service costs are assumed not to increase proportionally to service population.¹⁹

The “per capita” method determines the cost per additional resident or employee by dividing relevant total costs by the service population, resulting in a cost per capita for each cost item (**Figure 30**). These per capita costs are then multiplied by the number of new residents and employees to arrive at total costs (**Figure 31**).

FIGURE 30. CITY OF SANTA CLARA PUBLIC WORKS COST ASSUMPTIONS

	FY 2018-2019 Adopted Budget (a)	Percent Variable	Variable Cost	Residential		Non-Residential	
				Service Population Factor	Cost Per Resident	Service Population Factor	Cost Per Employee
Streets & Automotive Services	\$13,085,835	90%	\$11,777,252	1.0	\$63.46	0.50	\$31.73
Engineering	\$9,845,080	25%	\$2,461,270	1.0	\$13.26	0.50	\$6.63
Facility Services	\$3,397,724	0%	\$0	1.0	\$0.00	0.50	\$0.00
Total Public Works	\$26,328,639		\$14,238,522				

(a) Based on the City of Santa Clara 2018-2019 Adopted Budget, on p. 11-1
Sources: City of Santa Clara, 2018; Strategic Economics, 2019.

FIGURE 31. CITY OF SANTA CLARA PUBLIC WORKS COST ASSUMPTIONS

	2025	2040
Streets and Automotive Services	\$400,081	\$1,576,088
Engineering	\$83,611	\$329,379
Facility Services	\$0	\$0
Total Public Works Costs	\$483,692	\$1,905,466

All values are in 2018 dollars.

Source: City of Santa Clara, 2019; Strategic Economics, 2019.

¹⁸ The cost analysis for the Public Works Department is based on the methodology employed in the following report: “Tasman East Specific Plan: General Fund Fiscal Impact Analysis,” prepared by Strategic Economics for the City of Santa Clara, April 10, 2017, as well as the best available data and assumptions at the time. VTA anticipates additional refinement of the methodology, data, and/or assumptions in conversation with city staff during the implementation phase.

¹⁹ “Tasman East Specific Plan: General Fund Fiscal Impact Analysis”, Strategic Economics for the City of Santa Clara, April 10, 2017.

OTHER RECURRING COSTS

Strategic Economics applied a per capita model to estimate other departmental General Fund costs, as shown in **Figure 32**. Total costs estimated to adequately meet the needs of the projected new development in the Santa Clara station area are shown in **Figure 33**.

The percent variable assigned to each cost category is based on factors applied in the Tasman East Fiscal Impact Analysis Report.²⁰ The factor for the Community Development Department was increased to 50 percent to account for additional costs that may be incurred by the City to manage new inclusionary housing or other affordable housing units in the station area.

A service population factor is also applied to each expense category, representing the relative proportion of expenses attributable to new residents (1.0) and employees (0.5, with the exception of the Library Department with a factor of 0.0, as employees do not typically use library services in the neighborhood where they work). These costs per capita are then multiplied by the number of new residents and employees to arrive at total costs.

FIGURE 32. CITY OF SANTA CLARA OTHER RECURRING COST ASSUMPTIONS

	FY 2018-2019 Adopted Budget	Percent Variable	Variable Cost	Residential		Non-Residential	
				Service Population Factor	Cost Per Resident	Service Population Factor	Cost Per Employee
City Attorney	\$2,129,011	25%	\$532,253	1.00	\$2.87	0.5	\$1.43
City Clerk	\$1,872,604	25%	\$468,151	1.00	\$2.52	0.5	\$1.26
City Council	\$833,851	25%	\$208,463	1.00	\$1.12	0.5	\$0.56
City Manager	\$5,747,949	25%	\$1,436,987	1.00	\$7.74	0.5	\$3.87
Community Development	\$14,638,933	50%	\$7,319,467	1.00	\$39.44	0.5	\$19.72
Finance	\$11,734,247	25%	\$2,933,562	1.00	\$15.81	0.5	\$7.90
Human Resources	\$3,640,473	25%	\$910,118	1.00	\$4.90	0.5	\$2.45
Information Technology	\$11,165,807	25%	\$2,791,452	1.00	\$15.04	0.5	\$7.52
Library	\$10,426,621	50%	\$5,213,311	1.00	\$40.22	-	\$0.00

Sources: City of Santa Clara, 2017; Strategic Economics, 2019.

FIGURE 33. CITY OF SANTA CLARA OTHER RECURRING COST CALCULATIONS

	2025	2040
City Attorney	\$18,081	\$71,229
City Clerk	\$15,903	\$62,650
City Council	\$7,082	\$27,897
City Manager	\$48,815	\$192,304
Community Development	\$248,647	\$979,526
Finance	\$99,655	\$392,583
Human Resources	\$30,917	\$121,796
Information Technology	\$94,827	\$373,565
Library	\$251,561	\$867,450
Total	\$815,489	\$3,089,002

All values are in 2018 dollars.

Source: Strategic Economics, 2019.

²⁰ "Tasman East Specific Plan: General Fund Fiscal Impact Analysis", Strategic Economics for the City of Santa Clara, April 10, 2017.