

**HIGHLAND, UTAH**

**PUBLIC SAFETY IMPACT FEE  
FACILITIES PLAN**

**PREPARED BY**  
**ZIONS BANK PUBLIC FINANCE**

**APRIL 21, 2015**



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## EXECUTIVE SUMMARY

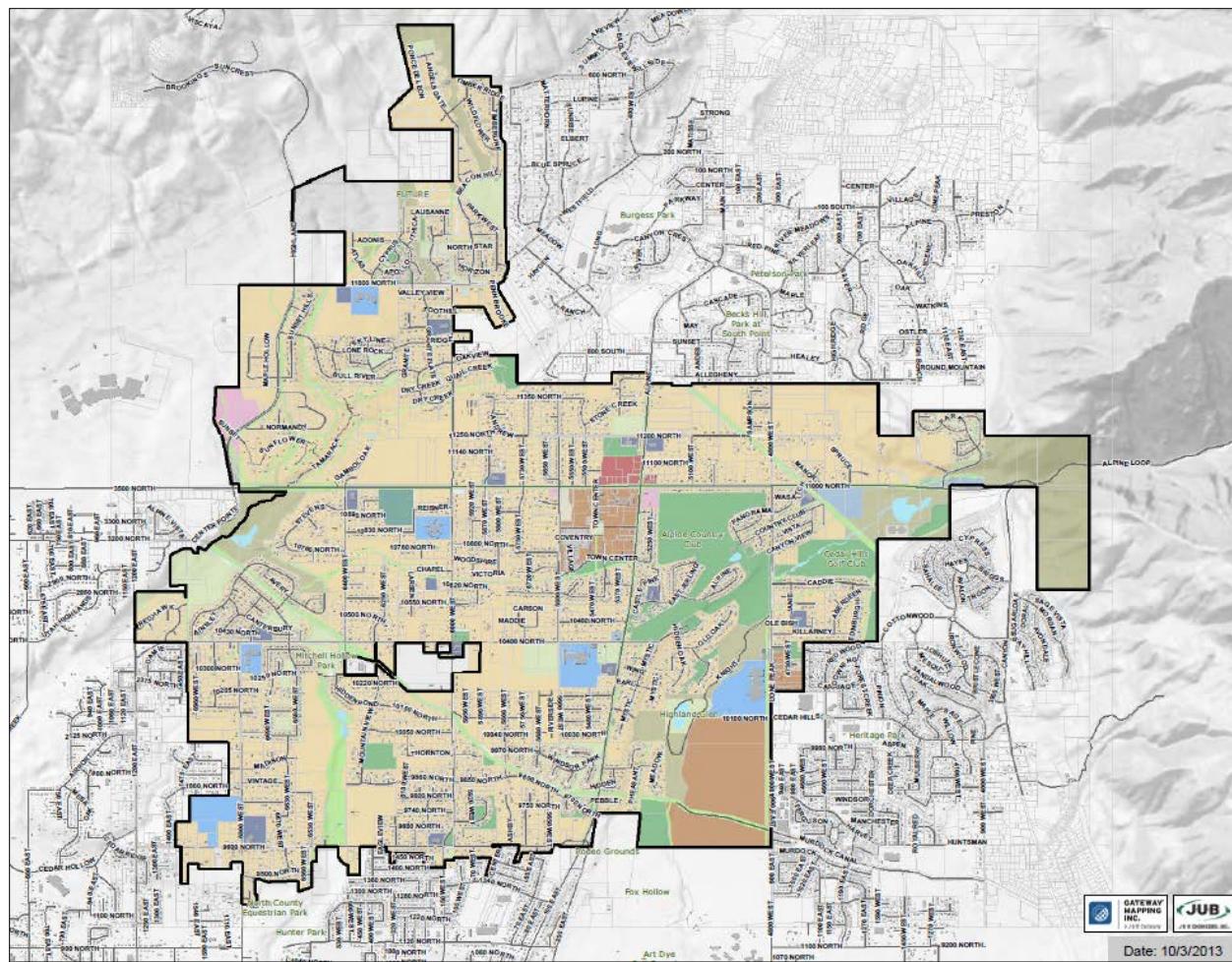
### WHY IS AN IFFP NEEDED?

The purpose of the *Public Safety Impact Fee Facilities Plan* (IFFP) is to provide Highland City (the City) with planning for any potential future fire / EMS and police capital infrastructure. The IFFP also provides a technical basis for assessing updated impact fees for public safety services throughout the City.

This document will address the existing public safety infrastructure constructed and intended to serve the City through a projected buildout scenario with regard to current land use planning. The existing facility for both fire and EMS services were constructed through a bond in 2006 and refunded this year (2015).

The existing infrastructure documented in this IFFP will ensure that the current level of service is not exceeded, through impact fees, for existing and future residents who reside within the service area. The IFFP will also fulfill all financial requirements as promulgated under Title 11, Chapter 36 of the Utah code (the Impact Fees Act). It should also be noted that this analysis does not directly consider public safety services which are provided for areas outside of the City. These services are provided based on mutual aid agreements or are funded through service agreements where the entity receiving the benefit pays a service charge.

FIGURE 1: HIGHLAND CITY BOUNDARY AND PUBLIC SAFETY IMPACT FEE SERVICE AREA





## HIGHLAND PUBLIC SAFETY IMPACT FEE FACILITIES PLAN

### PURPOSE OF AN IMPACT FEE FACILITIES PLAN

The purpose of the Impact Fee Facilities Plan (IFFP) is to identify the increased demands placed upon the City's existing public safety facilities by future development and evaluate how these demands will be met by the City. The IFFP is also intended to outline the improvements (existing or future) which may be funded through impact fees.

### PUBLIC SAFETY CAPITAL FACILITIES

The Impact Fees Act defines public safety facilities as "a building constructed or leased to house police, fire, or other public safety entities; or a fire suppression vehicle costing in excess of \$500,000." The facilities must have a life expectancy of ten or more years and must be "owned or operated by or on behalf of a local political subdivision or private entity."

### REQUIRED ELEMENTS FOR AN IMPACT FEE FACILITIES PLAN

According to the Impact Fees Act, local political subdivisions with populations (or serving populations) of more than 5,000 as of the last federal census must prepare a Capital Facilities Plan. With 15,523 residents at the 2010 Census, the population of Highland meets this guideline and must prepare this comprehensive Impact Fee Facilities Plan for Fire/EMS infrastructure to ensure adequate planning for the future growth.

Local governments must pay strict attention to the required elements of the Impact Fee Facilities Plan which are enumerated in the Impact Fees Act. The following elements must be discussed in the IFFP before a local political subdivision can legally commence public notice and adopt the IFFP.

#### DEMAND ANALYSIS

The IFFP must consider the level of service which is provided to a community's existing residents and impact fees do not raise this level of service. The unit of measurement varies depending on which public facility is discussed. The demand on public safety improvements may be measured in terms of calls received. The IFFP is also required to include a clear nexus between estimated future demand and the proposed capital facilities required to be constructed or acquired to meet the future demand, or in this case, bought into.

#### FINANCING OPTIONS

The IFFP must also include a consideration of all revenue sources, including impact fees, which may be used to finance system improvements. In conjunction with this revenue analysis, there must be a determination that impact fees are necessary to achieve an equitable allocation of the costs of the new facilities between the new and existing users.

#### NOTICING AND ADOPTION REQUIREMENTS

The Impact Fees Act requires that entities must publish a notice of intent to prepare or modify any IFFP. If an entity prepares an independent IFFP rather than include a capital facilities element in the general plan, the actual IFFP must be adopted by enactment. Before the IFFP can be adopted, a reasonable notice of the public hearing must be published in a local newspaper at least 10 days before the actual hearing. A copy of the proposed IFFP must be made available to the public during the 10 day noticing period for public review and inspection. Utah Code requires that the City must post a copy of the ordinance in at least three places. These places may include the City offices and the public library within the City's jurisdiction.

Following the 10-day noticing period, a public hearing will be held, after which the City Council may adopt, amend and adopt, or reject the proposed IFFP. Following the adoption, Utah Code Section 10-3-711 and 712 requires that a summary of the enactment be published in order for the enactment to become effective.

# CHAPTER 1: EXISTING & FUTURE PUBLIC SAFETY FACILITIES

## EXISTING PUBLIC SAFETY BUILDING

A summary of the existing fire / EMS and police facilities are contained in the following tables. Currently the City maintains one fire station, and one police station (which is combined with the City courthouse). The fire station is operated by Lone Peak Fire District and police by Lone Peak Police Department.

TABLE 1: SUMMARY OF EXISTING FIRE / EMS AND POLICE FACILITIES

### Summary of Existing Police Facilities

Existing Police Facilities			
	Acres	SF of Space	Cost
Portion of existing Police Building / Courthouse: 5400 Civic Center Dr. Suite 3	-	13,710	\$3,647,366.34
Land Associated with Police Building	1.90	-	
<b>Total</b>	<b>1.90</b>	<b>13,710</b>	<b>\$3,647,366</b>

*\*The total building is estimated at 32,136 SF, with a total building cost of \$4,336,402 space used by the Courthouse and the holding cells have been excluded.*

### Summary of Existing Fire Facilities

Existing Fire Facilities			
	Acres	SF of Space	Cost
5582 Parkway West Drive	-	16,998	\$3,849,854.00
Land Associated with Fire Building	0.86	-	
<b>Total</b>	<b>0.86</b>	<b>16,998</b>	<b>\$3,849,854</b>

## EXISTING POLICE INFRASTRUCTURE

The police department currently maintains 13,710 SF of infrastructure. The Lone Peak Police Department is headquartered in Highland City. The Police Department and the Justice Court share one building on 1.9 acres of land. However, the square footage of the Court and holding cells in the police department are not included in the square footage used in the table above.

According to the Impact Fees Act, increases to an existing level of service cannot be funded with impact fee revenues. While the police and fire departments do not have plans to expand beyond the existing infrastructure, it will be demonstrated later in this report that the current level of service (in terms of SF per call) is at its highest and will not be exceeded.

## EXISTING FIRE & EMS COVERAGE

The fire / EMS Department in Highland currently maintains 16,998 SF of infrastructure. Generally as more homes, businesses, and other types of development are built, the number of emergency calls increase. This increase in call volume affects the fire / EMS services. Much of the newer development comes from undeveloped land that is located further away from Highland's center, where the public safety building is located. This increases response times—taking it longer for fire fighters or EMS personnel to reach emergency situations.



## HIGHLAND PUBLIC SAFETY IMPACT FEE FACILITIES PLAN

### FUTURE FIRE / EMS INFRASTRUCTURE

When the land area currently included within the City is entirely built out, it is not anticipated that any additional stations will be needed. The current station is intended to serve the City through buildout.

### FUTURE POLICE INFRASTRUCTURE

When the land area currently included within the City and the boundaries of the annexation declaration are entirely built out, it is not anticipated that any additional stations will be needed to provide adequate police service.

## CHAPTER 2: EXISTING & FUTURE INFRASTRUCTURE COSTS

### OUTSTANDING DEBT

The City has an outstanding bond which relates to public safety in Highland—the 2006 Bond funded the cost of the fire building and the cost of the combined police / courthouse. The bond was refunded in 2015. The outstanding bond and details provided by the City and internal sources, was the information used in the calculation of costs associated with the existing facilities found at the beginning of the previous chapter. It should be noted however that in the calculation of the fee, only the costs directly relating to the police and fire station are included and not the courthouse and any holding cells.

#### DEBT RELATED TO THE EXISTING FIRE/POLICE STATIONS

The following table relates to the debt that was originally issued to pay for the construction of the existing fire and police stations. The full debt service schedule can be found in the Appendix of this document.

TABLE 2: DEBT SERVICE TOTAL

Debt Service Paid (2006)	2,663,622.50
Original Debt Service to be Paid – Not refunded	\$585,275.00
Future Debt Service	\$4,723,655.38
Total	\$7,972,552.88

### TEN YEAR HORIZON

Only infrastructure to be constructed within a ten year horizon is considered in the calculation of public safety impact fees. It can be argued that projects beyond this horizon are too far away to be calculated accurately, owing to the large uncertainty surrounding events that far into the future. In addition, an analysis has been performed to determine if any non-impact fee qualifying sources of funding will be obtained and also excluded from the calculation.

In the ten year horizon there are no additional police or fire infrastructure needed.

## CHAPTER 3: FINANCING ELEMENT

### MANNER OF FINANCING

Cities may fund the capital infrastructure for public safety through a combination of different revenue sources. Impact fees cannot reimburse costs funded through federal grants and other funds that the City has received for capital improvements without an obligation to repay. The amounts included in this calculation are those that have been funded by the existing residents and businesses through fees and taxes.

Additionally, the Impact Fee Act requires the Proportionate Share Analysis to demonstrate that impact fees paid by new development are an equitable method for funding growth-related infrastructure. Existing users have funded and will continue to fund the share of costs proportionate to the number of existing calls relative to the buildup number of calls. In other words, existing users will always be responsible for their share of the system. The remaining portion of existing excess capacity costs and future facility costs will be fairly passed on to new growth.

### TAX REVENUES

Tax revenues—property and sales—are the primary source of revenue for the City. The City has authority to collect a portion of the property and sales taxes within its boundaries. The revenues collected can cover the operational expenses, non-impact fee qualifying capital expenses and other general needs of the Highland City fire / EMS and police departments.

### FEDERAL AND STATE GRANTS AND DONATIONS

Grants and donations are not currently contemplated in this analysis. If grants are available for constructing stations, they will be used. Grants or other funds that do not require repayment (not including developer exactions toward impact fee payment) must be considered in the analysis as an impact fee should not be collected for a project or expense otherwise covered through a grant or other revenue source without an appropriate credit.

### IMPACT FEES

It is recommended that impact fees be used to fund growth-related capital projects as they help to maintain an adequate level of service and prevent existing users from subsidizing the capital needs for new growth. This Impact Fee Analysis calculates a fair and reasonable fee that new growth should pay to fund the portion of the existing and new facilities that will benefit new development.

Impact fees have become an ideal mechanism for funding growth-related infrastructure. Impact fees are charged to ensure new growth pays its proportionate share of the costs for the development of public infrastructure. Impact fee revenues can also be attributed to the future expansion of public infrastructure if the revenues are used to maintain an existing level of service. Increases to an existing level of service cannot be funded with impact fee revenues. Analysis is required to accurately assess the true impact of a particular user upon the City infrastructure and to prevent existing users from subsidizing new growth.

### DEVELOPER DEDICATIONS AND EXACTIONS

Developer exactions are not the same as grants (which should be credited from the impact fee). Developer exactions may be considered in the inventory of current and future public safety infrastructure. If a developer constructs a fire station or dedicates land within the development, the value of the dedication is credited against that particular developer's impact fee liability. All fire and police stations are considered to be system improvements, not project improvements. Thus, an impact fee credit will be due to the developer and the dedication / exaction will be classified in the inventory as if it had been funded directly by the City through impact fees collected.



## HIGHLAND PUBLIC SAFETY IMPACT FEE FACILITIES PLAN

If the value of the dedication / exaction is less than the development's impact fee liability, the developer will owe the balance of the liability to the City. If the value of the improvements dedicated is worth more than the development's impact fee liability, the City must reimburse the difference to the developer from impact fee revenues collected from other developments.

### PROPOSED CREDITS OWED TO DEVELOPMENT

The Impact Fee Act requires that credits be granted to development for future fees that will pay for growth-driven projects included in the Impact Fee Facilities Plan that would otherwise be paid for through user fees. Credits may also be granted to developers who have constructed and donated facilities to the City in-lieu of impact fees. This situation does not apply to developer exactions or improvements required to offset density or as a condition of development. Any project that a developer funds must be included in the Impact Fee Facilities Plan if a credit is to be issued.

If the situation arises that a developer chooses to construct facilities found in the Impact Fee Facilities Plan in-lieu of impact fees, appropriate arrangements must be made through negotiation between the developer and the City on a case by case basis.

### SUMMARY OF TIME PRICE DIFFERENTIAL

The Impact Fee Act allows for the inclusion of a time price differential to ensure that the costs incurred at a later date are accurately calculated. This is not applicable in this analysis as the projects considered are already constructed.

### EQUITY OF IMPACT FEES

Impact fees are intended to recover the costs of capital infrastructure that relate to future growth. This method results in an equitable fee as future users will not be expected to fund any portion of the projects that will benefit existing residents. This method also addresses current deficiencies by assuming that facilities are sized optimally to cover the City without deficiencies or excesses at buildout.

The impact fee calculations are structured for impact fees to fund 100% of the growth-related portion of facilities identified in the proportionate share analysis as presented in the Impact Fee Analysis. Even so, there may be years that impact fee revenues cannot cover the annual growth-related expenses. Other revenues will be used to make up any annual deficits. Any borrowed funds are to be repaid in their entirety through impact fees.

## CHAPTER 4: LEVEL OF SERVICE ANALYSIS

### LEVEL OF SERVICE DEFINITION

According to State statute, impact fees cannot be used to correct deficiencies in the system or increase the level of service (LOS) over what currently exists. One way to determine if the level of service has been exceeded is to measure the current square footage of public safety infrastructure per emergency call and compare it to what is planned for the future. This analysis has been completed and is contained in this chapter.

### THE CHALLENGE WITH PLANNING PUBLIC SAFETY INFRASTRUCTURE

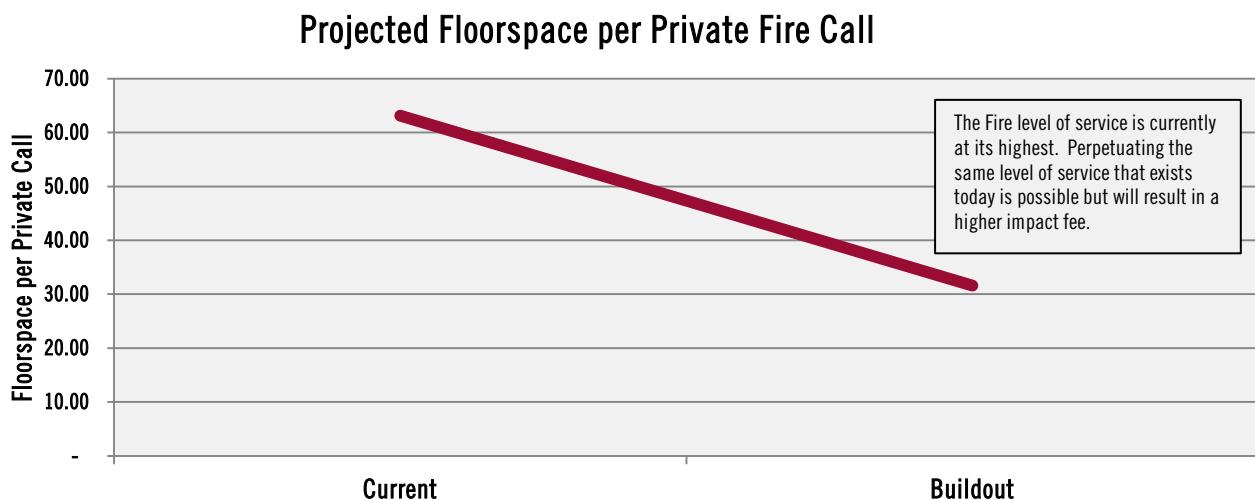
The challenge with public safety infrastructure is that it cannot be added piece by piece but must be added station by station. In other words, if call volume increases by five percent, the infrastructure cannot simply be increased by 5%. When new infrastructure is needed to serve a new area of the City—even if the overall call volume of that area is low—the City is justified in building infrastructure to serve areas of need. When that infrastructure is constructed the level of service must therefore be viewed not in terms of the call volume it currently serves, but the total call volume it was built to serve.

The City may decide to enhance the future planned level of service (beyond what is planned in this impact fee analysis) to better meet the guidelines from the NFPA and ISO. If the City exceeds the current level of service, then it will need to fund that enhancement with revenue sources other than impact fees.

The current and future LOS goal to be maintained by the fire / EMS and police departments is displayed in the following tables. The current and future floor space of the fire / EMS and police departments is based on the existing and future infrastructure described in an earlier chapter.

TABLE 3: CURRENT AND PROJECTED FACILITY FLOOR SPACE LEVEL OF SERVICE FOR FIRE / EMS

Time Frame	Floorspace	Calls*	SF per Call
Current	16,998	269	63.19
Buildout	16,998	538	31.62

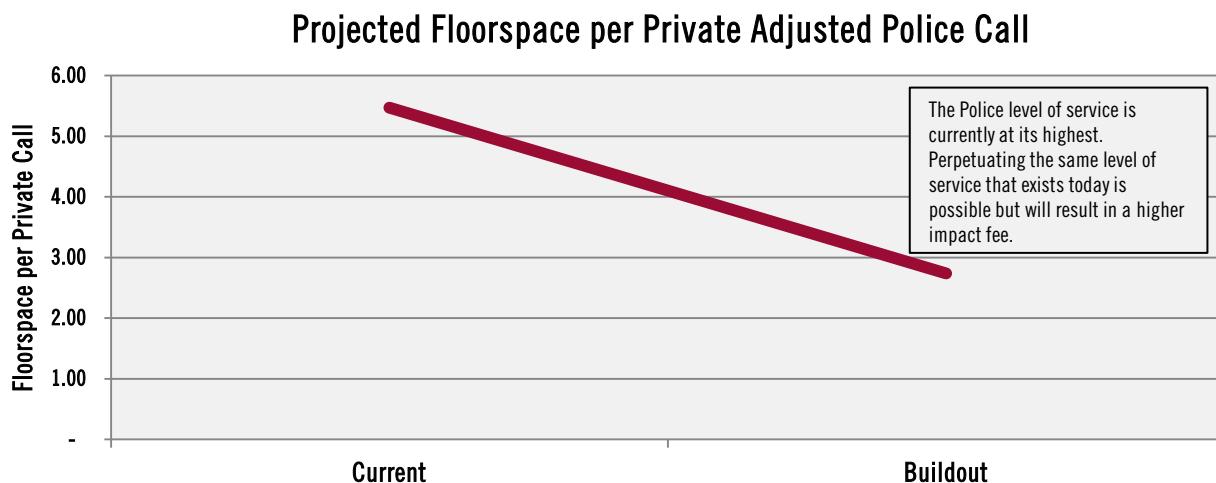




## HIGHLAND PUBLIC SAFETY IMPACT FEE FACILITIES PLAN

TABLE 4: CURRENT AND PROJECTED FACILITY FLOOR SPACE LEVEL OF SERVICE FOR POLICE

Time Frame	Floorspace	Calls*	SF per Call
Current	13,710	2,505	5.47
Buildout	13,710	5,006	2.74



## IMPACT FEE FACILITIES PLAN CERTIFICATION

Zions has prepared this report in accordance with Utah Code Title 11 Chapter 36a (the "Impact Fees Act"), which prescribes the laws pertaining to Utah municipal capital facilities plans and impact fee analyses. The accuracy of this report relies upon the planning, engineering, and other source data which was provided by the City and their designees.

I certify that the attached impact fee facilities plan ("IFFP"):

1. includes only the cost of public facilities that are:
  - a. allowed under the Impact Fees Act; and
  - b. actually incurred; or
  - c. projected to be incurred or encumbered within six years after the day on which each impact fee is paid;
2. does not include:
  - a. costs of operation and maintenance of public facilities;
  - b. costs for qualifying public facilities that will raise the level of service for the facilities, through impact fees, above the level of service that is supported by existing residents;
  - c. an expense for overhead, unless the expense is calculated pursuant to a methodology that is consistent with generally accepted cost accounting practices and the methodological standards set forth by the federal Office of Management and Budget for federal grant reimbursement; and
3. complies in each and every relevant respect with the Impact Fees Act.

Zions Public Finance, Inc. makes this certification with the following caveats:

1. All of the recommendations for implementations of the Impact Fee Facilities Plan made in the IFFP documents or in the impact fee analysis documents are followed in their entirety by Highland City staff and elected officials.
2. If all or a portion of the IFFP or impact fee analysis is modified or amended, this certification is no longer valid.
3. All information provided to Zions Bank Public Finance its contractors or suppliers is assumed to be correct, complete and accurate. This includes information provided by Highland City and outside sources. Copies of letters requesting data are included as appendices to the IFFP and the impact fee analysis.

Dated: April 21, 2015April 22, 2015

ZIONS PUBLIC FINANCE, INC.

## **APPENDIX**

#### Recommended Police Impact Fees Per Unit

POLICE	Cost per Call	Calls per Unit	Fee per Unit
Residential			
Single Family Residential	\$ 903.38	0.591	\$ 533.79
Multi-Family Residential	903.38	0.083	75.32
Commercial			
Private Non Residential (kSF Floor space	\$ 903.38	0.372	\$ 336.24

#### Non Standard Development Impact Fee Calculation POLICE

POLICE Cost Per Call	Non Standard Development	Impact Fee Assessed
\$903.38	x # of Annual Calls Projected to be Created	= Non-Standard Impact Fee

#### Recommended Fire Impact Fees Per Unit

FIRE	Cost per Call	Calls per Unit	Fee per Unit
Residential			
Single Family Residential	\$ 9,176.25	0.063	\$ 581.88
Multi-Family Residential	9,176.25	0.010	90.01
Commercial			
Private Non Residential (kSF Floor space	\$ 9,176.25	0.040	\$ 365.94

#### Non Standard Development Impact Fee Calculation FIRE

FIRE Cost Per Call	Non Standard Development	Impact Fee Assessed
\$9,176.25	x # of Annual Calls Projected to be Created	= Non-Standard Impact Fee

Police Impact Fee Cost per Call

Expense	Impact Fee Qualifying Cost	Impact Fee Qualifying Cost Assigned to New Growth	Calls from Future Growth	Cost per Call
<b>Existing Improvements</b>				
Existing Facilities	\$ 3,647,366	\$ 1,822,198	2,501	\$ 729
<b>Total</b>	<b>\$ 3,647,366</b>	<b>\$ 1,822,198</b>	<b>2,501</b>	<b>\$ 729</b>
<b>Other Improvements/Components</b>				
Impact Fee Fund Balance	\$ -	\$ -	-	\$ -
2006 Debt Service	3,282,591	1,639,958	2,501	656
2006 Proceeds	(2,416,893)	(1,207,462)	2,501	(483)
Professional Expenses	4,883	4,883	2,501	2
<b>Total</b>	<b>\$ 865,698</b>	<b>\$ 432,496</b>		<b>\$ 175</b>
<b>Grand Total</b>	<b>\$ 4,513,064</b>	<b>\$ 2,254,694</b>		<b>\$ 903</b>

Fire Impact Fee Cost per Call

Expense	Impact Fee Qualifying Cost	Impact Fee Qualifying Cost Assigned to New Growth	Calls from Future Growth	Cost per Call
<b>Existing Improvements</b>				
Existing Facilities	\$ 3,849,854	\$ 1,923,411	269	\$ 7,161
<b>Total</b>	<b>\$ 3,849,854</b>	<b>\$ 1,923,411</b>	<b>269</b>	<b>\$ 7,161</b>
<b>Other Improvements/Components</b>				
Impact Fee Fund Balance	\$ -	\$ -	-	\$ -
2006 Debt Service	4,069,838	2,033,317	269	7,571
2006 Proceeds	(2,996,524)	(1,497,082)	269	(5,574)
Professional Expenses	4,883	4,883	269	18
<b>Total</b>	<b>\$ 1,073,314</b>	<b>\$ 536,234</b>		<b>\$ 2,015</b>
<b>Grand Total</b>	<b>\$ 4,923,168</b>	<b>\$ 2,459,646</b>		<b>\$ 9,176</b>



## EMERGENCY CALL DETAILS

	A	B	C	D	E	F	G
Police Calls responded to from 2011 to 2013							
1	Category	2011	2012	2013	3 yr Total	Average	% of Total
2	Residential	2,137	2,239	2,417	6,793	2,264	24.4%
3	Multi-Family Residential	10	22	18	50	17	0.2%
4	Private Non Residential	232	233	207	672	224	2.4%
5	Traffic	3,805	4,536	4,620	12,961	4,320	46.5%
8	Public Land Uses *	2,242	2,462	2,698	7,402	2,467	26.6%
9	All Calls	8,426	9,492	9,960	27,878	9,293	100.0%

\* These include all police calls that did not respond to a specific land use and are therefore shared by the City as a whole

	A	B	C	D	E	F	G
Fire Calls responded to from 2011 to 2013							
14	Category	2011	2012	2013	3 yr Total	Average	% of Total
15	Residential	216	263	250	729	243	57.2%
17	Multi-Family Residential	2	0	5	7	2	0.5%
18	Private Non Residential	19	17	36	72	24	5.6%
20	Traffic	57	68	67	192	64	15.1%
21	Public Land Uses *	81	86	115	282	94	22.1%
	All Calls	373	434	468	1,275	425	100.0%

\* These include all fire calls that did not respond to a specific land use and are therefore shared by the City as a whole

### Summary of Police Facilities

Time Frame	Added Station Floorspace	% of Buildout Floor Space	Calls Served by this Infrastructure	Current Avg. Calls Served by this Infrastructure	Future Calls to be Added	% to Serve Future Growth
Existing	13,710	100.0%	5,007	2,505	0	0.0%
Future	13,710	100.0%	5,007	5,007	2,501	50.0%

### Proportionate Share of Police Facilities

	Impact Fee Qualifying Cost of Facilities	% of Allocated to Future Development	Amount to be Paid by Future Growth
Total	\$3,647,366	50.0%	\$1,822,198

### Summary of Fire Facilities

Time Frame	Added Station Floorspace	% of Buildout Floor Space	Calls Served by this Infrastructure	Current Avg. Calls Served by this Infrastructure	Future Calls to be Added	% to Serve Future Growth
Existing	16,998	100.0%	538	269	0	0.0%
Future	16,998	100.0%	538	538	269	50.0%

### Proportionate Share of Fire Facilities

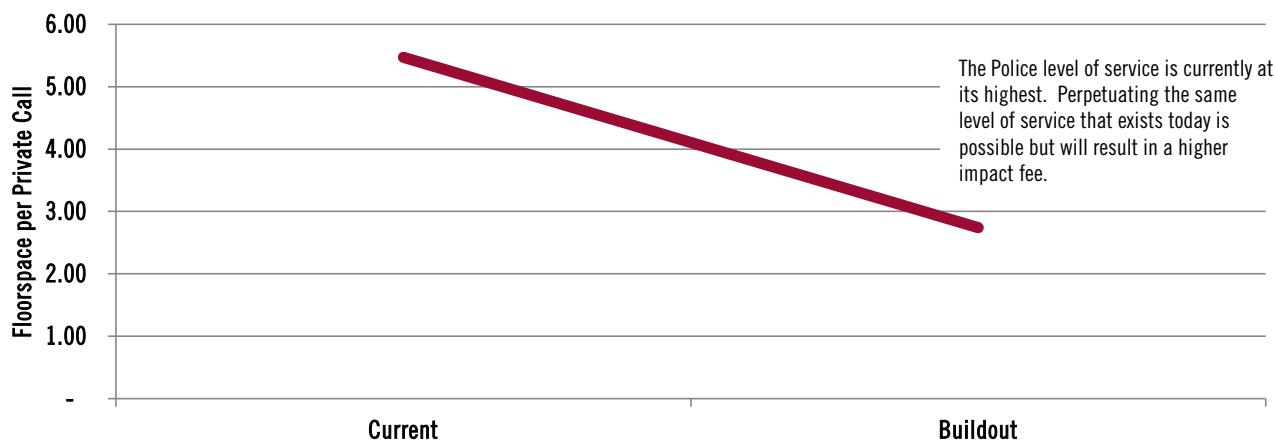
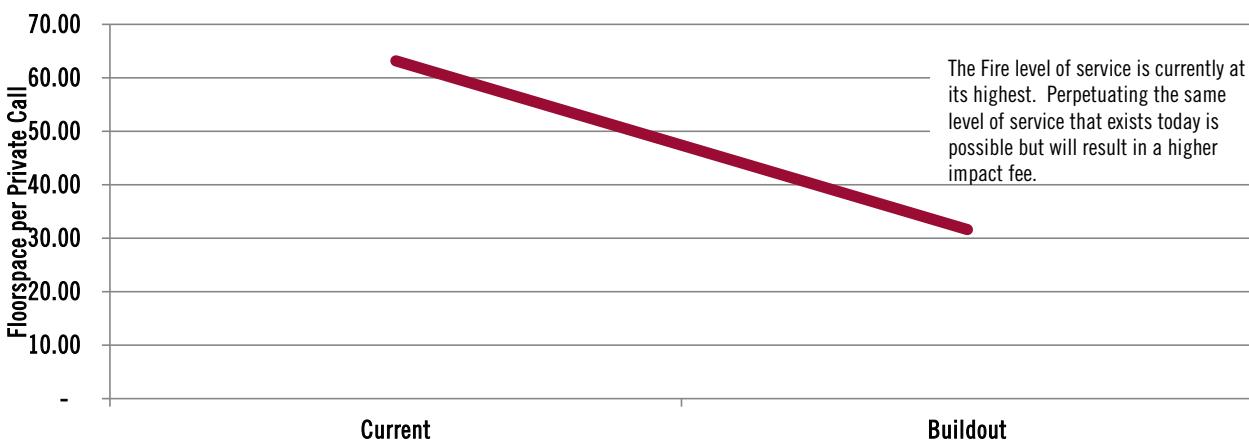
	Impact Fee Qualifying Cost of Facilities	% of Allocated to Future Development	Amount to be Paid by Future Growth
Total	\$3,849,854	50.0%	\$1,923,411

**Police**

Time Frame	Floorspace	Calls*	SF per Call
Current	13,710	2,505	5.47
Buildout	13,710	5,007	2.74

*Community that will be served***Fire**

Time Frame	Floorspace	Calls*	SF per Call
Current	16,998	269	63.19
Buildout	16,998	538	31.62

**Projected Floorspace per Private Adjusted Police Call****Projected Floorspace per Private Fire Call**

#### Average Historic Calls per Unit to Private Development Types - Police

Total Private Calls Per Unit by Development Type	
Development Type	Average 2011-2013
<b>Single Family Residential</b>	
Police Calls	2,264
Units	3,832
Single Family Calls per Unit POLICE	<b>0.591</b>
<b>Multi-Family Residential</b>	
Police Calls	17
Units	204
Single Family Calls per Unit POLICE	<b>0.083</b>
<b>Private Non Residential</b>	
Police Calls	224
Units (kSF)	602
Private Non Residential Calls per Unit POLICE	<b>0.372</b>

Source: Utah County Assessors, BEBR, and GIS Analysis

#### Average Historic Calls per Unit to Private Development Types - Fire

Total Private Calls Per Unit by Development Type	
Development Type	Average 2011-2013
<b>Single Family Residential</b>	
Fire Calls	243
Units	3,832
Single Family Calls per Unit FIRE	<b>0.063</b>
<b>Multi-Family Residential</b>	
Fire Calls	2
Units	204
Single Family Calls per Unit FIRE	<b>0.010</b>
<b>Private Non Residential</b>	
Police Calls	24
Units (kSF)	602
Private Non Residential Calls per Unit FIRE	<b>0.040</b>

Source: Utah County Assessors, BEBR, and GIS Analysis

#### Projected Private Calls Created between 2011 and Buildout - POLICE

Projected Future Private Police Calls			
Development Type	Future Units	Calls per Unit	Projected Future Calls*
Single Family Residential	3,924	0.591	2,319
Multi-Family Residential	209	0.083	17
Private Non Residential	443	0.372	165
<b>Total Undeveloped Future Private Calls 2</b>			<b>2,501</b>

\*Projected Future Calls are based only on future units in addition to existing calls from existing units

#### Projected Private Calls Created between 2011 and Buildout - FIRE

Projected Future Private Police Calls			
Development Type	Future Units	Calls per Unit	Projected Future Calls*
Single Family Residential	3,924	0.063	249
Multi-Family Residential	209	0.010	2
Private Non Residential	443	0.040	18
<b>Total Undeveloped Future Private Calls 2</b>			<b>269</b>

\*Projected Future Calls are based only on future units in addition to existing calls from existing units

#### Total Private Development Police Calls at Buildout - POLICE

Existing and Future Private Police Calls			
Development Type	Existing (3 yr Avg)	Future	Existing + Future
Single Family Residential	2,264	2,319	4,583
Multi-Family Residential	17	17	34
Private Non Residential	224	165	389
<b>Total</b>	<b>2,505</b>	<b>2,501</b>	<b>5,007</b>

#### Total Private Development Police Calls at Buildout - FIRE

Existing and Future Private Fire Calls			
Development Type	Existing (3 yr Avg)	Future	Existing + Future
Single Family Residential	243	249	492
Multi-Family Residential	2	2	4
Private Non Residential	24	18	42
<b>Total</b>	<b>269</b>	<b>269</b>	<b>538</b>

Historic and Future Population Growth

Future Population Estimates		
Year	Highland	% Annual Growth
2014	17,093	
2015	17,336	1.4%
2016	17,579	1.4%
2017	17,822	1.4%
2018	18,065	1.4%
2019	18,308	1.3%
2020	18,551	1.3%
2021	18,842	1.6%
2022	19,132	1.5%
2023	19,423	1.5%
2024	19,713	1.5%
Buildout*	30,547	-

\*HAL

Historic and Future Residential Police Call Projections

Pop Based Call Projections - Police			
Year	Calls	Police SF	Police SF / Call
2011	2,137	13,710	6.42
2012	2,239	13,710	6.12
2013	2,417	13,710	5.67
2014	2,264	13,710	6.05
2015	2,297	13,710	5.97
2016	2,329	13,710	5.89
2017	2,361	13,710	5.81
2018	2,393	13,710	5.73
2019	2,425	13,710	5.65
2020	2,457	13,710	5.58
2021	2,496	13,710	5.49
2022	2,534	13,710	5.41
2023	2,573	13,710	5.33
2024	2,611	13,710	5.25
Buildout	4,583	13,710	2.99

The 2014 figure is an average of the three previous years

This table applies the projected growth in population to call volume growth

Historic and Future Residential Fire Call Projections

Pop Based Call Projections - Fire			
Year	Calls	Fire SF	Fire SF / Call
2011	216	16,998	78.69
2012	263	16,998	64.63
2013	250	16,998	67.99
2014	243	16,998	69.95
2015	246	16,998	68.97
2016	250	16,998	68.02
2017	253	16,998	67.09
2018	257	16,998	66.19
2019	260	16,998	65.31
2020	264	16,998	64.45
2021	268	16,998	63.46
2022	272	16,998	62.50
2023	276	16,998	61.56
2024	280	16,998	60.65
Buildout	492	16,998	34.56

The 2014 figure is an average of the three previous years

This table applies the projected growth in population to call volume growth