

MEMORANDUM

To: Mary Cahill, CARD
Steve Viscoti, CARD
Clif Sellers, City of Chico
Dennis Beardsley, City of Chico

From: Tim Youmans and Shanna Wasserman

Subject: Revised Draft Chico/CARD Park Maintenance Financial Analysis;
EPS #13652

Date: December 18, 2003

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Attached please find draft results from the Chico/CARD park maintenance analysis. This memorandum outlines the initial findings from this analysis, describes the methodology used to conduct the analysis, and highlights the key assumptions used. Based on new information regarding park responsibility, this memo is a revision to the December 2, 2003 memorandum that went before the Chico Finance Committee.

KEY FINDINGS

- For both Chico Area Recreation and Park District (CARD) and the City, an estimated annual gap of \$1,065,400 in park maintenance funds is expected by buildout of the Chico General Plan (2014) and development of the park acres identified in the Nexus Study (see **Table 10**).
- The funding gap translates into an annual household gap of \$19.08 by 2014 (see **Table 10**).
- The park maintenance funding gap for CARD is expected to be \$545,400 annually by 2014 or \$9.77 per household (see **Table 11**). This gap includes maintenance for a gymnasium, community center, swimming pool complex, and aquatic center.
- The park maintenance funding gap for the City of Chico (City) is expected to be \$520,000 annually by 2014 or \$9.31 per household (see **Table 12**).

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METHODOLOGY

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Economic & Planning Systems, Inc. (EPS) estimated the current year park and recreation maintenance costs for the City and CARD. Assuming that current-year maintenance costs equal revenue in the base year, EPS developed a park-and-recreation household multiplier to project future maintenance revenue. Future maintenance costs were estimated assuming the cost assumptions shown in **Table 2** and applied to planned future park acres as outlined in the Chico/CARD Area Park Fee Nexus Study (Nexus Study). Projected costs were compared to projected revenues in order to estimate the park maintenance funding gap for the Chico/CARD area.

MAINTENANCE RESPONSIBILITY AND MAINTENANCE COSTS

The following lists the steps taken to estimate current and projected maintenance responsibility and to determine the park maintenance costs:

1. An assessment of the current and expected park maintenance responsibility was developed. **Table 1** shows the distribution of undeveloped and developed park acres maintained between CARD and the City. This distribution is assumed to project maintenance responsibility in future years for neighborhood and linear parks. CARD is expected to maintain De Garmo park once it is developed.
2. An estimate of average maintenance costs per acre for CARD and the City was derived based on input from CARD and the City. **Table 2** details this information.
3. An absorption schedule of park acres to be developed was created to estimate the yearly increase in maintenance costs as new park acres were added. **Table 3** shows this information. As shown in **Table 3**, an average annual increase in park acres between the base year and buildout was assumed.
4. The park maintenance costs for CARD and for the City were projected for each fiscal year up until the Chico General Plan projected year of buildout (2014). **Table 4** illustrates the projected park maintenance costs for CARD acres, and **Table 5** shows the same information for the City.
5. Next, an analysis of the current and needed future recreational facilities was conducted. **Table 6** illustrates the space estimates for current facilities and for facilities needed in the future.
6. To project recreational facility maintenance costs, the cost assumptions derived in **Table 2** were used to estimate CARD's costs of maintenance in future years. **Table 7** illustrates the projected maintenance costs for recreational facilities. The cost projections are based on input from CARD on gymnasium and community center

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space as well swimming complex space. The cost estimates for the aquatic center are estimated based on figures provided by the City of Roseville for the Roseville Aquatic Center.

MAINTENANCE REVENUE AND FINANCING GAP ANALYSIS

After estimating existing and future maintenance costs for the City and CARD, EPS began the process of estimating future revenue for park and recreation maintenance.

The following steps describe the revenue projection analysis.

1. An estimate of existing and future population and households was developed. **Table 8** shows this information. The population and household growth data are based on information used in the Nexus Study.
2. Next, EPS assumed that base year costs equal base year revenues. This assumption allowed EPS to estimate park and recreation maintenance revenue per capita and per household. **Table 9** shows the revenue per-capita and per-household multiplier.
3. Using the revenue multipliers developed in **Table 9**, EPS projected future revenue streams for both CARD and the City, just CARD, and just the City. The projected revenue streams were compared to costs in order to project the gap in funding expected between now and buildout. **Tables 10 through 12** show the costs, revenue, and funding gap amount.

MODEL ASSUMPTIONS

1. EPS modeled the park and recreation maintenance costs based on the type of park and recreation facility maintained. On the revenue side, however, a simple approach was used to generate a measure of expected revenue. EPS assumed that current year maintenance expenses equal current year revenues. Revenues then were applied to existing households to generate a revenue-per-household factor. This factor was used to estimate future park-and-recreation maintenance revenue based on projected Chico area household growth.
2. Maintenance responsibility between CARD and the City is based on information received in the spring of 2003 and more recent input from CARD and the City.
3. Cost assumptions shown in **Table 2** exclude an administrative component and exclude the costs of maintaining recreational programs (administrative costs are added back in, in later tables).
4. Based on information from the City of Roseville, EPS assumed \$9.66 per square foot to maintain an aquatic facility. This figure is the actual cost of maintaining the 30,000-square-foot Roseville Aquatic Center. In Roseville, user fees are not used to offset maintenance costs. Instead, user fees are applied only to programmatic costs.

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The Roseville Aquatic Center is not open during the winter months (November to February). If Chico chooses to operate a year-round facility, maintenance costs will be higher.

5. EPS assumed an average annual increase in the development of park acres and recreational facility space, as was done in the Nexus Study.
6. Based on input from the City and CARD, a 10-percent administrative component is assumed as part of total maintenance costs.
7. EPS excluded the Bidwell Park outdoor pool in base year maintenance cost estimates.
8. EPS assumed an average of the single-family-persons-per-household (2.6) and the multifamily-persons-per-household (2.4) factors from the Nexus Study.

Table 1
Chico / CARD Park Maintenance Financial Analysis
Park Maintenance Responsibility

Item	CARD Acres	City Acres [1]	Total Acres
DEVELOPED PARKS			
Neighborhood Parks			
Dorothy F. Johnson Neighborhood Center	3.0	0.0	3.0
Rotary Park	0.3	0.0	0.3
Hancock Park	0.0	3.8	3.8
Children's Playground	0.0	1.2	1.2
Oak Way Park	7.9	0.0	7.9
Lower Humboldt Park	0.0	2.8	2.8
Nob Hill Park Phase I and Phase 2	0.0	2.9	2.9
Humboldt Neighborhood Park (Skateboard)	0.0	1.0	1.0
Depot Park	0.0	1.0	1.0
Neighborhood Park Subtotal	11.2	12.6	23.8
Community Parks			
Wildwood Park	0.0	18.0	18.0
20th St. Community Park	40.0	0.0	40.0
One Mile Recreation Area (Bidwell) [2]	3.5	23.0	26.5
Hooker Oak Recreation Area (Bidwell)	35.0	0.0	35.0
Community Park Subtotal	78.5	41.0	119.5
Linear Parks			
Lindo Channel Bike Trail	0.0	150.0	150.0
Little Chico Creek	3.5	22.5	26.0
Mud Creek / Sycamore Creek	0.0	6.0	6.0
Linear Park Subtotal	3.5	178.5	182.0
SUBTOTAL DEVELOPED PARKS	93.2	232.1	325.3
UNDEVELOPED PARKS			
Baroni Park (Neighborhood)	0.0	7.3	7.3
Alamo/Henshaw (Neighborhood)	0.0	6.2	6.2
20th and Notre Dame (Neighborhood)	0.0	5.0	5.0
Derry Estates (Neighborhood)	0.0	5.0	5.0
Peterson Park (Neighborhood)	4.1	0.0	4.1
De Garmo Park (Community)	36.0	0.0	36.0
Little Chico Creek (Linear)	0.0	15.9	15.9
Mud Creek / Sycamore Creek (Linear)	6.0	7.8	13.8
SUBTOTAL UNDEVELOPED PARKS	46.1	47.2	93.3
Total Developed and Undeveloped Park Acres	139.4	279.2	418.6
Percent Distribution of Park Maintenance Responsibility for Currently Developed Parks			
Neighborhood	47%	53%	100%
Community	66%	34%	100%
Linear	2%	98%	100%
Total	29%	71%	100%
Percent Distribution of Park Maintenance Responsibility for Developed and Undeveloped Parks			
Neighborhood	30%	70%	100%
Community	74%	34%	100%
Linear	4%	96%	100%
Total	33%	51%	100%

"responsibility"

[1] The Chico Maintenance District (CMD) shares maintenance responsibility with the City of Chico.

[2] Includes Sycamore Field

SOURCE: CARD, City of Chico, and EPS

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Table 2
Chico / CARD Park Maintenance Financial Analysis
Park and Recreational Facility Maintenance Cost Assumptions (in 2003\$)

Item	Maintenance Costs for Developed Parks [1]	
	Provided by CARD [2]	Provided by City [2]
Park Type	<i>Cost per Acre</i>	<i>Cost per Acre</i>
Neighborhood	\$7,273	\$5,838
Community	\$6,200	\$2,508
Linear [3]	\$8,333	\$1,198
Recreational Facility [4]	<i>Cost per Sqft</i>	
Gymnasium	\$5.60	-
Community Center	\$9.00	-
Swimming Pool Complex	\$2.40	-
Aquatic Center [5]	\$9.66	-

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[1] Excludes costs associated with recreation programs

[2] Excludes administrative costs

[3] The CARD cost estimate includes the cost of contracting out daily clean-up, mowing, and herbicide applications at 3.5 acres. at Little Chico Creek.

Based on variances in the types of linear parks maintained, a wide range of linear park cost estimates exist for the Chico area. An effort to identify an average cost to project future maintenance costs is ongoing.

[4] This model assumes that recreational facility maintenance will be CARD's responsibility.

[5] Based on Roseville Aquatic Center. User fees are not used to offset the costs of maintenance at the Roseville Aquatic Center. The Roseville Aquatic Center is closed November through February.

SOURCE: CARD, City of Chico, and EPS

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PARK DEVELOPMENT SCHEDULE

**Table 3
Chico / CARD Park Maintenance Financial Analysis
Park Acres Development Schedule [1]**

Item	Base Year 2002-03	FY 1 2003-04	FY 2 2004-05	FY 3 2005-06	FY 4 2006-07	FY 5 2007-08	FY 6 2008-09	FY 7 2009-10	FY 8 2010-11	FY 9 2011-12	FY 10 2012-13	FY 11 2013-14
Total Park Acres [2]												
Neighborhood	20.8	27.2	33.6	40.0	46.4	52.8	59.2	65.6	72.0	78.4	84.8	91.2
Community	119.5	122.8	126.0	129.3	132.6	135.9	139.1	142.4	145.7	149.0	152.2	155.5
Linear [3]	182.0	201.6	221.2	240.8	260.4	280.0	299.6	319.2	338.8	358.4	378.0	397.6
Total Park Acres	322.3	351.6	380.9	410.1	439.4	468.7	498.0	527.2	556.5	585.8	615.0	644.3
Estimated Acres Maintained by CARD [4]												
Neighborhood	11.2	8.1	10.0	12.0	13.9	15.8	17.7	19.6	21.5	23.4	25.3	27.3
Community	78.5	81.8	85.0	88.3	91.6	94.9	98.1	101.4	104.7	108.0	111.2	114.5
Linear	3.5	9.0	9.9	10.8	11.7	12.6	13.4	14.3	15.2	16.1	17.0	17.8
Total CARD Maintained Acres	93.2	99.0	105.0	111.1	117.1	123.2	129.3	135.3	141.4	147.5	153.5	159.6
Estimated Acres Maintained by the City [4]												
Neighborhood	9.6	19.1	23.6	28.0	32.5	37.0	41.5	46.0	50.5	55.0	59.4	63.9
Community	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0
Linear	178.5	192.6	211.3	230.0	248.7	267.4	286.2	304.9	323.6	342.3	361.1	379.8
Total City Maintained Acres	229.1	252.6	275.8	299.0	322.3	345.5	368.7	391.9	415.1	438.3	461.5	484.7

"acres_ph"

[1] Development schedule based on the average annual increase in park acres from the base year to buildout. Buildout of Chico General Plan assumed in 2014.

[2] Assumes the following average annual development of park acres:
 Neighborhood 6.40 acres per year
 Community 3.27 acres per year
 Linear 19.60 acres per year

[3] The linear park acres included in the maintenance analysis are based on the linear park standard assumed in the Nexus Study (3.16 acres per 1,000 population). Additional linear park acres beyond the 423.3 identified above and shown in **Table 4** of the Nexus Study are expected to be acquired and developed outside of the development impact fee program.

[4] Future year neighborhood and linear park distribution of acres maintained between CARD and the City based on undeveloped and developed maintenance responsibility percentages calculated in **Table 1**. Maintenance responsibility for future community park acres (De Garmo park) allocated to CARD.

SOURCE: CARD, City of Chico, EPS

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Table 4
Chico / CARD Park Maintenance Financial Analysis
CARD Park Maintenance Costs for Developed Parks - Current Year to 2014 (in 2003\$)

CARD PARK MAINTENANCE COSTS

Item	Base Year 2002-03	FY 1 2003-04	FY 2 2004-05	FY 3 2005-06	FY 4 2006-07	FY 5 2007-08	FY 6 2008-09	FY 7 2009-10	FY 8 2010-11	FY 9 2011-12	FY 10 2012-13	FY 11 2013-14
Estimated Acres Maintained by CARD												
Neighborhood	11.2	8.1	10.0	12.0	13.9	15.8	17.7	19.6	21.5	23.4	25.3	27.3
Community	78.5	81.8	85.0	88.3	91.6	94.9	98.1	101.4	104.7	108.0	111.2	114.5
Linear	3.5	9.0	9.9	10.8	11.7	12.6	13.4	14.3	15.2	16.1	17.0	17.8
Total CARD Maintained Acres	93.2	99.0	105.0	111.1	117.1	123.2	129.3	135.3	141.4	147.5	153.5	159.6
Estimated CARD Park Maintenance Costs												
Neighborhood - \$7,273 per acre	\$81,749	\$59,141	\$73,046	\$86,952	\$100,858	\$114,764	\$128,669	\$142,575	\$156,481	\$170,387	\$184,292	\$198,198
Community - \$6,200 per acre	\$486,700	\$506,991	\$527,282	\$547,573	\$567,864	\$588,155	\$608,445	\$628,736	\$649,027	\$669,318	\$689,609	\$709,900
Linear - \$8,333 per acre [1]	\$29,166	\$75,406	\$82,738	\$90,071	\$97,403	\$104,735	\$112,068	\$119,400	\$126,732	\$134,065	\$141,397	\$148,729
Subtotal Maintenance	\$597,614	\$641,537	\$683,066	\$724,595	\$766,124	\$807,653	\$849,182	\$890,711	\$932,241	\$973,770	\$1,015,299	\$1,056,828
Administrative Costs at 10%	\$59,761	\$64,154	\$68,307	\$72,460	\$76,612	\$80,765	\$84,918	\$89,071	\$93,224	\$97,377	\$101,530	\$105,683
TOTAL CARD PARK MAINTENANCE COSTS	\$657,375	\$705,691	\$751,373	\$797,055	\$842,737	\$888,419	\$934,101	\$979,783	\$1,025,465	\$1,071,146	\$1,116,828	\$1,162,510

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[1] CARD maintenance of developed linear parks may be less in future years, depending on the type of park maintained. Current cost assumptions based on maintaining 3.5 acres at Little Chico Creek.

SOURCE: CARD, City of Chico, EPS

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CITY PARK MAINTENANCE COSTS

Table 5
Chico / CARD Park Maintenance Financial Analysis
City of Chico Park Maintenance Costs for Developed Parks - Current Year to 2014 (in 2003\$)

Item	Base Year 2002-03	FY 1 2003-04	FY 2 2004-05	FY 3 2005-06	FY 4 2006-07	FY 5 2007-08	FY 6 2008-09	FY 7 2009-10	FY 8 2010-11	FY 9 2011-12	FY 10 2012-13	FY 11 2013-14
Estimated Acres Maintained by the City												
Neighborhood	9.6	19.1	23.6	28.0	32.5	37.0	41.5	46.0	50.5	55.0	59.4	63.9
Community	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0	41.0
Linear	178.5	192.6	211.3	230.0	248.7	267.4	286.2	304.9	323.6	342.3	361.1	379.8
Total City Maintained Acres	229.1	252.6	275.8	299.0	322.3	345.5	368.7	391.9	415.1	438.3	461.5	484.7
Estimated City Park Maintenance Costs												
Neighborhood - \$5,838 per acre	\$55,871	\$111,367	\$137,553	\$163,739	\$189,925	\$216,111	\$242,297	\$268,483	\$294,669	\$320,854	\$347,040	\$373,226
Community - \$2,508 per acre	\$102,846	\$102,846	\$102,846	\$102,846	\$102,846	\$102,846	\$102,846	\$102,846	\$102,846	\$102,846	\$102,846	\$102,846
Linear - \$1,198 per acre	\$213,843	\$230,680	\$253,111	\$275,542	\$297,973	\$320,404	\$342,835	\$365,266	\$387,697	\$410,128	\$432,560	\$454,991
Subtotal Maintenance	\$372,560	\$444,894	\$493,511	\$542,128	\$590,745	\$639,362	\$687,978	\$736,595	\$785,212	\$833,829	\$882,446	\$931,063
Administrative Costs at 10%	\$37,256	\$44,489	\$49,351	\$54,213	\$59,074	\$63,936	\$68,798	\$73,660	\$78,521	\$83,383	\$88,245	\$93,106
TOTAL CITY PARK MAINTENANCE COSTS	\$409,816	\$489,383	\$542,862	\$596,340	\$649,819	\$703,298	\$756,776	\$810,255	\$863,733	\$917,212	\$970,691	\$1,024,169

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SOURCE: CARD, City of Chico, EPS

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Table 6
Chico / CARD Park Maintenance Financial Analysis **DRAFT**
Existing and Future Recreation Facilities

Recreational Facility	Square Feet
CONSTRUCTED REC. FACILITIES	
Gymnasiums	
Community Park Field House Gym	9,600 sqft
Boys and Girls Club	8,300 sqft
Subtotal Gymnasiums	17,900 sqft
Community Centers	
Pleasant Valley Recreation Center	5,970 sqft
CARD Community Center	12,337 sqft
Dorothy Johnson Center	8,661 sqft
Subtotal Community Centers	26,968 sqft
Swimming Pool Complex Facilities	
Pleasant Valley Pool Complex	23,958 sqft
Shapiro Pool Complex	22,780 sqft
Subtotal Pool Complex Facility	46,738 sqft
SUBTOTAL CONSTRUCTED FACILITIES	91,606 sqft
FUTURE REC. FACILITIES	
Gymnasium	15,000 sqft
Community Center	15,000 sqft
Swimming Pool	25,000 sqft
Aquatic Center	35,000 sqft
SUBTOTAL FUTURE FACILITIES	90,000 sqft
TOTAL REC. FACILITIES SQFT	181,606 sqft

"rec_sum"

SOURCE: City of Chico, CARD, and EPS

Table 7
Chico / CARD Park Maintenance Financial Analysis
Recreational Facility Maintenance Costs - Current Year to 2014 (in 2003\$)

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REC. FACILITY MAINTENANCE COSTS
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Item	Base Year 2002-03	Year 1 2003-04	Year 2 2004-05	Year 3 2005-06	Year 4 2006-07	Year 5 2007-08	Year 6 2008-09	Year 7 2009-10	Year 8 2010-11	Year 9 2011-12	Year 10 2012-13	Year 11 2013-14
Estimated Rec. Facility Sqft Maintained [1]												
Gymnasium	17,900	19,264	20,627	21,991	23,355	24,718	26,082	27,445	28,809	30,173	31,536	32,900
Community Center	26,968	28,332	29,695	31,059	32,423	33,786	35,150	36,513	37,877	39,241	40,604	41,968
Swimming Pool Complex	46,738	49,011	51,283	53,556	55,829	58,102	60,374	62,647	64,920	67,193	69,465	71,738
Aquatic Center	0.0	3,182	6,364	9,545	12,727	15,909	19,091	22,273	25,455	28,636	31,818	35,000
Subtotal Rec. Facility Sqft Maintained	91,606	99,788	107,970	116,151	124,333	132,515	140,697	148,879	157,061	165,242	173,424	181,606
Estimated Rec. Facility Maintenance Costs												
Gymnasium - \$5.60 per sqft	\$100,240	\$107,876	\$115,513	\$123,149	\$130,785	\$138,422	\$146,058	\$153,695	\$161,331	\$168,967	\$176,604	\$184,240
Community Center - \$9.00 per sqft	\$242,712	\$254,985	\$267,257	\$279,530	\$291,803	\$304,076	\$316,348	\$328,621	\$340,894	\$353,167	\$365,439	\$377,712
Swimming Pool Complex - \$2.40 per sqft	\$112,171	\$117,626	\$123,080	\$128,535	\$133,989	\$139,444	\$144,898	\$150,353	\$155,808	\$161,262	\$166,717	\$172,171
Aquatic Center - \$9.66 per sqft	\$0	\$30,740	\$61,479	\$92,219	\$122,958	\$153,698	\$184,438	\$215,177	\$245,917	\$276,656	\$307,396	\$338,136
Subtotal Rec. Facility Maintenance Costs	\$455,123	\$480,487	\$505,850	\$531,214	\$556,578	\$581,941	\$607,305	\$632,669	\$658,032	\$683,396	\$708,760	\$734,123
Administrative Costs at 10%	\$45,512	\$48,049	\$50,585	\$53,121	\$55,658	\$58,194	\$60,731	\$63,267	\$65,803	\$68,340	\$70,876	\$73,412
TOTAL REC. FACILITY MAINTENANCE COSTS	\$500,636	\$528,536	\$556,436	\$584,336	\$612,236	\$640,136	\$668,036	\$695,936	\$723,836	\$751,736	\$779,636	\$807,536

"rec_cost"

[1] Assumes the following average annual development of recreational facilities per year:

Gymnasium	1,364	sqft per year
Community Center	1,364	sqft per year
Swimming Pool Complex	2,273	sqft per year
Aquatic Center	3,182	sqft per year

SOURCE: CARD, City of Chico, EPS

Table 8
Chico / CARD Park Maintenance Financial Analysis
Summary of Population and Household Growth in Chico / CARD Area

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Item	Chico / CARD Area		
	Population A	Persons Per Household [1]	Households C = A / B
		B	
Base Year - FY 2002-03	108,920	2.4	45,383
Buildout - FY 2013-14	134,000	2.4	55,833
Total Amount of Increase	25,080	2.4	10,450
Average Annual Increase	2,280	2.4	950

"dev_sum"

[1] Based on the average of single-family persons per household (2.6) and multifamily persons per household (2.2) in the Nexus Study.

SOURCE: City of Chico, CARD, and EPS

Table 9
Chico / CARD Park Maintenance Financial Analysis
Existing Park and Recreation Maintenance Revenue Per Capita and Revenue per Household (in 2003\$)

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Item	2002-03 - Revenue per Capita			2002-03 - Revenue per Household		
	Estimated Existing Revenue	Existing Population	Estimated Revenue Per Capita	Estimated Existing Revenue	Existing Households	Estimated Revenue Per Household
Estimated Existing Maintenance Revenue [1]						
CARD Park Maintenance Revenue	\$657,375	108,920	\$6.04	\$657,375	45,383	\$14.48
City Park Maintenance Revenue	\$409,816	108,920	\$3.76	\$409,816	45,383	\$9.03
CARD Recreational Maintenance Revenue	\$500,636	108,920	\$4.60	\$500,636	45,383	\$11.03
Subtotal Existing Maintenance Revenue	\$1,567,827	108,920	\$14.39	\$1,567,827	45,383	\$34.55

"multiplier"

[1] Assumes current revenue equals current year costs

SOURCE: CARD, City of Chico, and EPS

Table 10
 Chico / CARD Park Maintenance Financial Analysis
 City of Chico and CARD Maintenance Costs and Revenue Analysis (in 2003\$)

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CARD & CITY

Item	Base Year 2002-03	Year 1 2003-04	Year 2 2004-05	Year 3 2005-06	Year 4 2006-07	Year 5 2007-08	Year 6 2008-09	Year 7 2009-10	Year 8 2010-11	Year 9 2011-12	Year 10 2012-13	Year 11 2013-14
New Households	-	950	950	950	950	950	950	950	950	950	950	950
Projected Households	45,383	46,333	47,283	48,233	49,183	50,133	51,083	52,033	52,983	53,933	54,883	55,833
Total Revenue Per Household	\$34.55	\$34.55	\$34.55	\$34.55	\$34.55	\$34.55	\$34.55	\$34.55	\$34.55	\$34.55	\$34.55	\$34.55
Projected Maintenance Revenue	\$1,567,827	\$1,600,646	\$1,633,465	\$1,666,284	\$1,699,103	\$1,731,922	\$1,764,741	\$1,797,560	\$1,830,379	\$1,863,198	\$1,896,017	\$1,928,836
Projected Maintenance Costs												
CARD Park Maintenance Costs	\$657,375	\$705,691	\$751,373	\$797,055	\$842,737	\$888,419	\$934,101	\$979,783	\$1,025,465	\$1,071,146	\$1,116,828	\$1,162,510
City Park Maintenance Costs	\$409,816	\$489,383	\$542,862	\$596,340	\$649,819	\$703,298	\$756,776	\$810,255	\$863,733	\$917,212	\$970,691	\$1,024,169
Recreation Facility Maintenance Cost	\$500,636	\$528,536	\$556,436	\$584,336	\$612,236	\$640,136	\$668,036	\$695,936	\$723,836	\$751,736	\$779,636	\$807,536
Subtotal	\$1,567,827	\$1,723,610	\$1,850,670	\$1,977,731	\$2,104,791	\$2,231,852	\$2,358,912	\$2,485,973	\$2,613,034	\$2,740,094	\$2,867,155	\$2,994,215
Gap Maintenance Amount	\$0	(\$122,963)	(\$217,205)	(\$311,446)	(\$405,688)	(\$499,930)	(\$594,171)	(\$688,413)	(\$782,654)	(\$876,896)	(\$971,137)	(\$1,065,379)
Gap per Household	\$0.00	(\$2.65)	(\$4.59)	(\$6.46)	(\$8.25)	(\$9.97)	(\$11.63)	(\$13.23)	(\$14.77)	(\$16.26)	(\$17.69)	(\$19.08)

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SOURCE: CARD, City of Chico, and EPS

"gap"

Table 11
 Chico / CARD Park Maintenance Financial Analysis
 CARD Maintenance Costs and Revenue Analysis (in 2003\$)

DRAFT

CARD ONLY

Item	Base Year 2002-03	Year 1 2003-04	Year 2 2004-05	Year 3 2005-06	Year 4 2006-07	Year 5 2007-08	Year 6 2008-09	Year 7 2009-10	Year 8 2010-11	Year 9 2011-12	Year 10 2012-13	Year 11 2013-14
New Households	-	950	950	950	950	950	950	950	950	950	950	950
Projected Households	45,383	46,333	47,283	48,233	49,183	50,133	51,083	52,033	52,983	53,933	54,883	55,833
Total CARD Revenue Per Household	\$25.52	\$25.52	\$25.52	\$25.52	\$25.52	\$25.52	\$25.52	\$25.52	\$25.52	\$25.52	\$25.52	\$25.52
Projected CARD Maintenance Revenue	\$1,158,011	\$1,182,251	\$1,206,492	\$1,230,732	\$1,254,973	\$1,279,213	\$1,303,453	\$1,327,694	\$1,351,934	\$1,376,175	\$1,400,415	\$1,424,655
Projected CARD Maintenance Costs												
CARD Park Maintenance Costs	\$657,375	\$705,691	\$751,373	\$797,055	\$842,737	\$888,419	\$934,101	\$979,783	\$1,025,465	\$1,071,146	\$1,116,828	\$1,162,510
Recreation Facility Maintenance Cost	\$500,636	\$528,536	\$556,436	\$584,336	\$612,236	\$640,136	\$668,036	\$695,936	\$723,836	\$751,736	\$779,636	\$807,536
Subtotal	\$1,158,011	\$1,234,227	\$1,307,808	\$1,381,390	\$1,454,972	\$1,528,554	\$1,602,136	\$1,675,718	\$1,749,300	\$1,822,882	\$1,896,464	\$1,970,046
CARD Gap Maintenance Amount	\$0	(\$51,975)	(\$101,317)	(\$150,658)	(\$200,000)	(\$249,341)	(\$298,683)	(\$348,024)	(\$397,366)	(\$446,707)	(\$496,049)	(\$545,390)
Gap per Household	\$0.00	(\$1.12)	(\$2.14)	(\$3.12)	(\$4.07)	(\$4.97)	(\$5.85)	(\$6.69)	(\$7.50)	(\$8.28)	(\$9.04)	(\$9.77)

"card_gap"

SOURCE: CARD, City of Chico, and EPS

Table 12
 Chico / CARD Park Maintenance Financial Analysis
 City Maintenance Costs and Revenue Analysis (in 2003\$)

DRAFT

CITY ONLY

Item	Base Year 2002-03	Year 1 2003-04	Year 2 2004-05	Year 3 2005-06	Year 4 2006-07	Year 5 2007-08	Year 6 2008-09	Year 7 2009-10	Year 8 2010-11	Year 9 2011-12	Year 10 2012-13	Year 11 2013-14
New Households	-	950	950	950	950	950	950	950	950	950	950	950
Projected Households	45,383	46,333	47,283	48,233	49,183	50,133	51,083	52,033	52,983	53,933	54,883	55,833
Total City Revenue Per Household	\$9.03	\$9.03	\$9.03	\$9.03	\$9.03	\$9.03	\$9.03	\$9.03	\$9.03	\$9.03	\$9.03	\$9.03
Projected City Maintenance Revenue	\$409,816	\$418,395	\$426,974	\$435,552	\$444,131	\$452,709	\$461,288	\$469,867	\$478,445	\$487,024	\$495,602	\$504,181
Projected City Maintenance Costs												
City Park Maintenance Costs	\$409,816	\$489,383	\$542,862	\$596,340	\$649,819	\$703,298	\$756,776	\$810,255	\$863,733	\$917,212	\$970,691	\$1,024,169
City Gap Maintenance Amount	\$0	(\$70,988)	(\$115,888)	(\$160,788)	(\$205,688)	(\$250,588)	(\$295,488)	(\$340,388)	(\$385,288)	(\$430,188)	(\$475,088)	(\$519,988)
Gap per Household	\$0.00	(\$1.53)	(\$2.45)	(\$3.33)	(\$4.18)	(\$5.00)	(\$5.78)	(\$6.54)	(\$7.27)	(\$7.98)	(\$8.66)	(\$9.31)

SOURCE: CARD, City of Chico, and EPS

"city_gap"