

APPENDIX D

Napa EIFD - Fiscal Impact Analysis

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Overview of Fiscal Impacts

	Annual (Stablized Year 20)	Year 0-50 Nominal Total	Year 0-50 Present Value @ 3.0%
City of Napa			
Estimated Fiscal Revenues (Net of Allocation of TI to EIFD)	\$20,321,200	\$1,265,675,400	\$516,407,100
Estimated Fiscal Expenditures	\$6,896,300	\$435,793,500	\$178,184,500
Estimated Net Fiscal Impact to City	\$13,424,900	\$829,881,900	\$338,222,600

Notes:

Estimated impacts upon Project build-out & stabilization in Year 20 (estimated in 2041-2042)

Assumes installation of necessary public infrastructure

Values in 2021 dollars

Key Land Use Assumptions (Stabilized Year 20)

Project Component	
Market-Rate Residential	1,161 DU
Affordable Housing	189 DU
Hotel	1,337 rooms
Commercial / Retail	321,014 SF
R&D / Industrial	175,000 SF
Office	29,878 SF



The analyses, projections, assumptions, rates of return, and any examples presented herein are for illustrative purposes and are not a guarantee of actual and/or future results. Project pro forma and tax analyses are projections only. Actual results may differ from those expressed in this analysis.

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APPENDIX D

Napa EIFD - Fiscal Impact Analysis

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Summary of Estimated Fiscal Impacts to City

Stabilized

	Year 5	Year 10	Year 20	Year 30	Year 40	Year 50	Stabilized Escalation Rate	Year 0-50 Nominal Total	Year 0-50 Present Value @ 3.0%
	2026	2031	2041	2051	2061	2071			
City of Napa Revenues									
Property Tax	\$1,839,000	\$2,069,100	\$2,522,300	\$3,074,670	\$3,748,005	\$4,568,797	2.0%	\$142,375,700	\$61,180,800
Property Tax Allocation to EIFD	(\$919,500)	(\$1,034,600)	(\$1,261,100)	(\$1,537,274)	(\$1,873,928)	(\$2,284,308)	2.0%	(\$71,185,700)	(\$30,589,700)
Property Tax In-Lieu of MVLF	\$668,400	\$751,500	\$916,000	\$1,116,599	\$1,361,128	\$1,659,207	2.0%	\$51,713,400	\$22,225,500
Property Tax In-Lieu of MVLF Allocation to EIFD	(\$334,200)	(\$375,750)	(\$458,000)	(\$558,299)	(\$680,564)	(\$829,604)	2.0%	(\$25,856,700)	(\$11,112,700)
Property Transfer Tax	\$26,900	\$30,200	\$36,800	\$44,859	\$54,683	\$66,658	2.0%	\$2,077,700	\$893,000
Sales and Use Tax - Direct / On-Site	\$1,156,400	\$1,340,600	\$1,801,700	\$2,421,334	\$3,254,071	\$4,373,199	3.0%	\$114,461,300	\$47,101,200
Sales and Use Tax - Indirect / Off-Site	\$465,100	\$549,400	\$738,400	\$992,348	\$1,333,633	\$1,792,291	3.0%	\$46,537,400	\$18,968,700
Transient Occupancy Tax (TOT)	\$8,882,100	\$10,772,100	\$14,476,900	\$19,455,743	\$26,146,892	\$35,139,236	3.0%	\$907,786,300	\$367,798,800
Business Licenses	\$244,700	\$290,100	\$389,900	\$523,993	\$704,203	\$946,390	3.0%	\$24,572,800	\$10,016,200
Other Taxes	\$131,900	\$153,700	\$206,500	\$277,519	\$372,962	\$501,230	3.0%	\$13,049,000	\$5,335,200
License and Permits	\$127,500	\$148,500	\$199,600	\$268,246	\$360,500	\$484,482	3.0%	\$12,612,700	\$5,156,700
Charges for Services	\$271,700	\$316,600	\$425,500	\$571,836	\$768,500	\$1,032,800	3.0%	\$26,886,900	\$10,992,600
Intergovernmental	\$33,400	\$38,900	\$52,300	\$70,287	\$94,460	\$126,946	3.0%	\$3,304,500	\$1,351,000
Investment Earnings	\$11,700	\$13,700	\$18,300	\$24,594	\$33,052	\$44,419	3.0%	\$1,157,100	\$473,300
Miscellaneous Revenues	\$12,100	\$14,200	\$19,000	\$25,534	\$34,316	\$46,118	3.0%	\$1,200,800	\$491,000
Transfers In / Other Financing Sources	\$151,400	\$176,400	\$237,100	\$318,643	\$428,229	\$575,504	3.0%	\$14,982,200	\$6,125,500
Estimated Total Revenues	\$12,768,600	\$15,254,650	\$20,321,200	\$27,090,631	\$36,140,140	\$48,243,364		\$1,265,675,400	\$516,407,100
City of Napa Expenditures									
Police	\$1,399,100	\$1,630,500	\$2,191,200	\$2,944,790	\$3,957,551	\$5,318,618	3.0%	\$138,458,700	\$56,608,000
Fire	\$874,400	\$1,018,900	\$1,369,400	\$1,840,359	\$2,473,289	\$3,323,893	3.0%	\$86,530,000	\$35,377,200
Public Works	\$622,100	\$724,900	\$974,200	\$1,309,243	\$1,759,514	\$2,364,639	3.0%	\$61,558,800	\$25,168,200
Parks & Recreation	\$344,600	\$399,500	\$536,800	\$721,414	\$969,521	\$1,302,954	3.0%	\$33,947,100	\$13,892,000
Finance	\$338,000	\$393,900	\$529,300	\$711,335	\$955,975	\$1,284,750	3.0%	\$33,445,800	\$13,674,200
General Government	\$313,000	\$364,800	\$490,200	\$658,788	\$885,356	\$1,189,844	3.0%	\$30,975,100	\$12,664,100
CDD	\$273,900	\$319,200	\$429,000	\$576,540	\$774,822	\$1,041,296	3.0%	\$27,107,700	\$11,082,800
City Manager	\$66,900	\$77,900	\$104,700	\$140,708	\$189,100	\$254,134	3.0%	\$6,616,000	\$2,705,000
Human Resources	\$60,900	\$71,000	\$95,400	\$128,210	\$172,303	\$231,561	3.0%	\$6,028,500	\$2,464,800
City Attorney	\$54,700	\$63,700	\$85,700	\$115,174	\$154,784	\$208,016	3.0%	\$5,414,500	\$2,213,500
City Clerk	\$43,500	\$50,700	\$68,200	\$91,655	\$123,177	\$165,539	3.0%	\$4,308,800	\$1,761,400
City Council	\$14,200	\$16,500	\$22,200	\$29,835	\$40,096	\$53,885	3.0%	\$1,402,500	\$573,300
Estimated Total Expenditures	\$4,405,300	\$5,131,500	\$6,896,300	\$9,268,051	\$12,455,485	\$16,739,130		\$435,793,500	\$178,184,500
Estimated Annual Net Fiscal Impact	\$8,363,300	\$10,123,150	\$13,424,900	\$17,822,580	\$23,684,655	\$31,504,234		\$829,881,900	\$338,222,600

Notes:

Estimated impacts upon Project build-out & stabilization in Year 20 (estimated in 2041-2042)

Assumes installation of necessary public infrastructure

Values in 2021 dollars

Select years shown for illustration



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Project Description

Project Component	Year 5 2026	Year 10 2031	Year 20 2041
Market Rate Residential	1,161 DU	1,161 DU	1,161 DU
Affordable Housing	189 DU	189 DU	189 DU
Total Residential Dwelling Units	1,350 DU	1,350 DU	1,350 DU
Hotel	1,278 rooms	1,337 rooms	1,337 rooms
Office	29,878 SF	29,878 SF	29,878 SF
Commercial / Retail	321,014 SF	321,014 SF	321,014 SF
R&D / Industrial	175,000 SF	175,000 SF	175,000 SF
Total Non-Residential SF	525,892 SF	525,892 SF	525,892 SF
<i>Annual Escalation Factor</i>	<i>2.0%</i>	<i>1.10</i>	<i>1.22</i>
Estimated A/V - Multifamily Residential	\$325K Per Unit	\$416,597,289	\$459,957,070
Estimated A/V - Affordable Housing	\$0K Per Unit	\$0	\$0
Estimated A/V - Hotel	\$275K Per Room	\$388,029,198	\$448,193,773
Estimated A/V - Office	\$295 PSF	\$9,731,379	\$10,744,229
Estimated A/V - Commercial Retail	\$335 PSF	\$118,732,507	\$131,090,282
Estimated A/V - R&D / Industrial	\$225 PSF	\$43,473,182	\$47,997,905
Total Estimated Assessed Value	\$976,563,556	\$1,097,983,259	\$1,338,435,466

Notes:

Adjusted for value appreciation assuming 2% annual escalation rate (statutory maximum).

Conservatively assuming no mark-to-market valuations above 2% growth to account for property transfers

Select years shown for illustration

Values in 2021 dollars

Project Employment and Occupants

Project Component	Year 5 2026	Year 10 2031	Year 20 2041
Market Rate Residential	1,161 DU	1,161 DU	1,161 DU
Affordable Housing	189 DU	189 DU	189 DU
Hotel	1,278 rooms	1,337 rooms	1,337 rooms
Office	29,878 SF	29,878 SF	29,878 SF
Commercial / Retail	321,014 SF	321,014 SF	321,014 SF
R&D / Industrial	175,000 SF	175,000 SF	175,000 SF
Estimated # Employees (FTE)			
Market Rate Residential	50 DU / emp 23	23	23
Affordable Housing	50 DU / emp 4	4	4
Hotel	1.5 rooms / emp 852	891	891
Office	350 SF / emp 85	85	85
Commercial / Retail	500 SF / emp 642	642	642
R&D / Industrial	1,500 SF / emp 117	117	117
Total Estimated # Employees (FTE)	1,723	1,762	1,762
Occupied Dwelling Units			
Residents	95% 2.25 per DU 1,283 DU 2,886	1,283 DU 2,886	1,283 DU 2,886
Employees Weighted at 50%	50% 862	881	881
Total Service Population (Residents + Empl.)	3,747	3,767	3,767

Notes:

Average household size reflects City average household size and mix of single family and multifamily units
 Select years shown for illustration
 Values in 2021 dollars

Property Tax

		<i>Year 5</i> 2026	<i>Year 10</i> 2031	<i>Year 20</i> 2041
Estimated Assessed Value - Residential		\$416,597,289	\$459,957,070	\$560,685,101
Estimated Assessed Value - Non-Residential		\$559,966,266	\$638,026,190	\$777,750,365
Total Estimated Assessed Value		\$976,563,556	\$1,097,983,259	\$1,338,435,466
Total Secured Property Tax General Levy	<i>1.00%</i>	\$9,765,636	\$10,979,833	\$13,384,355
Estimated Unsecured Property Tax as % of Secured Non-Residential Value	<i>10.00%</i>	\$559,966	\$638,026	\$777,750
Total Estimated Secured + Unsecured Property Tax		\$10,325,602	\$11,617,859	\$14,162,105
<i>Distributions to Taxing Entities</i>				
City of Napa General Fund	<i>17.81%</i>	\$1,839,000	\$2,069,100	\$2,522,300
City Allocation to EIFD	<i>(8.91%)</i>	<i>(\$919,500)</i>	<i>(\$1,034,600)</i>	<i>(\$1,261,100)</i>
Net Property Tax to City	<i>8.91%</i>	\$919,500	\$1,034,500	\$1,261,200

Notes:

General levy distributions weighted average of targeted opportunity site tax rate areas (TRAs)
Does not include property tax overrides above 1% general levy
Select years shown for illustration
Values in 2021 dollars

Source: Napa County Auditor-Controller (2021)

Napa EIFD - Fiscal Impact Analysis

Property Tax In-Lieu of Motor Vehicle License Fees (MVLf)

Total AV within CITY (FY 2020-2021)	\$13,943,261,088			
Current Property Tax In-Lieu of MVLf (2020-2021)	\$9,542,876			
Prop Tax In-Lieu of MVLf per \$1M of AV	\$684			
	<i>Year 1</i> 2022	<i>Year 5</i> 2026	<i>Year 10</i> 2031	<i>Year 20</i> 2041
Estimated Project Assessed Value	\$124,179,900	\$976,563,556	\$1,097,983,259	\$1,338,435,466
Incremental Property Tax In-Lieu of MVLf to City	\$85,000	\$668,400	\$751,500	\$916,000
City Allocation to EIFD	(\$42,500)	(\$334,200)	(\$375,750)	(\$458,000)
Net Incremental Property Tax In-Lieu of MVLf to City	\$42,500	\$334,200	\$375,750	\$458,000

Notes:

Select years shown for illustration

Values in 2021 dollars

Source: Napa County Auditor-Controller (2021)

APPENDIX D

Napa EIFD - Fiscal Impact Analysis

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Property Transfer Tax

	Year 5 2026	Year 10 2031	Year 20 2041
Estimated Assessed Value	\$976,563,556	\$1,097,983,259	\$1,338,435,466
Estimated Property Turnover Rate	5.0%	5.0%	5.0%
Estimated Value of Property Transferred	\$48,828,178	\$54,899,163	\$66,921,773
Total Transfer Tax	\$1.10 per \$1,000 \$53,700	\$60,400	\$73,600
Transfer Tax to City	\$0.55 per \$1,000 \$26,900	\$30,200	\$36,800

Notes:

Select years shown for illustration

Values in 2021 dollars

Source: Napa County Auditor-Controller (2021)



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APPENDIX D

Napa EIFD - Fiscal Impact Analysis

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Sales Tax - Direct / On-Site

Project Component	Year 5		Year 10		Year 20	
	2026		2031		2041	
Retail SF	321,014 SF		321,014 SF		321,014 SF	
Total Sales-Generating SF	321,014 SF		321,014 SF		321,014 SF	
Estimated Taxable Sales	\$275 PSF	\$102,339,382	\$118,639,392		\$159,441,423	
Sales Tax to City	1.00%	\$1,023,394	\$1,186,394		\$1,594,414	
Use Tax as % of Sales Tax	13.00%	\$133,041	\$154,231		\$207,274	
Sales and Use Tax to City - Direct		\$1,156,400	\$1,340,600		\$1,801,700	

Notes:

Taxable sales PSF factor escalated 3% annually

Select years shown for illustration.

Values in 2021 dollars.



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Sales Tax - Indirect / Off-Site

		<i>Year 5</i> 2026	<i>Year 10</i> 2031	<i>Year 20</i> 2041
Estimated # Employees		1,723	1,762	1,762
Estimated Annual Taxable Retail Spending / Empl. (Daytime Only)		\$6,701	\$7,768	\$10,439
Estimated Employee Taxable Retail Spending		\$11,545,546	\$13,689,987	\$18,398,197
Estimated Capture within City	75.0%	\$8,659,159	\$10,267,490	\$13,798,648
Estimated # Occupied Dwelling Units		1,283 DU	1,283 DU	1,283 DU
Estimated Annual Taxable Retail Spending / HH		\$32,983	\$38,237	\$51,387
Estimated Resident Taxable Retail Spending		\$42,300,932	\$49,038,373	\$65,903,473
Estimated Capture within City	50.0%	\$21,150,466	\$24,519,187	\$32,951,737
Estimated # Occupied Hotel Rooms		1,278 rooms	1,337 rooms	1,337 rooms
Estimated Annual Taxable Retail Spending / Room		\$21,157	\$24,526	\$32,962
Estimated Resident Taxable Retail Spending		\$27,038,329	\$32,791,896	\$44,069,566
Estimated Capture within City	50.0%	\$13,519,164	\$16,395,948	\$22,034,783
Total Estimated Indirect Taxable Sales		\$43,328,789	\$51,182,624	\$68,785,167
Less Estimated Capture Within District Retail	(5.0%)	(\$2,166,439)	(\$2,559,131)	(\$3,439,258)
Net Indirect Taxable Sales		\$41,162,350	\$48,623,493	\$65,345,909
Sales Tax to City	1.00%	\$411,623	\$486,235	\$653,459
Use Tax as % of Sales Tax	13.00%	\$53,511	\$63,211	\$84,950
Sales and Use Tax to City - Indirect		\$465,100	\$549,400	\$738,400

Notes:

Employee spending estimates based on "Office Worker Retail Spending Patterns: A Downtown and Suburban Area Study," ICSC (2004).

Household spending based on average household income within City.

Adjusted for inflation assuming 3% annual inflation rate.

Select years shown for illustration.

Values in 2021 dollars.

Transient Occupancy Tax ("TOT") to City

	<i>Year 5</i> 2026	<i>Year 10</i> 2031	<i>Year 15</i> 2036	<i>Year 20</i> 2041
Estimated # Hotel Rooms	1,278 rooms	1,337 rooms	1,337 rooms	1,337 rooms
Average Daily Room Rate (ADR)	<i>\$174</i>	<i>\$202</i>	<i>\$234</i>	<i>\$271</i>
Average Occupancy Rate	<i>73%</i>	<i>73%</i>	<i>73%</i>	<i>73%</i>
Annual Hotel Room Receipts	\$59,213,940	\$71,814,251	\$83,252,400	\$96,512,349
TOT to City	15.00%	\$8,882,100	\$10,772,100	\$12,487,900

Notes:

Adjusted for inflation assuming 3% annual inflation rate.

Select years shown for illustration.

Values in 2021 dollars.

Napa EIFD - Fiscal Impact Analysis

City Service Population

City Population	79,278
City Employee Population	33,496
Employee Weighting for Service Population	0.5
Weighted # Employees	16,748
Total City Service Population	96,026

Source: CA Department of Finance, CA Employment Development Department (2021)

APPENDIX D

Napa EIFD - Fiscal Impact Analysis

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City Multiplier Revenue and Expenditure Factors

							Year 5	Year 10	Year 20
Budget Category	Adopted City Budget	Allocation Basis	Relevant City Population / Factor	Discount for Operational Efficiency	Per Capita Factor	Annual Escalation	2026	2031	2041
General Fund Revenues									
Property Taxes	\$35,378,000	Evaluated Separately							
Sales Taxes	\$19,893,000	Evaluated Separately							
Transient Occupancy Tax	\$23,738,000	Evaluated Separately							
Business Licenses	\$4,103,000	Per Employee	33,496	0%	\$122.49	3.0%	\$142.00	\$164.62	\$221.23
Other Taxes	\$2,915,000	Service Population	96,026	0%	\$30.36	3.0%	\$35.19	\$40.80	\$54.83
License and Permits	\$2,817,500	Service Population	96,026	0%	\$29.34	3.0%	\$34.01	\$39.43	\$52.99
Charges for Services	\$6,006,200	Service Population	96,026	0%	\$62.55	3.0%	\$72.51	\$84.06	\$112.97
Intergovernmental	\$738,000	Service Population	96,026	0%	\$7.69	3.0%	\$8.91	\$10.33	\$13.88
Investment Earnings	\$259,000	Service Population	96,026	0%	\$2.70	3.0%	\$3.13	\$3.62	\$4.87
Miscellaneous Revenues	\$268,500	Service Population	96,026	0%	\$2.80	3.0%	\$3.24	\$3.76	\$5.05
Transfers In / Other Financing Sources	\$3,347,000	Service Population	96,026	0%	\$34.86	3.0%	\$40.41	\$46.84	\$62.95
Total Selected Revenues	\$99,463,200								
General Fund Expenditures									
Police	\$30,928,000	Service Population	96,026	0%	\$322.08	3.0%	\$373.38	\$432.85	\$581.71
Fire	\$19,328,000	Service Population	96,026	0%	\$201.28	3.0%	\$233.34	\$270.50	\$363.53
Public Works	\$13,751,000	Service Population	96,026	0%	\$143.20	3.0%	\$166.01	\$192.45	\$258.64
Parks & Recreation	\$8,166,000	Per Resident	79,278	0%	\$103.00	3.0%	\$119.41	\$138.43	\$186.04
Finance	\$7,471,000	Service Population	96,026	0%	\$77.80	3.0%	\$90.19	\$104.56	\$140.52
General Government	\$6,919,000	Service Population	96,026	0%	\$72.05	3.0%	\$83.53	\$96.83	\$130.14
CDD	\$6,055,000	Service Population	96,026	0%	\$63.06	3.0%	\$73.10	\$84.74	\$113.89
City Manager	\$1,478,000	Service Population	96,026	0%	\$15.39	3.0%	\$17.84	\$20.69	\$27.80
Human Resources	\$1,347,000	Service Population	96,026	0%	\$14.03	3.0%	\$16.26	\$18.85	\$25.34
City Attorney	\$1,209,000	Service Population	96,026	0%	\$12.59	3.0%	\$14.60	\$16.92	\$22.74
City Clerk	\$962,000	Service Population	96,026	0%	\$10.02	3.0%	\$11.61	\$13.46	\$18.09
City Council	\$313,000	Service Population	96,026	0%	\$3.26	3.0%	\$3.78	\$4.38	\$5.89
Total Selected Expenditures	\$97,927,000								

Notes:

Adjusted for inflation assuming 3% annual inflation rate.

Select years shown for illustration.

Values in 2021 dollars.

Source: City of Napa 2019-2020 Adopted Budget



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APPENDIX D

Napa EIFD - Fiscal Impact Analysis

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City Multiplier Revenues and Expenditures

	Year 5 2026	Year 10 2031	Year 20 2041
Estimated # Residents	2,886	2,886	2,886
Estimated # Employees	1,723	1,762	1,762
Total Project Service Population	3,747	3,767	3,767
Budget Category	2026	2031	2041
Revenues			
Business Licenses	\$244,700	\$290,100	\$389,900
Other Taxes	\$131,900	\$153,700	\$206,500
License and Permits	\$127,500	\$148,500	\$199,600
Charges for Services	\$271,700	\$316,600	\$425,500
Intergovernmental	\$33,400	\$38,900	\$52,300
Investment Earnings	\$11,700	\$13,700	\$18,300
Miscellaneous Revenues	\$12,100	\$14,200	\$19,000
Transfers In / Other Financing Source:	\$151,400	\$176,400	\$237,100
Total Multiplier Revenues	\$984,400	\$1,152,100	\$1,548,200
Expenditures			
Police	\$1,399,100	\$1,630,500	\$2,191,200
Fire	\$874,400	\$1,018,900	\$1,369,400
Public Works	\$622,100	\$724,900	\$974,200
Parks & Recreation	\$344,600	\$399,500	\$536,800
Finance	\$338,000	\$393,900	\$529,300
General Government	\$313,000	\$364,800	\$490,200
CDD	\$273,900	\$319,200	\$429,000
City Manager	\$66,900	\$77,900	\$104,700
Human Resources	\$60,900	\$71,000	\$95,400
City Attorney	\$54,700	\$63,700	\$85,700
City Clerk	\$43,500	\$50,700	\$68,200
City Council	\$14,200	\$16,500	\$22,200
Total Multiplier Expenditures	\$4,405,300	\$5,131,500	\$6,896,300

Notes:

Major case study revenues not shown include property tax, sales tax, transient occupancy tax
Adjusted for inflation assuming 3% annual inflation rate.
Select years shown for illustration.
Values in 2021 dollars.

Source: City of Napa 2019-2020 Adopted Budget



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Napa EIFD - Fiscal Impact Analysis

IMPLAN Inputs

Construction Inputs

Industry NAICS Category	Approximate Inputs (Industry Spending)
58 - Construction of new multifamily residential structures	\$438,750,000
55 - Construction of new commercial structures, including farm structures	\$484,028,700
51 - Construction of new manufacturing structures	\$39,375,000

Ongoing Operation Inputs

Industry NAICS Category	Approximate Inputs (Employment Change)
507 - Hotels and motels, including casino hotels	891 Jobs
412 - Retail - Miscellaneous store retailers	642 Jobs
422 - Warehousing and storage	117 Jobs
470 - Office administrative services	85 Jobs
448 - Tenant-occupied housing	27 Jobs

Summary of IMPLAN Economic Benefits

Economic Benefits from Construction (One-Time / Temporary)

	Employment	Labor Income	Economic Output
Direct (On-Site)	9,156	\$593,783,339	\$962,153,700
Indirect	722	\$45,103,602	\$139,366,759
Induced	2,163	\$101,373,729	\$332,842,490
Total Countywide	12,042	\$740,260,669	\$1,434,362,949
Estimated City Capture	9,300	\$601,107,205	\$985,764,162

Economic Benefits from Ongoing Operation (Annual)

	Employment	Labor Income	Economic Output
Direct (On-Site)	1,762	\$65,684,600	\$160,932,562
Indirect	262	\$14,199,078	\$37,850,649
Induced	274	\$12,835,370	\$42,142,248
Total Countywide	2,298	\$92,719,048	\$240,925,458
Estimated City Capture	1,789	\$67,036,323	\$164,932,207

Notes

100% of direct benefits estimated to be captured on-site within the City.

5% of indirect and induced benefits estimated to be captured off-site within the City.

Estimated ongoing benefits upon build-out and stabilization.