



APPENDIX 3: FISCAL ASSESSMENT: LARAMIE GROWTH AREA PLAN PERFORMED BY TISHLERBISE

The following technical memo was used to inform the development of the Laramie Growth Area (LGA) Plan.

TECHNICAL MEMORANDUM

TO: Cameron Gloss, AICP, Logan Simpson
FROM: Julie Herlands, AICP, TischlerBise, Inc.¹
DATE: December 1, 2022
RE: **Fiscal Assessment: Laramie Growth Area Plan**

TischlerBise is under subcontract with Logan Simpson to provide fiscal impact analysis assistance for the Laramie Growth Area (LGA) Plan. This technical memo provides findings and supporting documentation for this effort.²

The technical memo includes the following sections:

- Executive Summary
- Project Overview
- Fiscal Impact Background
- City of Laramie Fiscal Trends
- Fiscal Evaluation Approach
- Fiscal Findings
- Opportunities to Strengthen Fiscal Sustainability
- Appendix: historical growth, revenue and expenditure projection methodologies, supporting documentation.

¹ TischlerBise is a fiscal, economic, and planning consulting firm specializing in fiscal/economic impact analysis, impact fees, market feasibility, infrastructure financing studies, and related revenue strategies. Our firm has been providing consulting services to public agencies for over 40 years. In this time, we have prepared over 900 fiscal/economic impact evaluations and over 1,000 impact fee/infrastructure financing studies – more than any other firm.

² The information contained in this memo is specific to the Laramie/Albany County Planning effort. Findings from this assessment are not applicable to other jurisdictions.

EXECUTIVE SUMMARY

TischlerBise is working with Logan Simpson to understand the potential fiscal implications from growth within the area designated as the Laramie Growth Area (LGA) between Albany County and the City of Laramie. The approach is an average-cost fiscal analysis to understand revenue and cost impacts to the City of Laramie from a set of prototype land uses. The fiscal findings are then applied to potential growth in the LGA.

A fiscal impact analysis compares public revenues (e.g., taxes and charges for services) generated by development to the cost to provide public services and infrastructure to the same development. Unlike a municipal budget that needs to be balanced, a fiscal analysis may find that the cost for services and infrastructure exceeds projected revenue. Key factors in a fiscal analysis include a locality's revenue structure, levels of service, infrastructure capacity, and demographic characteristics of new growth.

The assumption is that growth occurring in the LGA will be annexed by the City of Laramie, therefore service and infrastructure costs would be incurred by the City. Services provided by Albany County on a countywide basis (such as Assessor, Clerk, Courts, Treasurer, Public Health, and Detention Center) would be provided regardless of whether development occurs in the City or unincorporated County. In other words, the change being evaluated is additional City development (in the LGA) and whether City revenues are sufficient to cover the resulting costs for City services and infrastructure. It is possible that some County costs may decrease given the transition to City services (e.g., law enforcement services provided by the Sheriff's Office and Planning Department). However, these types of services are largely driven by population growth and development, and current undeveloped conditions in the unincorporated area of the County can be considered to have a minimal impact relative to city development.

The City of Laramie funds government services with sales and property taxes, state-shared revenues, as well as nonrecurring revenues (from reserves) particularly to fund capital and other nonrecurring expenses. Given a revenue structure that relies on nonlocal revenues, it is not uncommon for a fiscal analysis to yield negative results—and this is the case for the City of Laramie. Because the City's base year level of service for operations and capital is funded through reserves/nonrecurring revenues and nonlocal funding, the cost to serve new development is not fully covered by locally generated revenues.

A summary of fiscal findings is provided in Figure 1 reflecting annual revenues and expenditures projected to serve new growth. The projected deficit is approximately 16 percent of cost impacts, which is consistent with base year fiscal conditions where reserves fund more than this level of current costs. It should be noted that the figures shown do not include current City base revenues or expenditures but reflect projected revenues and costs from new development only.

The analysis relies on a series of assumptions (discussed further in this memo). Changes to these assumptions—property valuations, retail sales tax assumptions, levels of service—would affect the fiscal results. Finally, this memo also identifies a few revenue options available to the City that may be worth exploring to strengthen fiscal sustainability.

Figure 1. Fiscal Findings Summary

Land Use Category		20-Year Projected Growth (Hsg. Units and Nonres. SF)	Annual Projected Revenues	Annual Projected Costs	Annual Projected Fiscal Impact
SFD	Single Family	1,027	\$1,381,315	\$2,035,514	(\$654,199)
MF	Multifamily	1,069	\$871,235	\$1,536,153	(\$664,918)
RETAIL	Retail	196,000	\$1,270,472	\$355,544	\$914,928
OFFICE	Office	337,000	\$267,915	\$585,032	(\$317,117)
INDUSTRIAL	Industrial	156,000	\$79,560	\$93,444	(\$13,884)
Total			\$3,870,497	\$4,605,687	(\$735,190)

PROJECT OVERVIEW

TischlerBise is working with Logan Simpson to understand the potential fiscal implications from growth within the area designated as the LGA between Albany County and the City of Laramie. The approach for the fiscal evaluation is an average-cost analysis to understand revenue and cost impacts to the City of Laramie from prototype land uses. The fiscal findings are then applied to potential growth in the LGA, which is assumed to be annexed by the City for purposes of the fiscal evaluation.

Services provided by Albany County on a countywide basis (such as Assessor, Clerk, Courts, Treasurer, Public Health, Detention Center) would be provided regardless of whether development occurs in the City or unincorporated County. In other words, the change being evaluated is City development (in the LGA) and whether City revenues are sufficient to cover the resulting costs for City services and infrastructure. It is possible that some County costs may decrease given the transition to City services (e.g., law enforcement services provided by the Sheriff's Office and Planning services). However, because these types of services are largely driven by population growth and development, impact to the County under current undeveloped conditions can be viewed as having a minimal impact relative to services and infrastructure needed to support city development.

General and Limiting Conditions

Every reasonable effort has been made to ensure that the data contained in this report are accurate as of the date of this study; however, factors exist that are outside the control of TischlerBise and that may affect the estimates and/or projections noted herein. This evaluation is based on estimates, assumptions, and other information developed by TischlerBise from its independent research effort, specific expertise of fiscal impact analysis, and information provided by and consultations with Logan Simpson representatives. No responsibility is assumed for inaccuracies in reporting by the client, the client's agent and representatives, or any other data source used in preparing or presenting this study.

This report is based on information as of November 2022. Because future events and circumstances, many of which are not known as of the date of this study, may affect the estimates contained therein, no warranty or representation is made by TischlerBise that any of the projected values or results contained in this study will actually be achieved.

FISCAL IMPACT BACKGROUND

Several key factors are important when evaluating fiscal conditions: local revenue structure, local levels of service, capacity and condition of existing infrastructure, as well as demographic and market characteristics of growth and development.

- **Local Revenue Structure:** Local revenue structure is a key driver of fiscal impacts. In Wyoming, localities are funded primarily through intergovernmental revenue sources. Locally derived sources are sales tax followed by property taxes (however, tax rates are **not** controlled by localities).
- **Levels of Service:** Levels of service provided in a community is another key factor. Levels of service reflect the facility or service standard funded through a locality’s budget—regardless of whether the level is considered adequate or deficient. An example of a level of service standard is park acres per capita. This is an important factor to evaluate since levels of service vary from community to community.
- **Capacity and Condition of Existing Infrastructure:** The capacity of existing infrastructure in a community also has a bearing on fiscal sustainability. Existing capacities in facilities may lead to positive fiscal impacts given that existing infrastructure may be able to absorb growth over time without additional infrastructure investments. On the other hand, existing capacity in aging infrastructure may require investment to ensure *usable capacity*, thus increasing costs.
- **Demographic and Market Characteristics of Growth:** Demographic and market characteristics of different land uses are another important factor. Examples include average household sizes, market value of housing units, trip generation rates, density per acre, and average household income. Nonresidential development examples include square feet per employee, trip generation rates, market values per square foot, sales per square foot, and floor area ratio.

Funds included: The General Fund is the main fund included in the analysis along with general capital funds (Capital Construction Fund and SPF Fund). Proprietary funds are not included in the analysis as it is assumed that rates and fees in those funds are established at levels to fully recover costs.

DEFINITIONS

Fiscal Impact Analysis: Projection of revenues and expenditures to a public entity from development. The projection reflects revenues from taxes and other sources minus the costs to provide public services and build and maintain capital infrastructure. Unlike preparing a municipal budget—which is revenue constrained—a fiscal impact analysis may find that the cost for services and infrastructure exceeds projected revenue. Fiscal analysis can be used to evaluate the impacts of a specific development project (such as a rezoning request); analyze changes in land-use policies (such as increasing or decreasing allowable densities for development); assist in determining the appropriate balance of land uses (residential, retail, industrial); or identify fiscal impacts related to a proposed annexation.

Economic Impact Analysis: Study that focuses on the cash flow to the private sector, measured in income, jobs, output, indirect impacts, and overall wealth in a community. These impacts may or may not have a direct impact on local public fiscal conditions.

CITY OF LARAMIE FISCAL TRENDS

The City of Laramie, like other Wyoming municipalities, is heavily dependent on state-shared revenues. In response to a 40 percent decrease in state funding in Fiscal Years 2017 and 2018, Laramie instituted structural budgetary changes to align ongoing revenues with ongoing expenses, and to shift less reliable funding sources to pay for one-time expenses.

Local revenues were expanded in 2018 with voter approval of the General-Purpose Optional Tax (5th Cent Sales Tax), which helped mitigate state funding losses. This tax has a 4-year term and was recently renewed in November 2022. Voters also approved a Special Purpose Tax (SPT) (6th Cent Sales Tax) in 2018, with revenues earmarked for specific capital projects.

CURRENT CITY OF LARAMIE BUDGET

The City of Laramie provides core public services to its residents and businesses through the General Fund. The General Fund budget is approximately \$80 million (73% of the City's total biennium budget³). The City uses other governmental funds separate from the General Fund to account for specific/limited purposes. These funds may be supported by City revenues but are also typically funded from other sources such as the state or federal governments. Other funds include:

- Special Revenue Funds: E-911, Economic Development, Recreation Center
- Capital Project Funds: Capital Construction, Parks and Recreation Development, Specific Purpose Tax (SPF) Capital
- Proprietary/Enterprise Funds: Water Fund, Wastewater Fund, and Solid Waste Fund
- Internal Service Funds: Health Insurance Fund

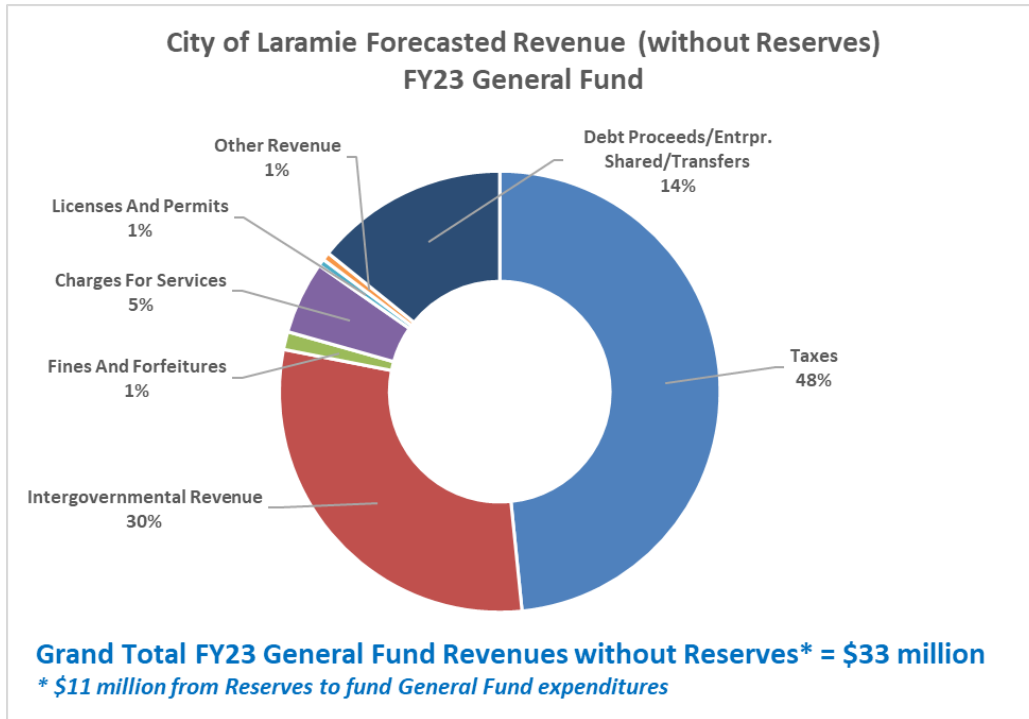
The fiscal impact assessment includes the General Fund and capital expenditures funded in part through locally generated revenues.

³ City of Laramie Adopted Budget Fiscal Years 2023 and 2024.

REVENUE SOURCES

Tax revenues (reflecting sales and use, property, auto, and franchise taxes) comprise almost 50 percent of the General Fund excluding reserves. Intergovernmental revenues are the next largest source of revenue at 30 percent.

Figure 2. General Fund Revenues (without Reserves)



Source: City of Laramie Adopted Budget Fiscal Years 2023 and 2024; TischlerBise graphic.

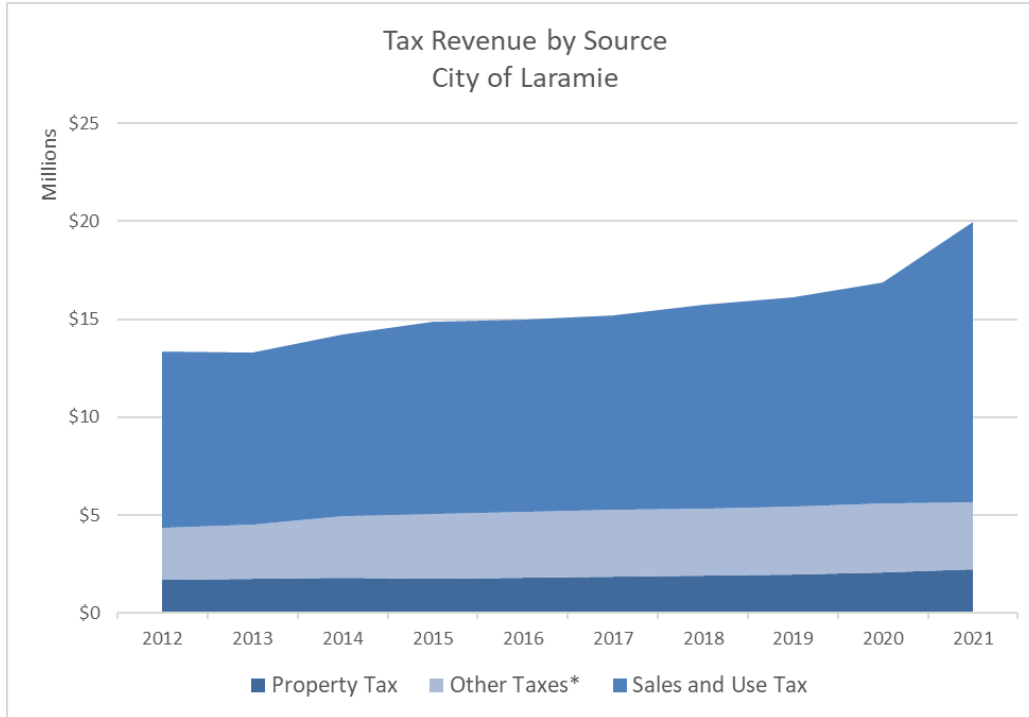
As noted in Figure 2, an additional \$11 million from reserves and fund balance was budgeted to meet financial requirements in FY 2023. The Budget notes that “reserves are primarily used to balance non-recurring expenditures, like capital or one-time appropriations.”⁴ This is important to note in this fiscal evaluation as all expenditures have been projected, including capital impacts. Further discussion is included under expenditures and findings.

The City has benefited from changes to state legislation in 2019 that enabled online collection of sales tax.⁵ Figure 3 provides historical tax revenue data in the City. As shown, sales and use tax revenue in the City has grown markedly since this legislative change—from \$10.7 million in 2019 to \$14.3 million in 2021.

⁴ City of Laramie Adopted Budget Fiscal Years 2023 and 2024, p. 22

⁵ The Wyoming legislature approved Enrolled Act 23, which expanded the taxability of online sales and was effective July 2019.

Figure 3. Tax Revenue by Source



Not adjusted for inflation.

* Auto, Franchise, Cigarette, and Gasoline Taxes

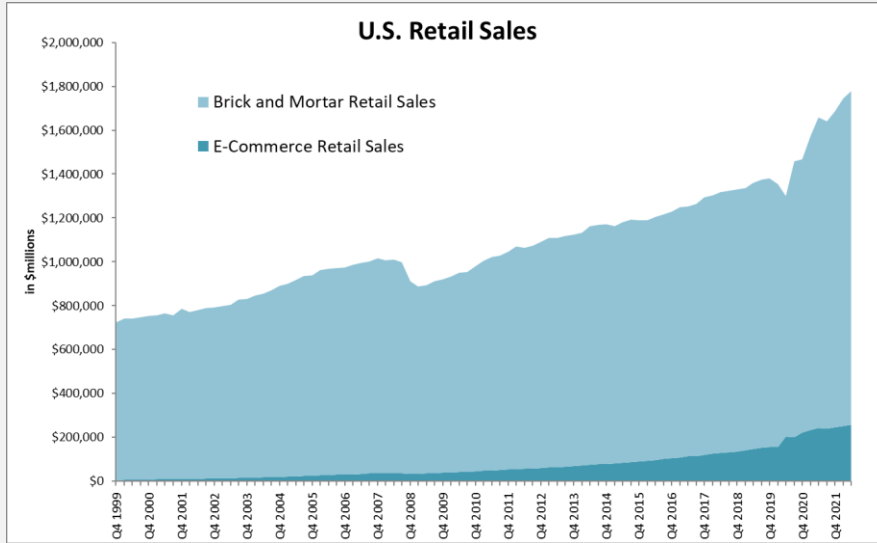
Source: City of Laramie, Annual Comprehensive Financial Report FY 2022; TischlerBise graphic.

Retail sales tax has been affected by changing trends and conditions, including the COVID-19 Pandemic as well as the accessibility of online shopping. Further discussion on national trends is provided in the boxed section on the following page.

National Retail Trends

The retail industry has changed over the last few decades as online (e-commerce) retail sales have grown and accelerated during the COVID pandemic.

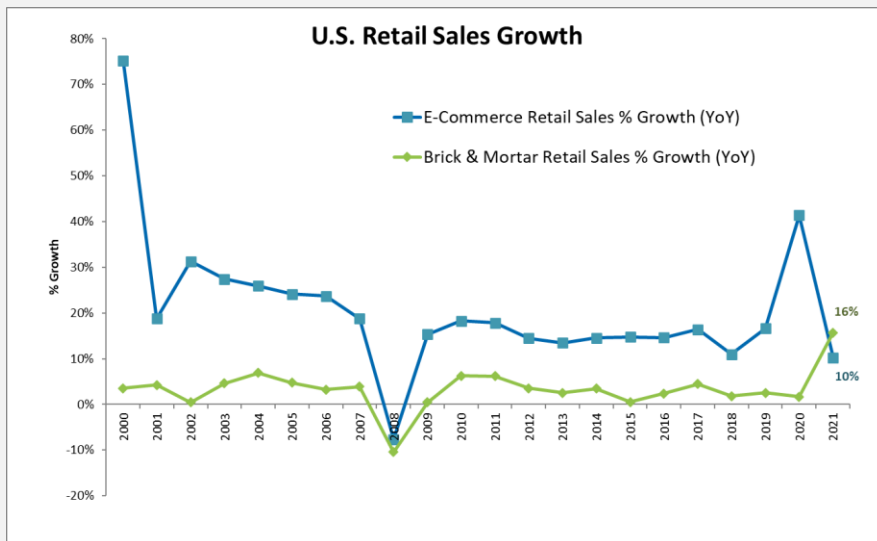
Figure 4. U.S. Retail Sales: Brick and Mortar Compared to E-Commerce



While online sales comprise a relatively small portion of overall retail sales at around 15 percent of total sales nationwide (see Figure 4), growth in retail sales tax revenues nationally has been attributed to online sales as shown in Figure 5.

Source: Retail Indicators Branch, U.S. Census Bureau; TischlerBise graphic.

Figure 5. Growth in U.S. Retail Sales: Brick and Mortar Compared to E-Commerce



However, between 2020 and 2021 brick and mortar sales growth has outpaced e-commerce growth for the first time in two decades.

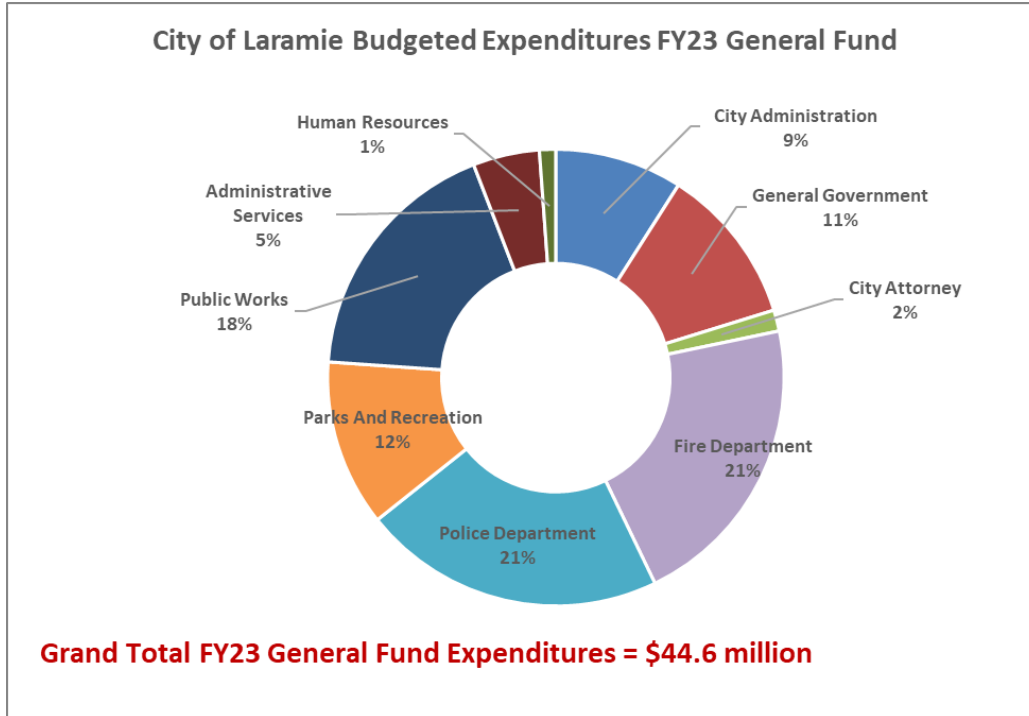
This may be due to pent up demand for in-person shopping experiences post-COVID. For sales-tax reliant localities like the City of Laramie, this is an important trend to monitor.

Source: Retail Indicators Branch, U.S. Census Bureau; TischlerBise graphic.

EXPENDITURES

The City’s largest General Fund expenditures are for Police and Fire, each at 21 percent General Fund expenditures followed by Public Works and Parks and Recreation. The General Fund includes expenses for personnel; contractual services; materials and supplies; capital projects, studies and equipment; and debt service. Figure 6 provides detail.

Figure 6. City of Laramie General Fund Expenditures



Source: City of Laramie Adopted Budget Fiscal Years 2023 and 2024; TischlerBise graphic.

Other expenditures are captured in Special Revenue Funds, Capital Projects Funds, Enterprise Funds, and Internal Service Funds.

FISCAL EVALUATION APPROACH

GENERAL APPROACH

The fiscal analysis for the LGA Plan is an average cost fiscal analysis to determine net fiscal impacts for a discrete list of prototype land uses. The cost and revenue factors have been determined based on the FY 2023 Adopted City of Laramie Budget.⁶ Enterprise Funds are not included as those funds are assumed to be fully supported by the revenues generated by the respective fund.

LAND USE PROTOTYPES

TischlerBise developed land use prototypes based on general land use categories in the LGA’s proposed Growth Plan Map and determined applicable demand factors (e.g., household size (PPHH), employees per 1,000 square feet, market values). Relevant assumptions are summarized in Figure 7.

Figure 7. Land Use Prototypes

	Land Use Category	Unit of Measure	PPHH	Empls per 1000 SF	Real Prop Value (per HU or SF)	Trip Rates per HU or 1,000 SF [2]	Trip Adj Factor [2]	Trips per HU or 1,000 SF
SFD	Single Family	HU	2.46 [1]		\$350,000 [3]	9.43	50%	4.72
MF	Multifamily	HU	1.79 [1]		\$80,000 [4]	6.74	50%	3.37
RETAIL	Retail	1000 SF		2.12 [2]	\$125 [4]	37.01	33%	12.21
OFFICE	Office	1000 SF		3.26 [2]	\$140 [4]	10.84	50%	5.42
INDUSTRIAL	Industrial	1000 SF		1.16 [2]	\$50 [4]	3.37	50%	1.69

SOURCES

- [1] U.S. Census, American Community Survey, 2020 5-Year Estimates; HU=Housing Unit; PPHH=Persons per Household
- [2] Institute of Transportation Engineers (ITE), 11th Edition, 2021. (Adjustment factors attribute two-way trips to origin or destination (50%); or pass-by (33% for retail).
- [3] Average single family house value (sale price), per Trulia/Zillow from Wyoming MLS data. Rounded values.
- [4] Albany County, WY, Assessor, Apartments.com, Loopnet (commercial real estate data); TischlerBise analysis. Rounded values.

- Residential land uses are divided into two categories: Single Family (includes detached and townhouses) and Multifamily (includes all multifamily units—renter- and owner-occupied).
- Key data factors used in the fiscal evaluation are persons per household (by type of unit) from the U.S. Census, employees per 1,000 square feet and trip generation rates (from Institute of Transportation Engineers).
- Average market values are gathered from Albany County Assessor data, residential and commercial real estate websites, and TischlerBise analysis. Multifamily unit values are blended between rental (apartment) and owner-occupied (condominium) units.

⁶ It should be noted that the City of Laramie adopts a two-year budget (for fiscal years 2023 and 2024). The analysis herein uses FY2023 totals only.

REVENUE PROJECTIONS

Figure 8 shows gross revenues for each land use prototype based on the analysis for this assignment. Revenues are from the County General Fund and tax-supported capital funds (Capital Construction Fund and Special Purpose Tax (SPT) Fund). Detailed methodologies used to derive the revenue factors are provided in the Appendix to this memo.

Figure 8. Revenue Projection Summary

Land Use Category	PPHH	Empls per 1000 SF	Real Prop Market Value (per HU or SF)	City of Laramie GF Prop Tax Rate (per \$1,000)	Assessment % [5]	Taxable Value (per HU or 1,000 SF)	GF Real Prop Tax Rev per HU or 1,000 SF [6]
	[a]	[b]	[c]	[d]	[e]	[f]=([c] x [e])/1000 x [d]	[g]
SFD	Single Family	2.46 [1]	\$350,000 [3]	\$8.000	9.5%	\$33,300	\$265
MF	Multifamily	1.79 [1]	\$80,000 [4]	\$8.000	9.5%	\$7,600	\$60
RETAIL	Retail		\$125 [4]	\$8.000	9.5%	\$11,900	\$95
OFFICE	Office		\$140 [4]	\$8.000	9.5%	\$13,300	\$106
INDUSTRIAL	Industrial		\$50 [4]	\$8.000	11.5%	\$5,800	\$46

Land Use Category	Total Other Revenue per Capita or Job [7]	PPHH/Emp per 1,000 SF	Other Revenue per HU or 1,000 SF	General Fund Sales Tax per HU or 1,000 SF [7]	TOTAL GENERAL FUND REVENUES per HU or 1,000 SF	SPF (6th Cent) (Capital) Sales Tax per HU or 1,000 SF [7]	GRAND TOTAL REVENUES per HU or 1,000 SF
	[h]	[i] (repeat [a] and [b])	[j]=[h] x [i]	[k] (sales tax figures)	[m]=[g]+[j]+[k]	[n] (sales tax figures)	[o]=[m]+[n]
SFD	Single Family	2.46	\$991	\$69	\$1,325	\$20	\$1,345
MF	Multifamily	1.79	\$721	\$26	\$807	\$8	\$815
RETAIL	Retail	2.12	\$227	\$4,750	\$5,072	\$1,410	\$6,482
OFFICE	Office	3.26	\$349	\$170	\$625	\$170	\$795
INDUSTRIAL	Industrial	1.16	\$124	\$170	\$340	\$170	\$510

SOURCES

- [1] U.S. Census, American Community Survey, 2020 5-Year Estimates; HU=Housing Unit; PPHH=Persons per Household
- [2] Institute of Transportation Engineers (ITE), 11th Edition, 2021.
- [3] Average single family house value (sale price), per Trulia/Zillow from Wyoming MLS data. Rounded values.
- [4] Albany County, WY, Assessor, Apartments.com, Loopnet (commercial real estate data); TischlerBise analysis. Rounded values.
- [5] Wyoming assessment levels: industrial use properties is 11.5%; all other properties, the level of assessment is 9.5%.
- [6] Reduced by .5% to account for administrative fee paid to County
- [7] TischlerBise analysis (see supporting figures)

- **Property Tax:** The City of Laramie levies the maximum municipal mill levy of \$8 per \$1000 in taxable value. Per state law, industrial property is assessed at 11.5 percent value; all other properties are assessed at 9.5 percent value. Figure 8 shows the revenue generated by each prototype, given the average market values assumed for this analysis. (Property valuation data is provided in the Appendix.)
- **Other Revenues:** The City collects other revenues such as licenses and permits and charges for services. TischlerBise analyzed those other General Fund revenue sources and allocated them to land uses based on sources and distribution formulas. Detail is provided in the Appendix.
- **Sales Tax:** A detailed methodology was developed to estimate and allocate retail sales tax to land uses. Further detail is provided in the following section.

Sales Tax Methodology

Sales tax is a primary revenue source for the City of Laramie and is projected using a custom methodology. Three discrete sales taxes fund City services and infrastructure.

- **4th Cent:** The State collects 4% sales and use tax and retains 69% for the State’s General Fund, retains 1% for administrative expenses, distributes 1% to counties, and remits the remainder to local governments. Distribution to local governments is based on the location of sales and use taxes collected relative to other jurisdictions.
- **5th Cent:** Point of sale collection required to be approved by voters (every 4 years), retained by the City for general purpose uses.
- **6th Cent (Special Purpose Tax (SPT)):** Point of sale collection with revenues restricted to special purposes (i.e., capital projects) approved by voters that continues until the approved projects are fully funded.

Sales and use taxes are projected from all land uses, with the majority directly from retail land uses. With collection from online sales, a portion of retail sales tax revenue is also allocated to residential development. Finally, a small portion of sales and use tax comes from other non-retail nonresidential land uses such as office and industrial. A summary of Albany County sales and use tax collection by industry/land use is shown below in Figure 9. This data is used to allocate sales and use tax revenue to respective land uses with the methodologies described in Figures 10 through 12.

Figure 9. Albany County, WY, Sales and Use Tax Collections by Industry

Albany County Sales and Use Tax Collections

Category	FY 2022 TTD	Retail	Non-Retail Nonres.
Accommodation and Food Service	\$7,574,882	18%	
Construction	\$688,198		2%
Finance and Insurance	\$49,073		0%
Information	\$643,405		2%
Manufacturing	\$623,211		1%
Retail Trade	\$16,935,424	40%	
Online and Mail Order Sales	\$4,173,175		*
Public Administration	\$5,157,671		12%
Utilities	\$1,509,268		4%
Wholesale Trade	\$1,475,910	3%	
Other	\$2,567,617	6%	
Other Services	\$1,286,540	3%	
TOTAL	\$42,684,374	70%	20%

* Attributed to residential development

Source: City of Laramie Adopted Budget Fiscal Years 2023 and 2024, p. 20

Retail Allocation

Sales per square foot for retail land uses in the City is estimated at an average of \$220 per square foot, based on collections, the percent generated at retail establishments (see Figure 9), and an estimate of retail square footage. Using this factor, TischlerBise estimated sales tax revenue from the 4th, 5th, and 6th Cent Sales Tax. Detail on the calculation methodology is provided below in Figure 10 (steps in the calculation are indicated in the far right column). The highlighted amounts are used to project sales tax revenue from future retail development (\$4.75 per square foot from 4th and 5th Cents and \$1.41 per square foot from the 6th Cent Tax).⁷

Figure 10. Retail Land Uses Sales Tax Calculation

RETAIL LAND USES	
4TH AND 5TH CENT SALES TAX	
5th Cent Sales Tax (Point of Sale)	\$5,425,000 [a]
Sales Tax Rate (5th Cent)	1% [b]
Estimated Sales in City of Laramie	\$537,075,000 [c]=[a] / [b]
% Sales at Retail-related Establishments*	70% [d]
Sales at Retail-related Establishments	\$375,952,500 [e]=[c] x [d]
Estimated Square Feet of Retail Space^	1,700,000 [f]
Sales per SF Retail	\$221.15 [g]=[e] / [f]
Sales per SF Retail Rounded	\$220 [h]=round([g])
Sales Tax (5th Cent) Attributable per Sq. Ft.	\$2.20 [i]=[h] x .01
4th Cent Sales Tax (Laramie Share)	\$6,300,000 [j]
4th Cent Relative to 5th Cent	116.0% [k]=[j] / [a]
Sales Tax (4th Cent) Attributable per Sq. Ft.	\$2.55 [l]=[k] x [i]
6TH CENT SALES TAX (SPT FUND)	
Percent of SPT allocated to City of Laramie#	64% [m]
Sales Tax (6th Cent) Attributable per Sq. Ft.	\$1.41 [n]=[i] x [m]
RETAIL SUMMARY	
Sales Tax (4th Cent) Attributable per Sq. Ft.	\$2.55 [l]
Sales Tax (5th Cent) Attributable per Sq. Ft.	\$2.20 [i]
Total Sales Tax (4th and 5th Cents) per Sq. Ft. (Operating)	\$4.75 [m]=[i] + [l]
Sales Tax (6th Cent) Attributable per Sq. Ft. (Capital)	\$1.41

All figures estimated; tax estimates are rounded.

* Albany County Sales Data (from Laramie Adopted Budget FY23-FY24); TischlerBise analysis.

^ TischlerBise estimate based on jobs data and square feet per job factors.

2018 Special Purpose Tax (SPT) Ballot included funding allocated 64% to City of Laramie projects; 64% applied to 5th Cent estimates as a proxy for 6th Cent Sales Tax available to City of Laramie.

⁷ As with any projection, assumptions drive the results. Changes to those assumptions—e.g., retail uses with higher sales per square foot will increase revenues and overall fiscal findings.

Office and Industrial Allocation

Sales and use tax is also collected from other nonresidential development, albeit at lower amount. Based on collection data from Figure 9 and an estimate of non-retail nonresidential square footage, estimated sales tax per non-retail square feet is derived. Using this factor, TischlerBise estimated sales tax revenue from the 4th, 5th, and 6th Cent Sales Tax. Detail on the calculation methodology is provided below in Figure 11 (steps in the calculation are indicated in the far right column). The highlighted amounts are used to project sales tax revenue from future office and industrial development (\$.56 per square foot from 4th and 5th Cents and \$.17 per square foot from the 6th Cent Tax).

Figure 11. Office and Industrial Land Uses Sales Tax Calculation

OFFICE AND INDUSTRIAL LAND USES	
4TH AND 5TH CENT SALES TAX	
Estimated Sales in City of Laramie	\$537,075,000 [a]
Estimated Sales at Non-Retail Related Establishments*	\$109,100,437 [b]=[a] x 20%
Estimated Square Feet of Office and Industrial Space^	4,270,000 [c]
Sales per SF Office and Industrial	\$25.55 [d]=[b] / [c]
Sales Tax (5th Cent) Attributable per Sq. Ft.	\$0.26 [e]=[d] x 1%
4th Cent Relative to 5th Cent	116.0% [f] (see Retail section)
Sales Tax (4th Cent) Attributable per Sq. Ft.	\$0.30 [g]=[e] x [f]
6TH CENT SALES TAX (SPT FUND)	
Percent of SPT allocated to City of Laramie#	64% [h]
Sales Tax (6th Cent) Attributable per Sq. Ft.	\$0.17 [i]=[e] x [h]
OFFICE AND INDUSTRIAL SUMMARY	
Sales Tax (4th Cent) Attributable per Sq. Ft.	\$0.30 [g]
Sales Tax (5th Cent) Attributable per Sq. Ft.	\$0.26 [e]
Total Sales Tax (4th and 5th Cents) per Sq. Ft. (Operating)	\$0.56 [j]=[g] + [e]
Sales Tax (6th Cent) Attributable per Sq. Ft. (Capital)	\$0.17 [i]

All figures estimated; tax estimates are rounded.

* Estimated 20% other nonresidential (non-retail); from Albany County Sales Data (from Laramie Adopted Budget FY23-FY24); TischlerBise analysis.

^ TischlerBise estimate based on jobs data and square feet per job factors.

2018 Special Purpose Tax (SPT) Ballot included funding allocated 64% to City of Laramie projects; 64% applied to 5th Cent estimates as a proxy for 6th Cent Sales Tax available to City of Laramie.

Residential Allocation

Because sales and use taxes are collected from online sales, the fiscal evaluation methodology allocates a portion of sales tax revenue to residential development. Retail spending assumptions are estimated based on several factors including regional data from the Bureau of Labor Statistics Consumer Expenditure Survey, household income, which in turn is derived from house values, and the estimated portion of retail spending conducted online (from U.S. Census, Retail Indicators Branch). Figure 12 provides the methodology used to estimate taxable online retail spending by type of housing unit (\$69 and \$20 per single family house from 4th and 5th Cents and 6th Cent, respectively and \$26 and \$8 per multifamily unit from 4th and 5th Cents and 6th Cent Tax, respectively).

Figure 12. Residential Land Uses Sales Tax Calculation

RESIDENTIAL LAND USES		
4TH AND 5TH CENT SALES TAX		
Regional Data*		
Average Market Value of House/Annual Rent*	\$280,000	[a]
Average Household Income*	\$82,000	[b]
Average Annual Taxable Spending per Household*	\$15,800	[c]
% Household Income/Average Market Value (rounded)	30%	[d]=[b] / [a]
% Household Income on Taxable Spending (rounded)	20%	[e]=[c] / [b]
	Single Family	Multifamily
Laramie Prototype Average Value/Annual Rent [^]	\$350,000	\$12,000 [f]
Average Household Income (at 30%)	\$105,000	\$40,000 [g]=[d] x [f]
Average Annual Taxable Spending per Household (at 20%)	\$21,000	\$8,000 [h]=[g] x [e]
% Spending Online#	15%	15% [i]
Online Taxable Spending (Attributed to Residential) per Housing Unit	\$3,200	\$1,200 [j]=[h] x [i]
Sales Tax (5th Cent) Attributable per Housing Unit	\$32.00	\$12.00 [k]=[j] x .01
4th Cent Relative to 5th Cent	116%	116% [l] (see Retail section)
Sales Tax (4th Cent) Attributable per Housing Unit	\$37.12	\$13.92 [m]=[k] x [l]
6TH CENT SALES TAX (SPT FUND)		
Percent of SPT allocated to City of Laramie##	64%	64% [n]
	Single Family	Multifamily
Sales Tax (6th Cent) Attributable per Housing Unit	\$20.48	\$7.68 [o]=[k] x [n]
RESIDENTIAL SUMMARY		
Sales Tax (4th Cent) Attributable per Sq. Ft.	\$37.12	\$13.92 [m]
Sales Tax (5th Cent) Attributable per Sq. Ft.	\$32.00	\$12.00 [k]
Total Sales Tax (4th and 5th Cents) per Sq. Ft. (Operating)	\$69.12	\$25.92 [p]=[m] + [k]
Total Sales Tax (4th and 5th Cents) per Sq. Ft. (Operating) (Rounded)	\$69.00	\$26.00
Sales Tax (6th Cent) Attributable per Sq. Ft. (Capital)	\$20.48	\$7.68 [o]
Sales Tax (6th Cent) Attributable per Sq. Ft. (Capital) (Rounded)	\$20.00	\$8.00

All figures estimated; tax estimates are rounded.

* Bureau of Labor Statistics, Consumer Expenditure Survey: West Region, Mountain; 2-Year Average, 2021.

[^] TischlerBise estimate (see valuation data).

U.S. Census Bureau, Retail Indicators Branch: "Estimated Quarterly U.S. Retail Sales (Adjusted): Total and E-commerce"

2018 Special Purpose Tax (SPT) Ballot included funding allocated 64% to City of Laramie projects; 64% applied to 5th Cent estimates as a proxy for 6th Cent Sales Tax available to City of Laramie.

COST IMPACTS

Figure 13 provides estimated cost impacts for each land use prototype based on the analysis for this assignment. General Fund and capital cost impacts are captured in the figure. It should be reiterated that a fiscal impact evaluation identifies the share of costs “consumed” by a particular land use, which may not translate to an actual change to the City’s budget. The City will continue to balance its budget with the resources available. For this analysis, average annual cost factors are derived based on the type and level of service provided by the City and funding sources. An average cost per capita or job (for most General Fund operations) and cost per vehicle trip (for Public Works-related services) is derived along with an average cost for capital impacts. The cost factors are then multiplied by applicable demand factors by type of land use to determine an average cost per prototype land use. Detailed expenditure methodology figures are provided in the Appendix to this memo.

Figure 13. Cost Impacts Projection Summary

GENERAL FUND COST IMPACTS						CAPITAL COST IMPACTS			GRAND TOTAL COSTS per HU or 1,000 SF	
Land Use Category	PPHH/Emp per 1,000 SF [1],[2]	General Fund Cost per Capita or Job [3]	Trips per HU or 1,000 SF [2]	General Fund Cost per Vehicle Trip [3]	TOTAL GF COST per HU or 1,000 SF	Capital Cost per Capita or Job [3]	Capital Cost per Vehicle Trip	TOTAL CAPITAL COST per HU or 1,000 SF		
	[a]	[b]	[c]	[d]	[e]=[a]x[b] + [c]x[d]	[f]	[g]	[h]=[a]x[f] + [c]x[g]	[i]=[e] + [h]	
SFD	Single Family	2.46	\$637	4.72	\$70	\$1,897	\$17	\$9	\$85	\$1,982
MF	Multifamily	1.79	\$637	3.37	\$70	\$1,376	\$17	\$9	\$61	\$1,437
RETAIL	Retail	2.12	\$397	12.21	\$70	\$1,696	\$4	\$9	\$118	\$1,814
OFFICE	Office	3.26	\$397	5.42	\$70	\$1,674	\$4	\$9	\$62	\$1,736
INDUSTRIAL	Industrial	1.16	\$397	1.69	\$70	\$579	\$4	\$9	\$20	\$599

SOURCES

- [1] U.S. Census, American Community Survey, 2020 5-Year Estimates; HU=Housing Unit; PPHH=Persons per Household
- [2] Institute of Transportation Engineers (ITE), 11th Edition, 2021. (Adjusted to attribute two-way trips to origin or destination (50%); or pass-by (33% for retail).
- [3] TischlerBise analysis (see supporting figures)

As noted elsewhere, the fiscal assessment is an average cost approach—capturing both operating and capital impacts from prototype land uses. However, it is acknowledged that growth that occurs outside the current municipal boundaries may lead to marginal cost impacts higher than that is shown here, such as the need for new fire stations, which will in turn generate ongoing operating expenditures. The City has identified general locations and timing for future Fire Stations to serve growth in the southern and western areas of the City and LGA.⁸ If growth pressures occur in the LGA, the need for Fire Stations will accelerate with those costs being triggered in a shorter time frame.

⁸ City of Laramie, “Laramie Comprehensive Plan,” Map 10.2 Proposed Fire Stations and Fire Response Area.

FISCAL FINDINGS

FISCAL FINDINGS BY LAND USE PROTOTYPE

Given the above revenue and cost impact analysis, an estimated fiscal impact by type of land use can be derived. As shown in Figure 14, retail land uses are estimated to generate sufficient revenues to cover expenses; however other land uses generate costs in excess of revenues. This is not surprising given that approximately a quarter of the City’s expenditures are estimated to be funded from reserves. In other words, locally generated ongoing revenues generally are insufficient to cover ongoing operating and capital costs.

Figure 14. Fiscal Impact Findings by Land Use Type

Land Use Category		GRAND TOTAL REVENUES per HU or 1,000 SF	TOTAL GF COST per HU or 1,000 SF	TOTAL CAPITAL COST per HU or 1,000 SF	GRAND TOTAL COSTS per HU or 1,000 SF	FISCAL IMPACT per HU or 1,000 SF
SFD	Single Family	\$1,345	\$1,897	\$85	\$1,982	(\$637)
MF	Multifamily	\$815	\$1,376	\$61	\$1,437	(\$622)
RETAIL	Retail	\$6,482	\$1,696	\$118	\$1,814	\$4,668
OFFICE	Office	\$795	\$1,674	\$62	\$1,736	(\$941)
INDUSTRIAL	Industrial	\$510	\$579	\$20	\$599	(\$89)

FISCAL FINDINGS FOR PROJECTED GROWTH

LGA Assumptions and Projections

To understand potential fiscal impacts from growth, the consultant team provided a capacity analysis for the LGA future land use plan and researched recent development trends. For the fiscal evaluation of future growth, it is recommended that market-based growth projections be used instead of buildout where land capacity appears to be sufficient to accommodate over two hundred years of growth. This amount of growth and length of time is not conducive to a fiscal evaluation. Instead, we recommend evaluating a shorter length of time (20 years) with growth grounded in market reality.

Figure 15 summarizes the growth projections used in this analysis.

- Per the LGA Plan, City population is projected to grow to 36,377 by the year 2042, which is then allocated into households at an average household size of 2.22.
- The increase in population results in a growth in households over 20 years of 2,096 with 49 percent single family and 51 percent multifamily (per the Plan).
- Employment growth projected based on the City maintaining a jobs to population ratio of .45 (5-year trend). This results in an increase of 1,694 jobs over 20 years, allocated by type based on the current distribution among retail, office/institutional, and industrial (see the Appendix for detail).

Figure 15. Growth Assumptions and Projections

CITY OF LARAMIE		Assumptions	2022	2042	20-Year Net Increase	Growth Rate
Population		<i>2042 projected population per Laramie Growth Area Plan</i>	31,722	36,377	4,655	0.7%
Households Total		<i>2.22 persons per HH</i>	14,284	16,380	2,096	0.7%
<i>Single Family</i>		<i>49% single family</i>	6,999	8,026	1,027	0.7%
<i>Multifamily</i>		<i>51% multifamily</i>	7,285	8,354	1,069	0.7%
Jobs		<u><i>Distribution by Type</i></u>				
Retail		<i>25%</i>	3,609	4,026	417	0.5%
Office/Institutional		<i>65%</i>	9,501	10,598	1,097	0.5%
Industrial		<i>11%</i>	1,566	1,746	180	0.5%
Total		<i>Assume .45 jobs to pop. ratio (5-year avg)</i>	14,676	16,370	1,694	0.5%
Nonresidential Sq. Ft		<u><i>Sq. Ft. per Job</i></u>				
Retail		<i>471</i>	1,700,000	1,896,000	196,000	0.5%
Office/Institutional		<i>307</i>	2,917,000	3,254,000	337,000	0.5%
Industrial		<i>864</i>	1,353,000	1,509,000	156,000	0.5%
Total			5,970,000	6,659,000	689,000	0.5%

Source: Logan Simpson; TischlerBise

Fiscal Impacts from Projected Growth

Applying the fiscal impact findings to projected growth in the LGA by year 20 yields a projected annual deficit of approximately \$735,000. The deficit is approximately 16 percent of projected costs, which is consistent with base year fiscal conditions where reserves fund approximately 25 percent of total costs. It should be noted that the figures in Figure 16 do not include the current City base but reflect projected revenues and costs from new development only. Further, the analysis reflects a projection of *annual* revenues and costs at year 20—as opposed to cumulative or aggregated results over time.

Furthermore, as discussed in the Growth Projection section, the amount of future development modeled does not reflect the carrying capacity of the LGA, rather the amount of growth is intended to reflect market conditions. Changes to assumptions regarding the amount and type of growth—as well as other development characteristics such as property values or sales per square foot—would affect the fiscal findings.

Figure 16. Fiscal Impact Findings for Projected Growth

Land Use Category		20-Year Projected Growth (Hsg. Units and Nonres. SF)	Annual Projected Revenues	Annual Projected Costs	Annual Projected Fiscal Impact
SFD	Single Family	1,027	\$1,381,315	\$2,035,514	(\$654,199)
MF	Multifamily	1,069	\$871,235	\$1,536,153	(\$664,918)
RETAIL	Retail	196,000	\$1,270,472	\$355,544	\$914,928
OFFICE	Office	337,000	\$267,915	\$585,032	(\$317,117)
INDUSTRIAL	Industrial	156,000	\$79,560	\$93,444	(\$13,884)
Total			\$3,870,497	\$4,605,687	(\$735,190)

Other Costs

In addition to the fiscal findings summarized in Figure 16, a separate utility analysis was conducted by Stantec Consulting Services.⁹ Stantec identified estimated costs and potential challenges to expanding the water and sanitary sewer systems to serve development in the LGA. Stantec estimated \$45.5 million for water system expansions and \$38.5 million for sanitary sewer along with the following challenges:

1. Unknown phasing
2. Construction Capital and On-going Maintenance Costs
3. Right-of-way
4. Additional pressure zones to serve several areas within the growth boundary
5. Additional water storage capacity needs
6. Existing system capacities may be limiting

⁹ Stantec Consulting Services, “Growth Plan Utility Analysis,” Technical Memo dated October 7, 2022.

The capital costs identified reflect a one-time expense, which would likely be spread over multiple years and included in financing plans within the City’s utility funds.

OPPORTUNITIES TO STRENGTHEN FISCAL SUSTAINABILITY

The City of Laramie is limited in its ability to generate own-source revenues at a level sufficient to support ongoing service and infrastructure needs. The City is not alone in this challenge as many local governments face similar revenue constraints. That said, there are several fiscal strategies available to the City that could help improve fiscal sustainability.

The City’s use of reserves to fund one-time or non-recurring costs such as capital improvements—as opposed to ongoing expenses—is sound financial practice. However, a reliance on reserves requires continual replenishment for ongoing and regular investment in capital needs. By definition, reliance on reserves to fund a capital program may not be feasible on a consistent basis due to annual budgetary pressures.

Three strategies to help the City of Laramie fund capital improvements are briefly discussed in this section:

- Impact Fees
- 7th Cent Sales Tax
- Storm Drainage Utility

IMPACT FEES

Impact fees are one-time payments made by new development to mitigate the cost of additional infrastructure capacity. Impact fees can only be collected and used to fund capital improvements that add/expand capacity to a system. Generally, the jurisdiction imposing the fee must: (1) identify the purpose of the fee, (2) identify the use to which the fee is to be put, (3) show a reasonable relationship between the fee’s use and the type of development project (i.e., a nexus), and (4) account for and spend the fees collected only for the purpose(s) used in calculating the fee.

An impact fee represents new growth’s proportionate share of capital facility needs. Impact fees do have limitations and should not be regarded as the total solution for infrastructure funding needs. Rather, they are one component of a comprehensive portfolio to ensure provision of adequate public facilities needed to serve new development. In contrast to general taxes, impact fees may not be used for operations, maintenance, replacement of infrastructure, or correcting existing deficiencies.

Impact fees for the City of Laramie could augment the City’s use of General Fund, SPT, and nonrecurring revenues for capital improvements. Impact fee revenues could be used to fund general government infrastructure such as street and storm drainage improvements, parks and recreation capital

improvements, fire stations, police stations, general government buildings as well as utility capacity needs. Assuming a hypothetical impact fee amount of \$2,000 per housing unit, over \$200,000 could be generated for capital improvements annually. The impact fee amount would be contingent on the infrastructure categories implemented and the methodologies used to calculate the fees.

7TH CENT SALES TAX

The City currently levies the 5th and 6th Cent optional sales taxes—with the 5th Cent being renewed in 2022¹⁰ and the 6th Cent most recently approved (by Albany County voters) in 2018 for a 10- to 12-year capital improvement program. A 7th Cent optional sales tax is also available to local governments. Per the City of Laramie FY 2022 and 2023 Budget:

The 7th Cent Sales and Use Tax: This optional tax is available to local governments for general or specific purposes and up to \$0.25 of this tax can be used to support economic development. This tax is not currently levied in Albany County. As stated in the Council's 2018 goals, this source may be discussed as a future funding option, but recent efforts have been directed at the 5th and 6th cent local optional taxes.¹¹

This tax would provide additional broad-based tax revenue to further support one-time capital and other funding needs.

STORM DRAINAGE UTILITY

The City has identified a Storm Drainage Utility (allowed by state law) as a potential mechanism to fund storm drainage improvements.¹² Typically, storm drainage costs are due to existing problems from aging development and infrastructure—as opposed to issues caused by new growth. Therefore, a utility is often a better fit to mitigate those needs, rather than impact fees. A utility provides a larger revenue base as well as generates ongoing revenues to cover operations, maintenance, and debt service for major capital improvements.

¹⁰ While the tax was renewed in 2022 for another 4-year cycle, the ballot question to make this tax permanent was rejected (also in 2022).

¹¹ City of Laramie Adopted Budget Fiscal Years 2023 and 2024, p. 25

¹² City of Laramie Adopted Budget Fiscal Years 2023 and 2024, p. 30.

APPENDIX

HISTORICAL GROWTH

Past growth trends used to development market-based projections are summarized below.

Figure 17. City of Laramie and Albany County Growth Trends

	2022*	2021*,^	2020^	2019#	2018#	2017#	2016#	2015#	2014#	2013#
City of Laramie Population	31,722	31,659	31,407	32,711	32,612	32,447	32,026	32,136	31,887	31,891
City of Laramie Jobs	14,676	14,001	13,974	14,333	14,267	14,351	14,762	14,444	13,985	13,963
Albany County Jobs	16,306	15,557	15,527	15,897	15,691	15,815	16,336	16,104	15,738	15,624
City as Share of County Jobs	90.0%	90.0%	90.0%	90.2%	90.9%	90.7%	90.4%	89.7%	88.9%	89.4%
City Job Growth Rate		4.8%	0.2%	-2.5%	0.5%	-0.6%	-2.8%	2.2%	3.3%	0.2%
City of Laramie Jobs to Population Ratio	0.46	0.44	0.44	0.44	0.44	0.44	0.46	0.45	0.44	0.44
5-Year Average	0.45									

* Jobs data: Wyoming Department of Workforce Services, QCEW data

^ Population data: US Census Data via WY Department of Administration and Information, Economic Analysis Division (<http://eadiv.state.wy.us/pop/Place-21EST.htm>)

Jobs data: U.S. Census, OnTheMap Application and LEHD Origin-Destination Empl. Statistics.

REVENUE PROJECTION METHODOLOGY DETAIL

Revenue projection detail is provided in this section. The Methodology column reflects the allocation to applicable land uses. Where “Proportionate Share %” is listed, costs are allocated to both residential and nonresidential development using proportionate share factors (see Figure 18). “Residential” allocates the revenue to population. “Fixed” methodology assumes the revenue source is a one-time source and/or not generated directly from development.

REVENUE PROJECTIONS

Laramie Wyoming Growth Area Plan
GENERAL FUND

			BUDGET ALLOCATION				DEMAND FACTORS			PROJECTION FACTORS						
Revenue Source	Methodology	FY23 Budget	FY23 Budget	Resid. %	Nonresid. %	Resid. \$	Nonresid. \$	Residential Factor	Nonresidential Factor	Residential (per capita)	Nonresidential (per job)					
		Detail	Subtotals								(population)	(jobs)	Retail	Office	Industrial	
TAXES	Taxes Auto	Average	\$520,000	\$520,000	100%	0%	\$520,000	\$0	POPULATION	31,722	FIXED	0	\$16	\$0	\$0	\$0
	Taxes Property	Marginal	\$2,050,000	\$2,050,000					CUSTOM CALCULATION		CUSTOM CALCULATION					
	Taxes Franchise	Average	\$1,675,150	\$1,675,150	100%	0%	\$1,675,150	\$0	POPULATION	31,722	FIXED	0	\$53	\$0	\$0	\$0
	Sales and Use Tax: 4th Cent	see figures	\$6,300,000	\$6,300,000	CUSTOM CALCULATION				CUSTOM CALCULATION							
	Sales and Use Tax: 5th Cent	see figures	\$5,425,000	\$5,425,000	CUSTOM CALCULATION				CUSTOM CALCULATION							
INTERGOVERNMENTAL REVENUE	Cigarette tax	Fixed	\$80,000	\$80,000	0%	0%	\$0	\$0	FIXED	0	FIXED	0	\$0	\$0	\$0	\$0
	Gas and special fuels			\$1,010,000												
	Gas tax: 75% on Gas Sold	Proportionate Share %	\$757,500		72%	28%	\$545,400	\$212,100	POPULATION	31,722	TOTAL JOBS	14,676	\$17	\$14	\$14	\$14
	Gas tax: 25% on Population	Residential	\$252,500		100%	0%	\$252,500	\$0	POPULATION	31,722	TOTAL JOBS	14,676	\$8	\$0	\$0	\$0
	Mineral royalties	Fixed	\$750,000	\$750,000	0%	0%	\$0	\$0	FIXED	0	FIXED	0	\$0	\$0	\$0	\$0
	Severance tax	Residential	\$1,130,000	\$1,130,000	100%	0%	\$1,130,000	\$0	POPULATION	31,722	FIXED	0	\$36	\$0	\$0	\$0
	Direct Distribution	Residential	\$3,675,000	\$3,675,000	100%	0%	\$3,675,000	\$0	POPULATION	31,722	FIXED	0	\$116	\$0	\$0	\$0
	Public Safety Grants and Reim	Proportionate Share %	\$1,348,422	\$1,348,422	72%	28%	\$970,864	\$1,029,000	POPULATION	31,722	TOTAL JOBS	14,676	\$31	\$70	\$70	\$70
	IMH Agreement	Fixed	\$1,100,000	\$1,100,000	0%	0%	\$0	\$0	FIXED	0	FIXED	0	\$0	\$0	\$0	\$0
	Wyoming Lottery	Fixed	\$80,000	\$80,000	0%	0%	\$0	\$0	FIXED	0	FIXED	0	\$0	\$0	\$0	\$0
	Pari-Mutuel Wagering	Fixed	\$85,000	\$85,000	0%	0%	\$0	\$0	FIXED	0	FIXED	0	\$0	\$0	\$0	\$0
	Skilled Gaming	Fixed	\$5,000	\$5,000	0%	0%	\$0	\$0	FIXED	0	FIXED	0	\$0	\$0	\$0	\$0
	Other Intergovernmental	Residential	\$535,000	\$535,000	100%	0%	\$535,000	\$0	POPULATION	31,722	FIXED	0	\$17	\$0	\$0	\$0
FINES AND FORFEITURES	Court and Parking Fines	Residential	\$412,000	\$412,000	100%	0%	\$412,000	\$0	POPULATION	31,722	FIXED	0	\$13	\$0	\$0	\$0
	Court Costs	Residential	\$20,000	\$20,000	100%	0%	\$20,000	\$0	POPULATION	31,722	FIXED	0	\$1	\$0	\$0	\$0
CHARGES FOR SERVICES	Parks and Recreation	Residential	\$105,250	\$105,250	100%	0%	\$105,250	\$0	POPULATION	31,722	FIXED	0	\$3	\$0	\$0	\$0
	Cemetery	Residential	\$23,100	\$23,100	100%	0%	\$23,100	\$0	POPULATION	31,722	FIXED	0	\$1	\$0	\$0	\$0
	Police	Fixed	\$60,000	\$60,000	0%	0%	\$0	\$0	FIXED	0	FIXED	0	\$0	\$0	\$0	\$0
	Muni Court	Residential	\$43,000	\$43,000	100%	0%	\$43,000	\$0	POPULATION	31,722	FIXED	0	\$1	\$0	\$0	\$0
	Fire	Residential	\$184,000	\$184,000	100%	0%	\$184,000	\$0	POPULATION	31,722	FIXED	0	\$6	\$0	\$0	\$0
	Mosquito Control	Residential	\$540,000	\$540,000	100%	0%	\$540,000	\$0	POPULATION	31,722	FIXED	0	\$17	\$0	\$0	\$0
	Ice and Events Center	Residential	\$153,000	\$153,000	100%	0%	\$153,000	\$0	POPULATION	31,722	FIXED	0	\$5	\$0	\$0	\$0
	Other	Fixed	\$2,750	\$2,750	0%	0%	\$0	\$0	FIXED	0	FIXED	0	\$0	\$0	\$0	\$0
	Planning and Permit Fees	Proportionate Share %	\$645,000	\$645,000	72%	28%	\$464,400	\$180,600	POPULATION	31,722	TOTAL JOBS	14,676	\$15	\$12	\$12	\$12
LICENSES AND PERMITS	LICENSES AND PERMITS	Proportionate Share %	\$173,000	\$173,000	72%	28%	\$124,560	\$48,440	POPULATION	31,722	TOTAL JOBS	14,676	\$4	\$3	\$3	\$3
	OTHER REVENUE	Proportionate Share %	\$192,465	\$192,465	72%	28%	\$138,575	\$53,890	POPULATION	31,722	TOTAL JOBS	14,676	\$4	\$4	\$4	\$4
TOTAL REVENUE BEFORE DEBT AND TRANSFERS			\$28,322,137	\$28,322,137												
	Proceeds from Debt Issuance	Fixed	\$2,632,011	\$2,632,011	0%	0%	\$0	\$0	FIXED	0	FIXED	0	\$0	\$0	\$0	\$0
	Enterprise Funds Shared Servi	Proportionate Share %	\$1,747,414	\$1,747,414	72%	28%	\$1,258,138	\$489,276	POPULATION	31,722	TOTAL JOBS	14,676	\$40	\$3	\$3	\$3
	Transfers In: Operating	Fixed	\$257,500	\$257,500	0%	0%	\$0	\$0	FIXED	0	FIXED	0	\$0	\$0	\$0	\$0
	Transfers In: Capital	Fixed	\$45,000	\$45,000	0%	0%	\$0	\$0	FIXED	0	FIXED	0	\$0	\$0	\$0	\$0
	Subtotal		\$4,681,925	\$4,681,925												
RESERVES	Restricted Reserves	Fixed	\$550,000	\$550,000	0%	0%	\$0	\$0	FIXED	0	FIXED	0	\$0	\$0	\$0	\$0
	Cash Reserves	Fixed	\$7,900,000	\$7,900,000	0%	0%	\$0	\$0	FIXED	0	FIXED	0	\$0	\$0	\$0	\$0
	Rebudget Reserves	Fixed	\$3,142,774	\$3,142,774	0%	0%	\$0	\$0	FIXED	0	FIXED	0	\$0	\$0	\$0	\$0
	Subtotal		\$11,592,774	\$11,592,774												
GRAND TOTAL REVENUES AVAILABLE			\$44,596,836	\$44,596,836									(per capita)	Retail	Office	Industrial
												TOTAL	\$402.55	\$107.15	\$107.15	\$107.15
												TOTAL (ROUNDED)	\$403.00	\$107.00	\$107.00	\$107.00

Property Value Data

MULTIFAMILY			Units	2022 Market Value:	per unit
The Social Laramie	MF Rental		480	\$14,152,871	\$29,485
Legacy Senior Residences	MF Senior		48	\$4,368,673	\$91,014
	Condo	mf owner	207	\$39,431,066	\$190,488
	Duplex		2	\$197,817.00	\$98,909
	MF Total		737	\$58,150,427	\$78,902
	MF Total Rounded			MULTIFAMILY ROUNDED	\$80,000

Sources: Albany County, WY, Assessor, Apartments.com; Loopnet (commercial real estate data); TischlerBise analysis. Rounded values.

INDUSTRIAL			Sq. Ft.	2022 Market Value:	per Sq. Ft.
industrial	LOOPNET LISTING		4576	\$625,000	\$136.58
industrial	2000 S 15th St		32900	\$955,945	\$29.06
IND/office	1660 HARRISON ST LARAMIE		7920	\$489,622	\$61.82
	INDUSTRIAL TOTAL		45396	\$2,070,567	\$45.61
				INDUSTRIAL ROUNDED	\$50.00
OFFICE					
office	1909 VISTA DR LARAMIE (med ofc)		49979	\$10,633,336	\$212.76
office	4619 BOBOLINK LN LARAMIE		9632	\$789,669	\$81.98
office	2828 E GRAND AVE LARAMIE		3921	\$764,885	\$195.07
office	1660 HARRISON ST LARAMIE		7920	\$489,622	\$61.82
office	2468 JACKSON ST LARAMIE		39658	\$3,068,581	\$77.38
	OFFICE TOTAL		111110	\$15,746,093	\$141.72
				OFFICE ROUNDED	\$140.00
RETAIL					
retail			16000	\$3,500,000	\$218.75
retail	northridge center		18500	\$1,181,567	\$63.87
retail/lodging	hilton garden inn		92309	\$18,797,321	\$203.63
retail	walmart		185356	\$11,208,990	\$60.47
retail/lodging	4712 GRAND AVE LARAMIE		33807	\$3,436,989	\$101.67
retail/lodging	204 30TH ST LARAMIE		67335	\$10,576,041	\$157.07
retail	2901 GRAND AVE LARAMIE		3360	\$621,709	\$185.03
retail	2427 GRAND AVE LARAMIE		55547	\$10,754,520	\$193.61
retail	2158 SNOWY RANGE RD LARAMIE		9085	\$773,289	\$85.12
retail and condo	Elite Empress Condo		12960	\$1,293,367	\$99.80
	RETAIL TOTAL		494259	\$62,143,793	\$125.73
				RETAIL ROUNDED	\$125.00

Sources: Albany County, WY, Assessor; Loopnet (commercial real estate data); TischlerBise analysis. Rounded values.

EXPENDITURE PROJECTION METHODOLOGY DETAIL

Expenditure projection detail is provided in this section. The Methodology column reflects the allocation to applicable land uses. Where “Proportionate Share %” is listed, costs are allocated to both residential and nonresidential development using proportionate share factors (see Figure 18). The FY 2023 budget is adjusted to reflect the estimated portion that is variable (“% Variable” column) or affected by development. In some cases, the amount is reduced by the cost of personnel under the rationale that existing staff has capacity to accommodate the relatively low amount of growth projected. In other cases, 100 percent of the costs is assumed to be affected by growth. The allocated cost is divided by the applicable demand factor to derive a cost per capita, per job, or per vehicle trip.

EXPENDITURE PROJECTIONS

Laramie Wyoming Growth Area Plan
GENERAL FUND

Expenditure Subcategory	Methodology	FY23 Budget	BUDGET ALLOCATION				DEMAND FACTORS				PROJECTION FACTORS					
			% Variable	FY23 Budget Adjusted	Resid. %	Nonresid. %	Resid. \$	Nonresid. \$	Residential		Nonresidential		Residential	Nonresidential	Nonresidential (per job)	
									Factor	(population)	Factor	(jobs)	(per capita)	(per job)	Retail	Office
CITY ADMINISTRATION																
City Manager's Office	Proportionate Share %	\$1,036,812	6%	\$59,907	72%	28%	\$43,133	\$16,774	POPULATION	31,722 TOTAL JOBS	14,676		\$1.36	\$1.14	\$1.14	\$1.14
City Clerk's Office	Proportionate Share %	\$304,735	40%	\$122,791	72%	28%	\$88,410	\$34,381	POPULATION	31,722 TOTAL JOBS	14,676		\$2.79	\$2.34	\$2.34	\$2.34
City Council	Fixed	\$188,430	0%	\$0	0%	0%	\$0	\$0	POPULATION	31,722 TOTAL JOBS	14,676		\$0.00	\$0.00	\$0.00	\$0.00
Code Administration and Enforcement	Proportionate Share %	\$596,252	100%	\$596,252	72%	28%	\$429,301	\$166,951	POPULATION	31,722 TOTAL JOBS	14,676		\$13.53	\$11.38	\$11.38	\$11.38
Planning	Proportionate Share %	\$800,091	31%	\$249,661	72%	28%	\$179,756	\$69,905	POPULATION	31,722 TOTAL JOBS	14,676		\$5.67	\$4.76	\$4.76	\$4.76
[indirect] IT	Proportionate Share %	\$1,098,346	80%	\$878,677	72%	28%	\$632,647	\$246,030	POPULATION	31,722 TOTAL JOBS	14,676		\$19.94	\$16.76	\$16.76	\$16.76
GENERAL GOVERNMENT																
Personnel	Fixed	\$0	0%	\$0	0%	0%	\$0	\$0	POPULATION	31,722 TOTAL JOBS	14,676		\$0.00	\$0.00	\$0.00	\$0.00
Contractual Services	Proportionate Share %	\$1,277,022	84%	\$1,068,006	72%	28%	\$768,964	\$299,042	POPULATION	31,722 TOTAL JOBS	14,676		\$24.24	\$20.38	\$20.38	\$20.38
Community Partners	Residential	\$230,698	100%	\$230,698	100%	0%	\$230,698	\$0	POPULATION	31,722 TOTAL JOBS	14,676		\$7.27	\$0.00	\$0.00	\$0.00
Fee for Service Agreements	Proportionate Share %	\$260,000	100%	\$260,000	72%	28%	\$187,200	\$72,800	POPULATION	31,722 TOTAL JOBS	14,676		\$5.90	\$4.96	\$4.96	\$4.96
Materials & Supplies	Proportionate Share %	\$5,000	100%	\$5,000	72%	28%	\$3,600	\$1,400	POPULATION	31,722 TOTAL JOBS	14,676		\$0.11	\$0.10	\$0.10	\$0.10
Unallocated Reserve	Fixed	\$350,000	0%	\$0	0%	0%	\$0	\$0	POPULATION	31,722 TOTAL JOBS	14,676		\$0.00	\$0.00	\$0.00	\$0.00
Interfund Transfers-Operating	Fixed	\$1,100,000	0%	\$0	0%	0%	\$0	\$0	POPULATION	31,722 TOTAL JOBS	14,676		\$0.00	\$0.00	\$0.00	\$0.00
Under capital Interfund Transfers-Capital	Fixed	\$1,567,150	100%	\$1,567,150	0%	0%	\$0	\$0	POPULATION	31,722 TOTAL JOBS	14,676		\$0.00	\$0.00	\$0.00	\$0.00
Under capital Debt Service	Fixed	\$200,238	100%	\$200,238	0%	0%	\$0	\$0	POPULATION	31,722 TOTAL JOBS	14,676		\$0.00	\$0.00	\$0.00	\$0.00
CITY ATTORNEY																
City Attorney Total	Proportionate Share %	\$667,415	20%	\$132,145	72%	28%	\$95,144	\$37,001	POPULATION	31,722 TOTAL JOBS	14,676		\$3.00	\$2.52	\$2.52	\$2.52
FIRE DEPARTMENT																
Fire Admin and Suppression	Proportionate Share %	\$3,221,775	90%	\$2,899,598	72%	28%	\$2,087,710	\$811,887	POPULATION	31,722 TOTAL JOBS	14,676		\$65.81	\$55.32	\$55.32	\$55.32
EMS	Proportionate Share %	\$3,434,263	100%	\$3,434,263	72%	28%	\$2,472,669	\$961,594	POPULATION	31,722 TOTAL JOBS	14,676		\$77.95	\$65.52	\$65.52	\$65.52
Operations	Proportionate Share %	\$1,956,838	100%	\$1,956,838	72%	28%	\$1,408,923	\$547,915	POPULATION	31,722 TOTAL JOBS	14,676		\$44.41	\$37.33	\$37.33	\$37.33
Prevention	Proportionate Share %	\$319,344	100%	\$319,344	72%	28%	\$229,928	\$89,416	POPULATION	31,722 TOTAL JOBS	14,676		\$7.25	\$6.09	\$6.09	\$6.09
Training	Proportionate Share %	\$141,500	100%	\$141,500	72%	28%	\$101,880	\$39,620	POPULATION	31,722 TOTAL JOBS	14,676		\$3.21	\$2.70	\$2.70	\$2.70
EMA	Fixed	\$6,300	0%	\$0	0%	0%	\$0	\$0	POPULATION	31,722 TOTAL JOBS	14,676		\$0.00	\$0.00	\$0.00	\$0.00
Grants	Fixed	\$336,986	0%	\$0	0%	0%	\$0	\$0	POPULATION	31,722 TOTAL JOBS	14,676		\$0.00	\$0.00	\$0.00	\$0.00

Multiyear capital expenditures are annualized (“Annual Avg” column) and adjusted to reflect the budgeted portion funded from local funds (“% Variable” column).

CAPITAL EXPENDITURES		5-Year Total	Annual Avg.	% Variable	FY23 Budget Adjusted	Resid. %	Nonresid. %	Resid. \$	Nonresid. \$	Residential Factor	Residential (population)	Nonresidential Factor	Nonresidential (jobs)	Residential (per capita per trip)	Nonresidential (per job) Retail	Nonresidential (per job) Office	Nonresidential (per job) Industrial
Capital Construction Fund																	
Administrative Services	Proportionate Share %	\$2,274,300	\$454,860	15%	\$68,229	72%	28%	\$49,125	\$19,104	POPULATION	31,722 TOTAL JOBS		14,676	\$1.55	\$1.30	\$1.30	\$1.30
Fire	Proportionate Share %	\$150,000	\$30,000	15%	\$4,500	72%	28%	\$3,240	\$1,260	POPULATION	31,722 TOTAL JOBS		14,676	\$0.10	\$0.09	\$0.09	\$0.09
Parks and Recreation	Residential	\$93,981	\$18,796	15%	\$2,819	100%	0%	\$2,819	\$0	POPULATION	31,722 TOTAL JOBS		14,676	\$0.09	\$0.00	\$0.00	\$0.00
Public Works	Vehicle Trips	\$33,115,517	\$1,103,851	15%	\$165,578	62%	38%	\$102,051	\$63,526	RES TRIPS	62,414 NONRES TRIPS		38,853	\$1.64	\$1.64	\$1.64	\$1.64
SPT Fund Projects																	
Aquifer Protection	Proportionate Share %	\$118,626	\$11,863	50%	\$5,931	72%	28%	\$4,271	\$1,661	POPULATION	31,722 TOTAL JOBS		14,676	\$0.13	\$0.11	\$0.11	\$0.11
City Facility Improvements	Proportionate Share %	\$1,910,000	\$191,000	50%	\$95,500	72%	28%	\$68,760	\$26,740	POPULATION	31,722 TOTAL JOBS		14,676	\$2.17	\$1.82	\$1.82	\$1.82
Community and Gateway Enhancements	Proportionate Share %	\$249,355	\$24,936	50%	\$12,468	72%	28%	\$8,977	\$3,491	POPULATION	31,722 TOTAL JOBS		14,676	\$0.28	\$0.24	\$0.24	\$0.24
Parks	Residential	\$5,202,350	\$520,235	50%	\$260,118	100%	0%	\$260,118	\$0	POPULATION	31,722 TOTAL JOBS		14,676	\$8.20	\$0.00	\$0.00	\$0.00
Recreation Ctr-Ice & Events Ctr Imps	Residential	\$975,000	\$97,500	50%	\$48,750	100%	0%	\$48,750	\$0	POPULATION	31,722 TOTAL JOBS		14,676	\$1.54	\$0.00	\$0.00	\$0.00
Streets and Storm Drainage	Vehicle Trips	\$15,265,183	\$1,526,518	50%	\$763,259	62%	38%	\$470,423	\$292,836	RES TRIPS	62,414 NONRES TRIPS		38,853	\$7.54	\$7.54	\$7.54	\$7.54
Recreational Share Use Paths and Trails	Residential	\$1,968,000	\$196,800	50%	\$98,400	100%	0%	\$98,400	\$0	POPULATION	31,722 TOTAL JOBS		14,676	\$3.10	\$0.00	\$0.00	\$0.00
GRAND TOTAL (includes GF capital expenses)		\$61,322,312	\$4,176,358		\$1,525,552			\$1,116,933	\$408,618								
CAPITAL EXPENDITURES PER CAPITA														\$17.16			
CAPITAL EXPENDITURES PER JOB															\$3.56	\$3.56	\$3.56
CAPITAL EXPENDITURES PER TRIP														\$9.17	\$9.17	\$9.17	\$9.17
ROUNDED																	
CAPITAL EXPENDITURES PER CAPITA														\$17.00			
CAPITAL EXPENDITURES PER JOB															\$4.00	\$4.00	\$4.00
CAPITAL EXPENDITURES PER TRIP														\$9.00	\$9.00	\$9.00	\$9.00

PROPORTIONATE SHARE FACTORS

The fiscal evaluation methodology allocates several revenues and costs using "Proportionate Share %." This is an allocation to residential and nonresidential development accounting for time spent as a resident and time spent as a worker, if applicable. A description of the calculation is provided below.

A proportionate share analysis is similar to what the U.S. Census Bureau calls "daytime population," by accounting for people living and working in a jurisdiction, but also considers commuting patterns and time spent at home and at nonresidential locations. OnTheMap is a web-based mapping and reporting application that shows where workers are employed and where they live. It describes geographic patterns of jobs by their employment locations and residential locations as well as the connections between the two locations. OnTheMap data is used to derive Functional Population shares for Laramie, Wyoming.

Residents that do not work are assigned 20 hours per day to residential development and 4 hours per day to nonresidential development (annualized averages). Residents that work in Laramie are assigned 14 hours to residential development and 10 hours to nonresidential development. Residents that work outside the City are assigned 14 hours to residential development. Inflow commuters are assigned 10 hours to nonresidential development. Based on data for Laramie, the cost allocation for residential development is 72 percent while nonresidential development accounts for 28 percent of the demand.

Figure 18. Proportionate Share

		Demand Units in 2020	Demand Hours/Day	Person Hours	Proportionate Share
Residential					
Population	Laramie, WY	31,722			
Residents Not Working		18,069	20	361,386	
Workers Living in	Laramie, WY	13,653			
Residents Working in	Laramie, WY	9,412	14	131,768	
Residents Working outside of	Laramie, WY	4,241	14	59,374	
		Residential Subtotal		552,528	72%
Nonresidential					
Residents Not Working		18,069	4	72,277	
Jobs Located in	Laramie, WY	14,676			
Residents Working in	Laramie, WY	9,412	10	94,120	
Non-Resident Workers	Laramie, WY	5,264	10	52,640	
		Nonresidential Subtotal		219,037	28%
		TOTAL		771,565	100%

Source: US Census, OnTheMap Application and LEHD Origin-Destination Empl. Statistics (2019)

VEHICLE TRIPS

TischlerBise recommends using vehicle trips for road-related costs. Average weekday vehicle trip ends by land uses are from the 11th edition of the reference book, Trip Generation, published in 2021 by the Institute of Transportation Engineers. A “trip end” represents a vehicle either entering or exiting a development (as if a traffic counter were placed across a driveway). Trip ends for residential development are per housing unit and per 1,000 square feet for nonresidential development. Trip generation rates are provided in Figures 19 and 20.

Figure 19. Residential Vehicle Trip Rates

ITE Code	Land Use Group	Demand Unit	Avg Wkdy Trip Ends Per Demand Unit ¹
210	Single-Family Detached	Dwelling Unit	9.43
215	Single-Family Attached	Dwelling Unit	7.20
220	Multifamily Housing (Low-Rise)	Dwelling Unit	6.74
221	Multifamily Housing (Mid-Rise)	Dwelling Unit	4.54
222	Multifamily Housing (High-Rise)	Dwelling Unit	4.45
240	Mobile Home Park	Dwelling Unit	7.12
251	Senior Adult Housing (Single-Family)	Dwelling Unit	4.31
252	Senior Adult Housing (Multifamily)	Dwelling Unit	3.24

1. Trip Generation, Institute of Transportation Engineers, 11th Edition (2021).

Figure 20. Nonresidential Vehicle Trip Rates

ITE Code	Land Use Group	Demand Unit	Avg Wkdy Trip Ends Per Demand Unit ¹	Avg Wkdy Trip Ends Per Employee ¹	Employees Per Demand Unit	Square Feet Per Employee
110	Light Industrial	1,000 Sq Ft	4.87	3.10	1.57	637
130	Industrial Park	1,000 Sq Ft	3.37	2.91	1.16	864
140	Manufacturing	1,000 Sq Ft	4.75	2.51	1.89	528
150	Warehousing	1,000 Sq Ft	1.71	5.05	0.34	2,953
254	Assisted Living	bed	2.60	4.24	0.61	na
254	Assisted Living	1,000 Sq Ft	4.19	4.24	0.99	1,012
310	Hotel	room	7.99	14.34	0.56	na
320	Motel	room	3.35	25.17	0.13	na
520	Elementary School	student	2.27	22.50	0.10	na
525	High School	student	1.94	21.95	0.09	na
540	Community College	student	1.15	14.61	0.08	na
550	University/College	student	1.56	8.89	0.18	na
565	Day Care	student	4.09	21.38	0.19	na
610	Hospital	1,000 Sq Ft	10.77	3.77	2.86	350
620	Nursing Home	bed	3.06	3.31	0.92	na
710	General Office (avg size)	1,000 Sq Ft	10.84	3.33	3.26	307
720	Medical-Dental Office	1,000 Sq Ft	36.00	8.71	4.13	242
730	Government Office	1,000 Sq Ft	22.59	7.45	3.03	330
750	Office Park	1,000 Sq Ft	11.07	3.54	3.13	320
760	Research & Dev Center	1,000 Sq Ft	11.08	3.37	3.29	304
770	Business Park	1,000 Sq Ft	12.44	4.04	3.08	325
820	Shopping Center (avg size)	1,000 Sq Ft	37.01	17.42	2.12	471

1. Trip Generation, Institute of Transportation Engineers, 11th Edition (2021).

The basic trip adjustment factor is 50 percent for residential development and all nonresidential development except commercial. For commercial/retail development, the trip adjustment factor is less than 50 percent because retail uses attract vehicles as they pass by on arterial and collector roads. For example, when someone stops at a convenience store on the way home from work, the convenience store is not the primary destination. For an average size shopping center, the ITE (2021) indicates that on average 34 percent of the vehicles that enter are passing by on their way to some other primary destination. The remaining 66 percent of attraction trips have the shopping center as their primary destination. Because attraction trips are half of all trips, the trip adjustment factor ($0.66 \times 0.50 = 0.33$) is approximately 33 percent of the trip ends.

Using the current estimates of housing units and nonresidential square footage by type, TischlerBise applied average trip end estimates and adjustment factors from ITE to calculate the average weekday trip ends for development in Laramie, as shown in Figure 21.

Figure 21: Current Estimate of Vehicle Trips in Laramie

TRIP DATA INPUT AREA

Residential Vehicle Trips on an Average Weekday

Residential Demand Base (Housing Units)

Single Family Detached
Multifamily

Average Weekday Vehicles Trip Ends Per Unit

Single Family Detached
Multifamily

Residential Vehicle Trip Ends on an Average Weekday

Single Family Detached
Multifamily

TOTAL RESIDENTIAL TRIPS

Nonresidential Vehicle Trips on an Average Weekday

*Nonresidential Demand Base***

Retail
Office
Industrial

Average Weekday Vehicle Trip Ends per Demand Unit

Retail
Office
Industrial

Nonresidential Vehicle Trips on an Average Weekday

Retail
Office
Industrial

TOTAL NONRESIDENTIAL TRIPS

TOTAL TRIPS

Trips (2021 ITE)*

Assumptions	
	8,380
	6,796
Trip Rates	Adj. Factor
9.43	50%
6.74	50%

39,512	
22,903	
62,414	62%

Assumptions	Demand Unit
1,700	1,000 sf
2,917	1,000 sf
1,353	1,000 sf
Trip Rates	Trip Adj Factor
37.01	33%
10.84	50%
3.37	50%

20,763	
15,810	
2,280	
38,853	38%

101,267	100%
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* Trip Generation, Institute of Transportation Engineers, 11th Edition (2021).

** Floor area estimates are from employee density factors and current job estimates

A summary of other base year data used in the analysis is provided in Figure 22.

Figure 22. Summary of Demand Factors

SUMMARY OF DEMAND FACTORS

Population	31,722
Jobs	14,676

*Nonresidential Sq. Ft. **

Retail	1,700,000
Office/Institutional	2,917,000
Industrial	1,353,000
Total	5,970,000

Proportionate Share ^

Residential	72%
Nonresidential	28%
Total	100%

Vehicle Trips#

Residential	62,414	62%
Nonresidential	38,853	38%
Total Trips	101,267	100%

* TischlerBise estimate based on current employment and square feet per employee factors.

^ Source: U.S. Census, OnTheMap Application and LEHD Origin-Destination Empl. Statistics; TischlerBise analysis; see supporting figure.

TischlerBise estimate; see supporting figure.